

MIZZOU

WEEKLY

University of Missouri-Columbia April 8, 1999

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Building a computing infrastructure

Open forums ask campus community for ways to meet MU's computing needs.

Like many campuses across the country, MU is struggling to fund an explosion in the demand for computing and technology resources. How can the University meet short-term computing challenges and plan for the future in a fair and forward-looking way?

That question is being put to faculty, staff and students at a series of open forums. Ed Mahon, assistant vice chancellor for computing, says that input is a valuable resource as his staff and campus planners develop strategies to meet short-term needs and plan for the future.

"We appreciate the willingness of the campus community to help us talk through these challenges," Mahon says. "I think there's a tremendous value to open discussions like these."

The first two open forums were held

March 31 and April 1. A third forum will be held from 7:45 to 9:15 a.m. Thursday, April 15, at Fisher Auditorium in Gannett Hall.

Discussion has been open-ended. At each forum Mahon has shared the details of a strategic plan for computing that was developed by his staff with assistance from two campuswide committees. Proposals in the plan are now being reviewed by the campus Strategic Planning Advisory Council and the Resource Advisory Council. Those groups will make recommendations to the chancellor.

"From where I sit, one of the biggest challenges we have is to try bring into line the expectations of end-users, our ability to deliver on those expectations, and funding," Mahon says.

He and his staff have identified a need for nearly \$3 million in annual, ongoing funding to meet short-term challenges. One of the more controversial proposals being considered is to

phase in a monthly fee for each data port on campus. Some faculty, though, question whether those monthly fees could increase down the road, and whether departments then would be

required to make up the difference from their budgets.

"We don't know what's going to happen in the future, and the money is going to come from somewhere. It's only one pot of money the University has," said Elias Saab, professor and chair of mathematics.

"We have to find a way to deal with this. You see, a faculty member has to be provided with all the equipment they need to teach and do research. The next thing they'll tell us is they're going to charge us for chalks, because chalk is becoming very expensive.

"You're not going to solve the problem by just telling every department they should do it on their own because they don't have the money," Saab said. He suggested that MU seek additional state appropriations to help build its computing infrastructure.

Mike McKean, who chairs the campus computer policy committee, said he

Comment on Computing

The University community is invited to an open forum to discuss computing issues at MU from 7:45 to 9:15 a.m. April 15 at Fisher Auditorium in Gannett Hall.

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Rewarding excellence

University Club's general manager wins national award.

"I am honored, but I could not have achieved this without the support of a great staff, our board of directors and, of course, our members," Crystal Thomas says about receiving the Excellence in Club Management Award in February. "This is for all of us."

Thomas' supervisor, Kee W. Groshong, says the award verifies she is doing a "great job managing the University Club. It is quite an accomplishment and achievement for her and for the club to be recognized this way," says the vice chancellor for Administrative Services. "Crystal, as a manager, is an extremely confident, talented and hard-working employee who strives for excellence."

The honor is sponsored by the McMahon Group of St. Louis, a full-service consulting firm serving private clubs. Of the seven awards presented in four categories for outstanding management of a private club, Thomas, won in the specialty clubs category, making her the first woman to receive the award in any category.

Before coming to MU, Thomas managed the University Club at the University of Calgary in Alberta for nearly 20 years, while at the same time co-owning and operating a restaurant with her husband. Over time, she grew the club's membership from 300 to 1,400 patrons.

Through the mid-'80s, club management was a man's game, she says, recalling being ushered into the back doors of prestigious private clubs because women weren't allowed at certain times of the day, or not being able to go into the clubs' spike rooms to purchase drinks.

"Yet I was there for a meeting," Thomas says. "This was back in the early

'80s." Attitudes have changed, she says, and the numbers of female club managers are growing. Of the 5,000 members of the Club Managers Association of America, under 1,100 have received certified club manager designation, and of that number 63 are women.

"Today, women are well-respected in the field. We just need to start getting more of them to pursue this as a career," says Thomas, who also in February became a certified club manager. She encourages females interested in this profession to gain a solid educational footing in the hospitality program and to pursue internships with good managers who advocate mentoring.

"The great thing about private clubs is when you've gone as far in the job as possible, managers are always willing to find you position in another club so you can keep growing and learning." Thomas knows firsthand the benefits of hounding the sheepskin. In December she earned a bachelor's degree in hotel and restaurant management from MU, 25 years after initially enrolling in classes at the University of Saskatchewan.

Thomas, who became general manager of the University Club in 1995, also heads University Catering housed in Memorial Union. The club, on the second floor of the Reynolds Alumni and Visitor Center, was founded in 1993 as a not-for-profit social club that offers dining, banquets, special events and reciprocal privileges at more than 200 private, city, country and faculty clubs worldwide.

"Crystal has effected a lot of changes in the organizational structure that have been beneficial, and things are going along very well," Groshong says.

Some of the improvements the club's



Contributed photo

1,600 members have seen under Thomas' management include a new web site offering a virtual tour of the club at www.uclub-mu.org; revised menus prepared by an award winning chef; International and Family nights; "Prime of your Life" birthday buffets, featuring all-you-can-eat prime rib; and partnerships with the Concert Series, Friends of Music, A.L. Gustin Golf Course and Wellaware Fitness Programs. "Everyday is a new day and there's always something new to learn," Thomas says. "If we did it one way yesterday, we cannot do it the same way today because we are dealing with the same people, and people want to see changes."

Colleagues say Thomas' contributions to her staff are just as impressive. She introduced programs that encourage extensive staff training and continuing education which, she says, keeps the staff fresh and excited about their jobs. Additionally, Thomas developed a

Martha McMahon, right, vice president of the McMahon Group, presented the Excellence in Club Management Award to Crystal Thomas at a ceremony Feb. 5 in the University Club's Tiger Lounge.

performance reward system for her team members. "They get points that lead to rewards for going above and beyond," she says. "This really helps with morale and team recognition."

Thomas admits her management style is patterned after her boss's. "Kee does not micromanage his departments, which makes it very easy for me to run the club. I try to run my departments in this same vein by hiring good managers, and once they have their goals set, let them supervise their areas."

What sets apart a mediocre manager from an excellent manager? "Respect for and from the staff," Thomas says. "Respect is important. It isn't something that is given, you have to earn it."

FACULTY RETAIN STATUS QUO ON ANNUAL REVIEWS

By a margin of 58 percent to 42 percent, MU faculty have voted not to require an annual face-to-face and written review of all faculty. A total of 52 percent — or 633 of 1209 faculty eligible to vote — cast the mail ballots. When ballots were counted April 2, the final tally was 365 votes to retain the current faculty review policy, and 268 votes for an annual written and face-to-face review. "So, in fact, the status quo will remain in effect," said Rob Weagley, chair of Faculty Council.

The current policy for faculty review is contained in UM System

executive guideline 27, which states: "The performance of all faculty members, including tenured faculty, are to be reviewed annually. In most instances, a discussion involving the department chair (or dean) with the tenured faculty member as to her or his performance for the past year and plans for the coming year will be sufficient, although written evaluations should be provided to those faculty members where there are concerns about substantial shortcomings in performance. Written annual evaluations of untenured faculty members are expected."

Proponents of an annual written

and face-to-face evaluation argued that such a system would provide valuable feedback to faculty and produce a written record of job performance. Opponents countered that such a system would be too unwieldy and time-consuming for both administrators and faculty.

FORUM WILL DISCUSS FUTURE OF HEALTH PLAN

A public forum that will look at the future of the University's health insurance plan will be held from 3:30 to 5 p.m. April 22 at Fisher Auditorium in Gannett Hall.

Mike Paden, director of the UM

Faculty and Staff Benefits office, will discuss trends in the cost of the University's health plan. Lisa Wimmenauer, a campus representative to the UM System faculty and staff benefits committee, will discuss the options under consideration. Andrew Twaddle, professor of sociology and co-chair of the campus health plan oversight committee, will discuss the values and trade-offs inherent in changes to the health plan.

Twaddle urges all MU faculty and staff to attend the forum. "We would like to get this into the public forum as quickly as possible so we can have a broad discussion about

what are the values we want this program to realize and what our priorities are here," Twaddle said. "This will be the first step in a series of events where we try to get dialogue going in the community about what we want our health plan to do and how we're going to go about financing it."

Dean Toni Sullivan announces retirement

Research funding tripled during Sullivan's 10 years as dean.

In her 10th year of dedicated service to MU's Sinclair School of Nursing, Dean Toni Sullivan has announced her retirement, effective September 1999.

"Working with the faculty and staff of the school and the University administration to build the Sinclair School of Nursing into a major health sciences research school, ready to provide national and international leadership well into the 21st century, has been a joy and a privilege for me," Sullivan said.

Upon retiring, Sullivan and her husband plan to move to Southern California where she will continue to teach, write, consult and engage in research part time.

"Toni Sullivan has been a very strong and courageous leader for the School of Nursing," Provost Brady Deaton said. "She has a powerful vision of the role of

nursing in today's society. She is a scholar and a visionary who has prepared the School of Nursing for the next decade."

Under Sullivan's leadership, the School of Nursing has made significant strides in supporting the University's mission of teaching, research and service. Sullivan has been instrumental in bringing top faculty to the school, where they have had the opportunity to teach and conduct research with students earning a variety of degrees from a bachelor's degree in nursing to a doctorate in nursing. The doctoral program in nursing was established in 1994 along with a nurse-midwifery master's degree program.

With a strong focus on health and independence for the elderly, external research funding for the school has more than tripled during Sullivan's tenure and numerous faculty are conducting

innovative age-related clinical and policy research.

With Sullivan's guidance, the school has helped meet the community's health and educational needs by owning and operating a nursing center at Moberly Area Community College. In just one year of its four-year history, the center provided service to 3,607 clients and reached more than 2,000 individuals in health promotional activities.

"The greatest feature of our school now is the intellectual and social excitement that comes with integrating our students' education with all levels of our innovative faculty practices and with our many research projects promoting health and well-being of elders and other vulnerable populations," Sullivan said.

Sullivan earned a diploma in nursing from Muhlenberg Hospital School of Nursing in New Jersey, a bachelor's degree in nursing from Seton Hall University in New Jersey, and a master's degree and doctorate in nursing education from Teachers College at Columbia University in New York.

Sullivan's awards and honors are numerous. Among others, she has received both the Outstanding

Achievement in Nursing Practice Award and the Outstanding Achievement in Nursing Education Award from her alma mater, Columbia University. She has received the Excellence in Leadership Award from Sigma Theta Tau International Nursing Honor Society, the Midwest Nursing Research Society Award for Leadership in Nursing Education and the Achievement Award for Special Contributions Toward the Advancement of Nursing from the Missouri Nurses Association. She is an honorary member in the American College of Nurse-Midwives and an elected fellow of the American Academy of Nursing.

Her professional involvements are as numerous as her honors and include membership in the American Nurses Association, Sigma Theta Tau International Nursing Honor Society, the American Association of Colleges of Nursing, the Midwest Alliance in Nursing, and the Missouri Association of Baccalaureate and Higher Degree Programs in Nursing. She has been chair of or served on numerous organization committees and also served on the boards of several professional organizations.

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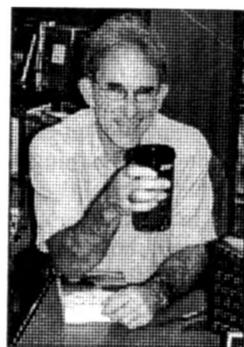
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FOCUS ON FACULTY

MU's Faculty Council on University Policy will sponsor an open forum to examine issues surrounding nonregular faculty appointments. The forum will be held from 4 to 6 p.m. Tuesday, April 20, in Memorial Union Auditorium. Beth Geden, professor of nursing and chair of the council's faculty affairs committee, will lead the discussion on issues of concern to all faculty. The forum is open to all members of the University community.

CARING FOR COMMUNITY

MU students will be taking part in the United Way Student Day of Caring April 24, and faculty and staff are invited to roll up their sleeves and join in. During this event, students volunteer their services for a variety of tasks at area agencies or at the homes of community members. Since the fall of 1994 the biannual event has generated more than 12,000 community service hours.

This year volunteers will be doing yard work for elderly citizens. They will clear hiking trails and paint cabins at area youth camps, and lead recreation activities for

children with disabilities. They'll also do maintenance and cleaning at Advent Enterprises, the Shelter, the Front Door and the Salvation Army. Volunteers will gather at 8:30 a.m. April 24 a Middlebush Auditorium for breakfast and project assignments. The work begins at 9:30 and ends around 3 p.m. Lunch will be provided. Faculty and staff who would like to volunteer should call Shannon O'Toole at 817-3354, Jim Tomlinson at 441-9415, or Yolanda Donaldson at 817-1129.

MAKING A MIRACLE

Is your garage or basement busting at the seams, but a yard sale sounds like too much work? Then the Children's Miracle Network has a suggestion. Why not donate those no-longer-needed items for the network's fund drive?

The Children's Miracle Network broadcast, sponsored by University Hospital and Clinics, is looking for items for

its annual garage sale on April 23 and 24. You can drop off your donated items after 4 p.m.

April 22 at the Boone County Fairgrounds on Oakland Gravel Road. If it's a large item, call 874-2565 and someone will arrange to pick it up. A tax deduction for donated items may be claimed in accordance with guidelines.



Norm steps down, Quin's in

Near the end of the April 1 press conference announcing his retirement as head basketball coach, seconds before the microphone went dead and the cameras stop rolling, Norm Stewart half turned from the rostrum at Hearnes Center, hesitated and then gently pulled the microphone back toward him.

"Thank you for all the times; good, bad... everything," he said with tears in his eyes. "It's been fun. It really has."

The more than 1,500 well-wishers attending the mid-morning media event responded with a standing ovation.

Stewart didn't attend the April 7 coronation of his successor, Quin Snyder, as Mizzou's new head basketball coach. Snyder was associate head coach for the Duke University team that narrowly lost to the University of Connecticut in the NCAA championship game this year.

Like Stewart before him, Snyder takes over Mizzou's basketball program at the tender age of 32. He too begins with impeccable credentials. Snyder was the first-ever high school basketball All-American in his home state of Washington; as a Duke undergraduate he led the Blue Devils to three Final Four

appearances; and while an assistant to Duke coach Mike Krzyzewski he helped build one of the nation's most respected college basketball programs.

He says he'd like to do the same for Mizzou. "I hope that some time from now — and hopefully not too long — that Missouri basketball [will become] a place young men grow up dreaming about," Snyder said.

Snyder will have big shoes to fill.

Stewart's coaching achievements at Missouri are without parallel. He is the winnest men's basketball coach in the University's history. During his 32 seasons at Mizzou and six at the University of Northern Iowa he compiled a record of 731-375 — seventh best ever in NCAA Division I hoops.

In addition, as a player, assistant or head coach Stewart, 64, has been involved in more than half of all the intercollegiate basketball games ever played at MU. During Thursday's press conference, Chancellor Richard Wallace compared him to perhaps the only Columbia institution approaching Stewart's stature — the Columns.

"Coach Stewart symbolizes the

University of Missouri and enhances, in so many important ways, our national reputation," Wallace said.

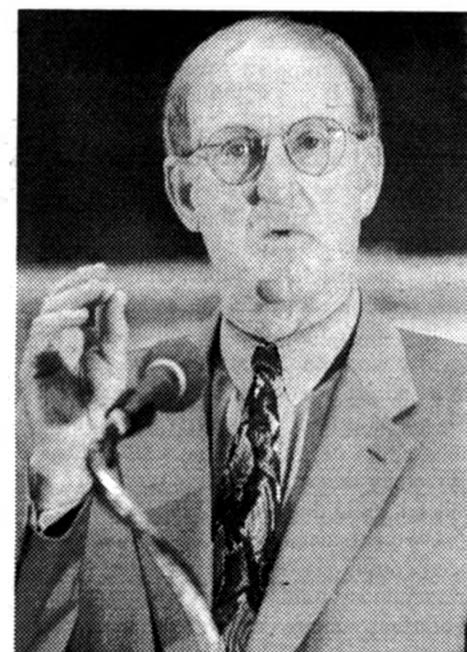
Athletic Director Mike Alden said Stewart announced his decision to resign at the end of a routine, end-of-the-season program review March 15. Alden said he was stunned.

"This may kind of surprise you..." Alden remembers Stewart telling him. "I think I'd like to step down as the head coach."

In October 1996, Stewart signed a deal extending his head coaching contract through 2001 and his work with the University through 2003. Wallace said Stewart would serve out the contract as a special assistant to the chancellor. In his new role, Stewart will continue to further the interests of the University by seeking support for its programs - especially athletic facilities projects.

For his part, Stewart said the decision to step down came after a long period of reflection, a period brought to closure in the familiar, if hostile, confines of Allen Fieldhouse in Lawrence, Kansas.

"The fans were chanting my favorite chant: Sit down, Norm! Sit down Norm! I



Rob Hill photo

Norm Stewart announced April 1 an end to his 32-year run as MU's head basketball coach.

love that chant," Stewart said above a chorus of laughter from the audience. "You know what I said to myself that day, when they were chanting, 'Sit down Norm?'"

"I think I will."

Morgan's novel wins American Book Award

Speer Morgan, editor of MU's literary magazine *The Missouri Review* and professor of English, April 4 won the prestigious American Book Award for his novel *The Freshour Cylinders*. He will receive the award at a ceremony on May 1 during the Book Expo America in Los Angeles.

"This is a major award and I am truly amazed," Morgan said. "Writers work and work and they just don't know what will come of it, but then you get a little recognition and it helps."

The American Book Awards were established in 1978 by the Before Columbus Foundation to recognize outstanding American authors. Previous winners include *Underworld* by Don DeLillo and *Reservation Blues* by Sherman Alexie.

"I've always thought that *The Freshour Cylinders* was Speer's best book yet," said Greg Michalson, managing editor of *The Missouri Review*. "It has something for

everyone. It has depth and complexity, some great characters and fine writing that appeals to literary readers. It's also a riveting page-turner set in a fascinating time and place. The book has been getting great reviews and this puts it over the top."

The Freshour Cylinders brings back Tom Freshour, the main character from Morgan's 1994 novel *The Whipping Boy*. This time Freshour is a 45-year-old prosecuting attorney on his way to a much-needed vacation when he is drawn into the investigation of a murder tied to ancient Indian artifacts. He ties history and fiction together in this novel set near the Spiro, Okla., burial mound during the Great Depression.

The Freshour Cylinders, published in October by MacMurray & Beck, also received the Silver Award in Fiction from *ForeWord* magazine and was a finalist, along with Toni Morrison, for the 1999 Oklahoma Book Award.

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Free Parking at Hearnes Center

Leading, managing, promoting the multiple missions of the University

(Editor's note: These remarks by MU Provost Brady Deaton were prepared for a talk at a University Forum earlier this semester.)

I was intrigued by the letter inviting me to speak at this University Forum. It indicated that I should attempt to inform your intellect, engage your imagination, challenge conventional wisdom and explore opportunities. I aspire to do a little of each of these. These are certainly daunting challenges, and you will be the judge of our success.

If I can accomplish even part of that challenge, I'll feel like it's some payback for what I've gotten from the campus and from you, because I've truly been challenged and stimulated by the tremendous creativity that you demonstrate. I try to read as many of your books and articles as I can. Of course, I only touch the surface.

It is indeed impressive to look at faculty work on this campus and see your tremendous flexibility and responsiveness. My sense is that MU faculty defy all the stereotypes of the lazy, major research university that oftentimes is voiced. Indeed, quite the contrary. The kind of mission enhancement proposals we've been getting are illustrative of the tremendous vitality and interdisciplinary work that you are committed to. We have tapped new roots and developed new insights into many of our disciplines and our multidisciplinary efforts.

When I think of leadership, I think three things are critical. First, an important component of leadership is simply being willing to step up to the plate with a vision for the future of the institution. This entails a willingness to assess internal resources in hopes of positioning the University for the future.

A second critical component of leadership is making decisions. Making decisions and ensuring their implementation through careful assessment of resources constitutes management.

Third, articulating our vision to the stakeholders — internal and external constituencies — enlists their support of the principal components of the missions of the University. This constitutes a critical part of promotion. So my presentation will focus on leadership in this broad context and encompass the management and promotion components.

Leading the Academic Mission

Leading requires identifying and understanding how to position the University to be ready for the future, even as we focus on meeting today's educational needs.

Higher education today must be one of the most dynamic enterprises in the country. As Burton Clark, a professor emeritus of the University of California, recently stated, the universities of the world have entered an age of endless turmoil.

FORUM

National systems of higher education cannot count on returning to an old age of steady-state, nor of achieving a new age of equilibrium. Clark argues that demands on higher education outrun the capacity to respond, knowledge outruns resources.

The unleashed power of our disciplines and the synergy derived from interdisciplinary explorations in teaching and research become self-propelling, dynamic forces of change. Leadership, in this context, means managing disequilibrium.

The steady state of a university should be a state of creative intellectual flux with resources always on the move within and across divisions. And, insofar as possible, with all hands on deck.

Fortunately, significant innovations in science and technology as well as organizational dynamics emerge from these changes associated with the educational enterprise. If we are successful we will realize concomitant increases in understanding of the human condition. At times, I fear that we are lagging in this latter challenge.

Clark illustrates the virtual explosion of knowledge by emphasizing that: The field of chemistry now produces a million articles in less than two years. Mathematics produces 100,000 new theorems each year. The biological sciences fragment and recombine at a rate that requires curricular revision every two years.

Social and behavioral scientists turn their logic and methods of inquiry into every sector of society and develop new sub-specialties designed to address critical societal issues, develop new frameworks for public policy analysis, and enable faculty to become effective partners with local, state, and national agencies of economic development and service provision.

The explosion of academic journals and virtual journals on the Internet continues to provide increasing sources of knowledge to scholars and places significant demands on our library budget.

Global communications and new technologies provide unique opportunities for achieving even greater heights of scholarly achievement. At the same time, our resources are strained to meet these demands. We have an almost insatiable demand for access to higher education across the life span. This can only grow in the future under current socioeconomic conditions.

The growth in new educational opportunities and extramural funding has resulted in a substantial expansion of nonregular faculty appointments in the university, bringing into question some of the time-honored concepts of tenure with

which we are so comfortable.

In addition, the demographic changes of the world place increasing challenges from multicultural diversity in order to prepare our students for the new millennium. As you may be aware, what we now call minorities will be the majority of the population by the year 2050.

Effective leadership requires that we understand the internal dynamics of the institution and its potential. An innovative university poised for the future has developed an institutional sense of direction through strategic planning and clarification of values, as we have worked so hard to accomplish on this campus.

It has stimulated an atmosphere of entrepreneurship and has reconciled administrative and professional values. In other words, basic principles of academic freedom and faculty governance are driving the University and its administrative orientation. An open, inclusive planning atmosphere is a key tool we have used to achieve these qualities of a university poised for the future.

Research, teaching, extension and outreach are an integrated whole with faculty appointments ranging across these multiple missions to achieve optimal allocation of talent and resources. Diversified institutional funding from private partnerships, extramural funding from federal and state sources as well as foundations have become commonplace and help stimulate creativity among faculty, staff and students. I believe we are well on our way in this regard. In 1997, U.S. universities earned 33 percent more in royalties from their inventions and were awarded more than 2,200 patents.

The campus faces increasing questions of accountability requiring careful assessments of our educational mission and it is critical that we develop appropriate strategies for demonstrating our accountability while preserving the basic values of the university.

Assuming responsibility for academic quality is central to the task and we have to be forward looking in achieving these objectives.

Leadership Challenges

I see four principal challenges that face campus leadership:

■ **Achieving balance in teaching, research and outreach missions.** The campus must establish priorities across these missions while maintaining good communications with UM System administration and the legislature.

■ **Incorporating new technology in a cost effective and meaningful manner.** MU is confronted with the need to carefully analyze and then continue to incorporate new technology for classroom teaching, research and outreach. The need

to provide this technology for research is most obvious.

Particularly, in periods of rapid social and economic change, we must enable our faculty and students to stay abreast of those technologies that will be critical for the future. Distance education as a tool for fulfilling the outreach mission of the campus poses a critical opportunity to demonstrate the merits of new technology. Our ability to measure the outcomes of our investments in technology is a daunting challenge.

■ **Managing creative tension.** The nature of a university requires that faculty be active in their disciplines and professional organizations, relate to public clientele in one way or another, and share in major teaching, advising and service responsibilities on the campus. Clearly, each of these activities competes with time and creativity that can be devoted to the other.

These sources of conflict must be managed effectively by faculty, department chairs and the entire campus administration. Good communications and information sharing is essential to minimize conflict and take advantage of everyone else's talents.

We are placing significant emphasis on interdisciplinary approaches to issues while also stressing the importance of disciplinary depth and expertise. The most significant interdisciplinary initiatives are created by faculty who have the greatest depth in their own area of inquiry.

All problems in a sense consist of a matrix of influences addressed by specialized fields. We have great examples present and emerging in law, journalism, economics; in engineering, and environmental quality. We do not want to give up any depth as we seek interdisciplinary initiatives. This will be an important principle in strong proposals under mission enhancement.

From what I have seen so far, we have made a tremendous start in this direction and we want to build on that. I could give so many examples around campus. For example, our Afro-Hispanic Center in Romance Languages, our Rural Policy Research Institute initiative in addressing social and economic needs of the state, nation and world. The list could go on and on.

■ **Faculty, staff and curriculum development.** The pace of growth in new knowledge challenges our existing set of faculty and staff skills, and requires flexibility in career paths. This challenge must be recognized as a significant resource issue and built into campus budget requests. Faculty time is required to make the continuing changes in courses and curricula.

Moving to a problem-based learning approach in the schools of Medicine and Health Related Professions takes a lot of hard work by faculty, above and beyond the normal. Appointments must provide ample time to ensure needed revisions in content and approach — which, in turn, requires additional development opportunities.

Campus leadership must continually be about positioning the University for the future, while addressing the needs of the present. Campus leadership must have the trust of faculty, especially to make decisions in the best interest of the entire campus.

Everyone won't agree, and it's important to establish an environment of trust in which colleagues need not agree.

We simply can't afford the negative energy of mistrust and conflict, if we can transform it into gains for all. We must have the energy to listen, argue, counsel and make decisions based on appropriate participatory processes.

A relatively unobserved aspect of provost leadership is to work with the chancellor's staff and the president's team to ensure that the academic mission is the principal reason why we are seeking success in all other dimensions of the university — development and alumni affairs, business services, student affairs, public relations, budget development and, yes, athletics.

Managing the Multiple Missions

Managerial entrepreneurship is rampant on the campus. Maybe it can be adopted more fully. University management entails the constant and careful adjustment of resources to achieve the University's goals and create opportunities for greater excellence.

For any given set of resources our challenge is to achieve the highest frontier through greater efficiencies, leveraging additional resources, and creating synergy through appropriate interdisciplinary, multidisciplinary, and coordinated efforts which integrate the multiple missions of the University.

While we might do a better job at teaching, if that was all we did, or more noteworthy research, if all of our resources went in that direction, our challenge is to balance funding across three principal missions of this University, teaching, research, extension and outreach.

Significant research has demonstrated that appropriate integration of teaching, research and extension can move us to a higher level of achievement. If not properly managed, clearly attempts at integration can diminish our efforts.

The leadership and management challenge is imbedded in these premises. Managerial entrepreneurship is well cultivated among some deans, department chairs, and program leaders on the campus. They are very skilled at squeezing an extra drop out of the lemon. And in some cases, making lemonade out of that lemon.

We have attempted to enlist the skills of these individuals in broader training on the campus. Sometimes their skills are jealously guarded, of course.

Nevertheless, we want to encourage entrepreneurial thinking and innovative budget management that enable us to more effectively meet our goals.

Visiting with one dean, I learned of the approach being taken to move teaching support dollars into faculty positions coordinated with extramural funding growth which bought out some of the teaching responsibility and used the released teaching funds for additional teaching support.

In this way, additional faculty growth occurred with no additional internally provided budget. Such examples should become commonplace in a dynamic institution like this.

In brief summary, our task is to seek complementarities among programs which minimize duplication of efforts, particularly in teaching, and reorganize

when appropriate to obtain better working relationships on the campus. Funding mission enhancements, particularly in developing the connections between undergraduate and graduate research, provided us with opportunities to achieve significant complementarity between commitment to the honors program, general education and research priorities.

We have an exciting set of initiatives underway with mission enhancement, and I believe we will demonstrate the effectiveness of managing our resources in a way that integrates our missions.

In addition, these funding opportunities serve to strengthen one of my critical concerns, and that is to link the University's teaching and research mission with improvement in K-12 education.

By funding faculty positions in science education through joint appointments in education and other areas of science, we were able to develop a model that has been advocated by the National Science Foundation. Moreover, this approach will begin to address the critical national need to improve science education in order to make our students competitive in the next millennium.

We simply can't afford the negative energy of mistrust and conflict, if we can transform it into gains for all. We must have the energy to listen, argue, counsel and make decisions based on appropriate participatory processes. —Provost Brady Deaton

An example of potential reorganization is our efforts to coordinate an effective public policy approach to meeting state and national needs. We have significant strengths across most divisions of the campus with major efforts under way in policy analysis in business, arts and science, agriculture, human environmental sciences, medicine, education and other areas.

Nevertheless, we are perceived by state agencies and the legislature as being less responsive than desirable in addressing policy needs of the state particularly. We probably do a better job nationally with some of our outstanding national efforts such as our Food and Agricultural Policy Research Institute and our Rural Policy Research Institute.

In order to become more responsive we can utilize existing faculty in some of our strong research centers by providing staff and administrative support that links them together into a public policy institute or school. Frankly, my objective is to establish a school of public policy as a major academic program which would add further strength and coordination to campus efforts.

We have been working with President Pacheco and the other campuses for MU to serve as a lead campus in an innovative approach to address state needs in this manner. We can do this on a shoestring in the early stages and perhaps build academic strength in a number of areas down the road.

Another good example of coordinated efforts is our attempts to ensure that space planning on the campus is driven by the academic mission of the university. We have established a campuswide space policy, a space allocation committee which reports to the capital review committee that ultimately makes major

space allocation decisions on the campus.

We face a critical need for more effective planning and improvements in life science laboratories. We have made a careful campuswide assessment of all laboratories on campus and the faculty and students associated with those laboratories. We then cross-correlated the use of the labs with research and educational funding. This will give us guidelines for utilizing laboratories in a way that drives our principal mission, places priority on extramural funding, as well as important state funding through the Agricultural Experiment Station and other sources.

As part of our Research Master Plan we are attempting to significantly strengthen the Prime Fund for special research equipment, to strengthen our technology transfer capability, and generally improve the infrastructure to support a greater research effort on the campus.

We are often short of funds to meet the needs of researchers and to match costs for federal grants. That is in spite of the fact that our academic programs hold approximately \$5 million to \$6 million in research incentive funding at the

departmental level and an additional \$16 million in reserve accounts. These have been relatively constant over the last several years.

As an economist, I believe strongly in the fractional banking system that we have developed in this country and would like to build on these concepts. I propose borrowing some of these reserve funds to get them working more directly for our research agenda.

I am proposing that we borrow up to 40 percent of our Research Incentive Fund (RIF) balances. I believe we do so with no risk to the principal investigator or the department. In other words, the department could draw down its RIF funds at any time. We would make up the balance by transfers from other RIF funds as needed.

We would ensure the integrity of the RIF funds by tapping broader campus reserves in case of a shortfall. This will enable us to inject resources and stimulate greater growth of extramural funding.

We have had significant success over the last two years in generating growth in extramural funding — 21 percent last year. I believe this pace will continue, making this banking approach a rather minor risk, well worth taking.

I would emphasize that the risk will not be borne by principal investigators to whom RIF funds are being awarded. We have increased our PRIME funds to \$1 million and are moving RIF funds to a percentage share with principal investigators.

I will continue to work with deans, department chairs and faculty to develop this banking concept and have it in place by the beginning of the next academic year. And, of course, the bank will be Y2K compliant.

You will note that we are coordinating

our investments in research initiatives with space planning, funding renovations and mission enhancement. We simply have to have all parts of the team pulling in the same direction.

Promoting the University

We want to strongly defend the status of this campus as a Research I, public, land-grant, AAU member institution. Each of these terms holds very distinct meaning that we hold very dear.

Most recently we have been concerned about the AAU status which is interlinked with our Research I status. To be a Carnegie Research I institution we have to annually graduate at least 50 Ph.Ds, offer a full range of baccalaureate degrees and have a strong commitment to graduate education. In addition we must generate \$40 million in federal research funding annually.

We are very safe on the number of Ph.Ds, as we annually graduate a multiple of the minimum, somewhere in the 200 range. We have been working feverishly to ensure that our federal research funding grows and stays above the \$40 million level.

AAU membership is a bit more tricky. There are four important criteria for AAU membership:

- The amount of federal research funding. I don't believe there is a specific minimum, but we certainly assume it must be above the Carnegie I cutoff of \$40 million annually.

- The number of Ph.Ds. Again, I believe we are so far above the Carnegie I minimum that we have little concern in this area.

- The number of faculty memberships in the national academies — the National Academy of Science, Academy of Medicine, Academy of Engineering. We do not do very well on this regard, but have taken significant steps on campus to increase our membership in the future.

We are asking each division on campus with members who may qualify to make nominations annually. We will work with faculty colleagues and deans to obtain prominent nominators of our faculty and to seek academy membership. This is a start.

- The percentage of our academic programs ranked in the top 50 percent of National Research Council rankings. We have a number of programs that are right at the margin of breaking into the top 50 percent.

We want to work systematically to improve the potential of these and other programs being in the top 50 percent. The more interesting aspect of this issue is that AAU membership does not depend on some of the programs which are extremely strong on our campus.

For example, our very outstanding School of Journalism, our outstanding College of Agriculture, our College of Education just to give three examples. We hope that sufficient dialogue with AAU leaders will demonstrate the very unique role of those public Research I universities who also happen to have a broader mission of being a land-grant university. These categories should not be mutually exclusive. AAU leadership should be open to consideration of excellence in broader areas of scholarly endeavor.

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 and Plays

Thursday, April 8

STUDENT ENSEMBLE SERIES: The University Lab Orchestra will perform at 8 p.m. in the Missouri Theater. Tickets are \$5 for adults, free for students.

Sunday, April 11

JAZZ SERIES: The Milt Jackson Quartet will perform at 7 p.m. in the Windsor Ballroom at Holiday Inn Select. For ticket information, call the MSA Box Office at 882-4640.

STUDENT ENSEMBLE SERIES: The Chamber Singers will perform at 8 p.m. at the Sacred Heart Catholic Church, 1115 Locust St. A \$3 donation is suggested.

Tuesday, April 13

MISSOURI PLAYWRIGHTS WORKSHOP: *Oprah Made Her Do It, But Geraldo Knew Better* and *Amongst Fractals*, two new plays by workshop members, will be read from 7-10 p.m. at the International Student Lounge in Memorial Union North. Audience members are encouraged to serve as readers in the plays and to critique the scripts. For more information, contact David Crespy at 882-0535 or e-mail: crespdy@missouri.edu

UNIVERSITY CONCERT: The Concert Band and University Band will perform at 8 p.m. in the Missouri Theater. Tickets are \$5 for adults, free for students.

Wednesday, April 14

STUDENT ENSEMBLE SERIES: The Symphonic Wind Ensemble will perform at 8 p.m. in the Missouri Theater. Tickets are \$5 for adults, free for students.

Thursday, April 15

STUDENT ENSEMBLE SERIES: The Symphonic Band and Jazz II will perform at 8 p.m. at the Missouri Theater. Tickets are \$5 for adults, free for students.

THEATER SERIES: *Macbeth* will be performed at 8 p.m. tonight, April 17 and 22-24, and at 2 p.m. April 25 in the Rhynsburger Theater. For ticket information, call 882-PLAY.

Friday, April 16

STUDENT ENSEMBLE SERIES: MU Jazz III and Jazz I Ensembles will perform at 8 p.m. at the Missouri Theater. Tickets are \$5 for adults, free for students.

Conferences

Thursday, April 8

EUROPEAN UNION CONFERENCE: An international assembly of scholars will discuss "The Current European Union Agenda" at a two-day conference that begins today and continues tomorrow in the Memorial Union. Jonathan Davidson, head of academic affairs and foreign policy for the EU delegation to the United States, will present the keynote address, "Current Issues on the EU Agenda — and Where the U.S. Fits," from 12:30-1:30 p.m. today in the Memorial Union's Stotler Lounge. Registration information and a complete listing of events is available at: <http://www.missouri.edu/~polswww/eu>.

Friday, April 16

ARCHAEOLOGY CONFERENCE: The Missouri Archaeological Society and the Missouri Association of Professional Archaeologists will hold a spring meeting today through Sunday at the Ramada Inn Conference Center. The meeting will include a lecture by Kenneth Sassaman from the University of Florida-Gainesville titled "Island of the Dead: Riviving Stallings Island Prehistory." For more information, call 882-3544 or visit the website at: <http://www.missouri.edu/~moarch>.

Courses

Friday, April 9

CHILD BEHAVIOR WORKSHOP: Psychologist James Sutton will present "Helping the Depressed and Anxious Child" from 8 a.m.-4 p.m. in the Veterinary Medical Building conference room. For cost and registration information, call 882-7403.

FIRST AID COURSE: Rebecca Bergfield, training and development coordinator, will present an American Red Cross certified training in adult first aid from 1-5 p.m. in the Environmental Health and Safety classroom in the Research Park Building. To register, call 882-7018.

Saturday, April 10

CHILD BEHAVIOR WORKSHOP: Psychologist James Sutton will present "The Oppositional and Defiant Child" from 8 a.m.-4 p.m. at Smithton Middle School Cafeteria, 3600 W. Worley St. For cost and registration information, call 882-7403.

Tuesday, April 13

FOOD SAFETY CLASS: Roy Parsons, sanitarian, will present "Brown-Bag Food Safety," a course on the basics of bringing food safely into the office, from 11 a.m.-noon in the Environmental Health and Safety classroom in the Research Park Building. To register, call 882-7018.

TAI CHI CLASS: Tai Chi classes will be held at 8 a.m. on Tuesdays and 11:45 a.m. on Thursdays in the Health Connection in Parkade Plaza. These ongoing classes are suitable for beginners. For cost and registration information, call 882-1718.

UNIVERSITY BENEFITS SEMINAR: Retha Nichols, coordinator of the tax deferred annuity program, will present "Tax Deferred Annuities" from 9-11 a.m. in 146 Heinkel. Registration required, call 882-2603.

YOGA CLASS: Yoga classes will be held at 11:15 a.m. on Tuesdays and 10 a.m. on Saturdays at the Health Connection in Parkade Plaza. Classes are ongoing and accommodate the beginning to advanced yoga exerciser. For cost and registration information, call 882-1718.

Wednesday, April 14

ACCOUNTING CLASS: Kyle Newell, senior accountant for Accounting Services, will present "Travel Preparation and Reimbursement" from 8:30-11 a.m. in the second-floor conference room of Turner Avenue garage. The course also will be offered May 12. To register, call 882-2019.

MIZZOU TELECOM CLASSES: "Using Telephone Features Effectively" will be offered from 9-11 a.m., and "Using Voice Mail Effectively" will be offered from 1:30-3:30 p.m. Both classes will be held in the

Telecommunications Building conference room; to register, call 884-2090.

HAZARDOUS MATERIALS CLASS: "Introduction to Hazardous Materials Management" will be offered from 2-5 p.m. in Room 12 Research Park Building. The class also will be offered May 18 and June 9. Registration is required, call 882-7018.

FOOD HANDLER CLASS: will be held at 2:30 p.m. in S204 Memorial Union. The class also will be offered April 27. To register, call 882-7018.

CHILDCARE CLASS: "For Big Kids Only," a program that helps prepare children ages 2 to 10 for their new sibling, will be held from 6:30-8:30 p.m. in the mezzanine of University Hospital and Clinics.

Thursday, April 15

ACCOUNTING CLASS: Brenda Lewis, senior accountant with Accounting Services, will present "FRS on the Web" from 9-11 a.m. in the second-floor conference room in Turner Avenue garage. To register, call 882-6750.

LAB SAFETY CLASS: Rebecca Bergfield, training and development coordinator, will present "General Laboratory Safety" from 1-2 p.m. in the Environmental Health and Safety classroom in the Research Park Building. To register, call 882-7018.

RADIATION SAFETY CLASS: Bob Theesfeld, health physicist, will present "Radiation Safety at MU -Update" from 1-3:30 p.m. in the Environmental Health and Safety classroom in the Research Park Building. The course is offered the third Thursday of each month. To register, call 882-7018.

Exhibits

MUSEUM OF ANTHROPOLOGY: The museum's exhibits focus on Native American cultures and the history and prehistory of Missouri. The museum, located at 100 Swallow Hall, is open 9 a.m.-4 p.m. Monday-Friday.

MUSEUM OF ART AND ARCHAEOLOGY:

Special Exhibits:
• "Icons of Pop" is on display through June 27
• "Finds from Jewish Ossuary Tombs" is on display through Sept. 12
• "Image and Imagination in African Art" is on display through December
• "Jaguar's Realm: Ancient Art from Mexico to Peru" is on display through December
• "Twentieth-Century Sets and Series" is on display through May 9
• "Wrapped Creatures: Animal Mummies from Egypt" is on display through August 29

Ongoing Exhibits:
• "The Saul and Gladys Weinberg Gallery of Ancient Art"
• "Early Christian and Byzantine Gallery"
• "Gallery of European and American Art"
The museum, located in Pickard Hall, is open from 9 a.m.-5 p.m. Tuesday-Friday, 6-9 p.m. Thursday and noon-5 p.m. Saturday and Sunday.

STATE HISTORICAL SOCIETY:

• "Masterworks of Thomas Hart Benton: A Salute Continued," is on display in the gallery from 8:30 a.m.-4 p.m. Monday-Friday through May 28
• "Pacific Railroad Surveys" is on display in the north-south corridor through Dec. 31
• "Decades: 1899 to 1969, Editorial Cartoons" is on display in the east-west corridor
The corridors are open from 8 a.m.-4:30 p.m. Monday-Friday and 9 a.m.-4:30 p.m. Saturday.

UNIVERSITY ARCHIVES: Several exhibits of historic photographs are available through the archives' web site:

• "Meet Me At the Union," the construction, dedication and growth of Memorial Union
• "Getting Physical," early photos of MU women's athletics
• "Mizzourah!" the early years of MU football
• "Cows on the Lawn," the early days of dairy science at Mizzou
• "Mizzou From the Air: 1919"
• "Come On Home Tigers," early MU

homecomings
• "Dramatic Images," photos of MU theatrical productions from the 1920s to the 1940s
• "Significant Dates in the History of MU"
• "Mizzou History Trivia Quiz"

The archives' web site is at: <http://www.system.missouri.edu/archives>

BINGHAM GALLERY: An exhibition of works by graduating seniors titled "Visual Decibels" is on display through April 16. The gallery, located in A125 Fine Arts, is open from 10 a.m.-4 p.m. Monday-Friday.

BRADY COMMONS GALLERY:

• An exhibit titled "Emphasizing the Figure" by Brett Anderson and Chris Babski is on display through April 8.
• A juried exhibition by members of MUCK (MU Clay Klub) will be on display from April 12-22. A reception will be held from 4-6 p.m. April 16.
The gallery, located in 203 Brady Commons, is open 10 a.m.-5 p.m. Monday to Friday, 10 a.m.-3:30 p.m. Saturday and 1 p.m.-6:30 p.m. Sunday.

Films

Friday, April 9

SPANISH FILM SERIES: "Flor De Mi Secreto" will be shown at 4 p.m. in Ellis Auditorium.

Sunday, April 11

SPANISH FILM SERIES: "Como Agua Para Chocolate" will be shown at 5:30 p.m. in Allen Auditorium.

Lectures

Thursday, April 8

INSTRUCTIONAL TECHNOLOGY

FORUM: Joe Heck, senior programmer and analyst who leads the IAT Services Showme group, will provide an update and ask for input on what's being done to make Showme more reliable. The coffee hour discussion will be held from 8:15-9:30 a.m. in S206 Memorial Union.

EUROPEAN UNION LECTURE: Jonathan Davidson, head of academic affairs and foreign policy for the European Union delegation to the United States, will present "Current Issues on the EU Agenda—And Where the U.S. Fits" from 12:30-1:30 p.m. in Memorial Union's Stotler Lounge.

CHEMICAL ENGINEERING LECTURE: John Angus, professor of chemical engineering at Case Western Reserve University, will present "Growth of Metastable Crystals: Diamond and Group III Nitrides" at 3:30 p.m. in Ketcham Auditorium in Engineering Building East.

BIOLOGICAL SCIENCES SEMINARS:
• Laura Hurley from the University of Texas-Austin will present "Serotonin In the Auditory System: Stimulus-Dependent Modulation of Inferior Colliculus Neurons" at 1:30 p.m. in 200 Lefevre Hall.

• Bette Loiselle, associate professor of biology at UM-St. Louis, will present "Modeling Historic Distributions of Tropical Birds Using GIS: Implications for Conservation" from 4-5 p.m. in 100 Stewart Hall.

Friday, April 9

FORESTRY SEMINAR: Sandy Anagnostakis, a mycologist from the Connecticut Agricultural Experiment Station in New Haven, will present "Chestnut in the 21st Century" at 3 p.m. in 210 Natural Resources Building.

GEOLOGY SEMINAR: Carl Drummond from Indiana University/Purdue University at Fort Wayne, Ind., will present "Evaluating Long-Term Stratigraphic Organization in Peritidal Carbonate Sequences" at 3 p.m. in 108 Geological Sciences Building.

ECONOMICS LECTURE: Wendy Taparanskas from the Missouri Department of Insurance will present "Developments in Missouri's HMO Market" from 3:30-5:30 p.m. in 211 Middlebush Hall.

FOR THE
RECORD

The 'For the Record' column gives MU departments and units the opportunity to advertise used or unneeded equipment for sale. There is no charge for this service. Send your notice to John Beahler at 407 Reynolds Center, or call 882-5918.

The MU Faculty-Staff Golf League will begin its 34th season during the last week of April and will run for 14 weeks. Nearly 200 faculty and staff participants are organized into 30 teams and two conferences. One conference plays on Tuesdays and the other on Thursdays. All play is handicapped, so players of all abilities can compete. Anyone desiring to join the league should contact Gordon Benson at 882-2967 or Rex Dillow at 445-7183.

A new award from the MU School of Medicine will acknowledge excellence in research by junior faculty. The Dorsett L. Spurgeon, MD Distinguished Medical Research Award is intended to recognize and stimulate creative research, says Dr. Kim Wise, associate dean for research and academic affairs. The award, which was created from a trust, will be implemented by the School of Medicine Research Council and the associate dean for research and academic Affairs.

The award is open to all full-time faculty members who have not yet achieved the rank of associate professor at the time of nomination and have a primary appointment in the School of Medicine. Nominations will be accepted until May 3; they should be sent to the office of the associate dean for research and academic affairs. For more information, such as the award description and instructions, please contact Kim Wise at (573) 882-5644 or e-mail him at wisek@health.missouri.edu.

The MU Law School will host a retirement reception for:

Professor Ed Hunvald,

who has taught at the MU Law School for 42 years

&

Professor Jim Westbrook,

who has taught at the MU Law School for 30 years

Both Hunvald and Westbrook will become emeritus faculty upon retirement

April 12, 3:30 - 5:30 p.m.
Reynolds Alumni Center,
Great Room

*Please RSVP to Mary Kempf at 882-4374 or email: kempf@missouri.edu

CHEMISTRY COLLOQUIUM: Songpin Huang from Kent State University will present "Milking the Horse and Riding the Cow: Inorganic Materials Chemistry in the 90s" at 4 p.m. in 114 Physics.

GEOGRAPHY SEMINAR: David Diamond of the Missouri Resource Assessment Partnership will present "Production and Use of Missouri's Statewide Land Cover Data Layer: A Status Update" at 4 p.m. in 100 Stewart Hall.

Monday, April 12

SOIL AND WATER RESOURCES

SEMINAR: Jianmei Li, a graduate student in soil and atmospheric sciences, will present "Characterization of Rhizobacteria Associated With Weed Seedlings in Different Crop Management Systems" at 4 p.m. in 123 Natural Resources Building.

PEACE STUDIES LECTURE: Former U.S. Sen. Paul Simon, D-Ill., will address his visions of peace and justice and how they can be implemented in public policies at 8 p.m. in Fisher Auditorium in Gannett Hall.

Tuesday, April 13

BIOLOGICAL SCIENCES SEMINAR:

Ajay Chitnis from the National Institutes of Health will present "Patterning Neurogenesis in the Zebrafish Neural Plate" at 3:30 p.m. in 18 Tucker Hall.

Wednesday, April 14

MIDDAY GALLERY EVENT: Hector Neff, senior research scientist at the MU Research Reactor, will present "Empire and Commerce in Ancient Mesoamerica: Evidence from the Museum's Collections" at 12:15 p.m. at the Museum of Art and Archeology.

ASIAN AFFAIRS SEMINAR: Cathie Muschany, instructor of Japanese language and culture, will present a brown-bag seminar titled "The Youth Problem in Japan" from noon-1 p.m. in S110 Memorial Union.

EYE SURGERY LECTURE: John Cowden, professor of ophthalmology, will present a lecture explaining refractive surgery for nearsightedness from 6-7 p.m. in the Main Street Conference Room at University Hospital and Clinics.

Thursday, April 15

NUTRITIONAL SCIENCES SEMINAR:

Cathy Peterson, assistant professor of nutritional sciences, will present "Nutrition

in Bone Health: Using the Rat as Model" at 4 p.m. in 209 Gwynn.

DIVERSITY LECTURE: Ron Takaki, professor of ethnic studies at the University of California-Berkeley, will present "Diversity in the 21st Century" from 7-8:15 p.m. in Middlebush Auditorium. A book signing will follow.

Friday, April 16

FORESTRY SEMINAR: Anni Waters

Martin, coordinator for the MU Program for Excellence in Teaching, will present "The ABC's of Educational Technology Tools" at 3 p.m. in 210 Natural Resources Building.

Meetings

Thursday, April 8

STAFF ADVISORY COUNCIL: The council will meet at 1 p.m. in S206 Memorial Union. The council also meets May 13 and 27.

Wednesday, April 14

MU WOMEN'S NETWORK: Kathy Miller will present "Chills and Frills," how to carve an ice sculpture, followed by a dessert bar at 12:15 p.m. in 234-235 Brady. A brown-bag lunch starts at noon.

Thursday, April 15

FACULTY COUNCIL: The council will meet at 3:30 p.m. in S203 Memorial Union.

Special Events

Thursday, April 8

DISABILITY AWARENESS EVENT: A plant sale will be held from 9 a.m.-5 p.m. in the lower level of Brady Commons. Proceeds will go toward scholarships for students with disabilities.

MUSEUM FLASHLIGHT TOUR: The Museum of Art and Archeology will present "Exploring Shapes on Two Continents," a flashlight tour for families with children ages 8-12, from 6:30-7:30 p.m. in the Carlebach Gallery at the museum.

NUTRITION EMPHASIS EVENT: Faculty in MU's nutrition program will give a series of presentations that focus on fitness, nutrition and health from 6:30-8 p.m. in Memorial Union North. The topics are: ways

to lose weight without losing your health; fitness activities to hasten and maintain weight loss; cancer prevention; how to feed the kids; how to avoid health fraud; and antioxidants, aging and your health. Each presentation will be repeated three times, so those attending can see any three of the six presentations.

Friday, April 9

DISABILITY AWARENESS EVENT: A

disability awareness discussion panel will be held from noon-1:30 p.m. in Stotler Lounge, in the Memorial Union.

Monday, April 12

BLACK AND GOLD DAY: This recruitment event for prospective students and parents will be from 8 a.m.-2 p.m. today and again on Apr. 23 in the Reynolds Alumni and Visitors Center.

Tuesday, April 13

EMPLOYMENT EXPO: The University Health Sciences Center will hold an employment expo from 4-7 p.m. in the main lobby of University Hospital. With questions, call 882-8186.

Friday, April 16

VETERINARY OPEN HOUSE: The College of Veterinary Medicine will hold an open house from 9 a.m.-3 p.m. today and 10 a.m.-3 p.m. tomorrow at the college. There will be tours available of the teaching hospital, a petting zoo, mule rides, and other events. The event will also offer a free shuttle April 17 between the open house and University Hospital for Kid's Day.

TAP DAY: "Tap Day," an event to recognize student leaders across campus by "tapping" them into honorary organizations, will be held at 2 p.m. at Francis Quadrangle. The rain site will be Jesse Hall Auditorium.

Saturday, April 17

UNIVERSITY HOSPITAL KIDS' DAY:

This special event to educate and entertain children about health and safety issues will be held from 10 a.m.-2 p.m. in the main lobby of University Hospital and Clinics. Kids' Day features live music, free health screenings and immunizations. Bring a videotape to record your child with KOMU-TV newsroom personalities.

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iat
SERVICES

200 babies and counting

A helium balloon floating above infant Kishanda Jones' tiny bed reads "a star is born" and is all too true.

Kishanda's birth on Thursday, March 18 marked the 200th delivery by the Sinclair School of Nursing midwifery program.

The nurse midwife program, which began in Jan. 1995, celebrated their 100th birth in April 1997. With Kishanda's entry into the world, they have doubled their delivery number in less than two years.

According to Debbie Freels, certified nurse-midwife, satisfied patients are mainly responsible for the rise in the popularity of their services. "Word of mouth is our best seller," she said. "We

have an excellent staff, and excellent support from MU, so our program is alive and well."

Freels said the program concentrates heavily on patient education throughout the mother's pregnancy. Patients learn about proper diet, physical limitations, and warning signs as they go through each trimester of their pregnancy. In addition, alternative medicine options, such as massage therapy, are sometimes suggested to help ease the discomfort that comes with childbearing.

For more information about the program call 882-5162 in Columbia, and 660-882-2121 in Boonville.

Call for Proposals:

Programming in the Memorial Union 1999-2000 Academic Year

As the Memorial Union's mission involves providing a welcoming atmosphere where students can socialize, learn, and develop through interaction with members of the university community, the Union encourages programming that reflects these characteristics. The Memorial Union offers space for educational and cultural programs in a variety of settings and can accommodate many different event requests. The Memorial Union houses meeting rooms that can accommodate groups as large as 250 or as intimate as 10. Space can be reserved at no cost.

Examples of current programs include: the Teachers and Students Reading Series sponsored by the English Department, in which students and faculty read fiction, non-fiction, and poetry to an audience of students and faculty in the Applause Coffeehouse; the Missouri Playwrights Workshop sponsored by the Theater Department, in which students perform short plays and monologues; and a Student Video Screening program sponsored by the Communications Department, featuring infomercials, music videos, and documentaries created by MU students.

Groups or individuals that are interested in holding this kind of programming in the Memorial Union should submit a 1-2 page proposal that includes the following:

- A detailed description of the program or project
- The groups or departments sponsoring the program
- Dates of the program
- Space requirements for the program
- Equipment requirements for the program
- Any special needs
- How the program fulfills the Memorial Union's mission as described previously

Proposals for Fall 1999 semester should be sent to Vicki Cawley, Assistant Director of the Missouri Unions, Room S-102 Memorial Union, no later than May 17, 1999. Decisions will be based on the quality of the proposal, educational or cultural merit of the program, and the following criteria:

- **Collaboration:** Programs should involve a variety of persons in its attendance and presentation such as students, faculty, student affairs professionals, University staff, and community members.
- **Diversity:** Programs should involve a variety of participants varying in age, gender, national origin, and ethnicity.
- **Creative individuality:** Programs should provide unique experiences not otherwise available on campus.

Missouri Unions programming staff will provide consultation for ideas and/or program planning at your request. If you have any questions please contact Vicki Cawley at 882-5778 for more information.



Free immunizations by Columbia/Boone County Health Department (bring immunization card)

Helicopter tours

Health and safety activities

Free refreshments and low-cost lunch items

Characters and mascots

Prize drawings

Low-cost bicycle and tricycle helmets for \$8

Live entertainment throughout the day

NBC-8 mini news set (bring a videotape)

Free sports water bottles for kids

Free health screenings

Lots of fun for kids ages 2 to 12

Kids' Day

10 a.m. to 2 p.m. • Saturday, April 17
University Hospital's Main Lobby

Register to win bicycles or tricycles, plus a helmet; Truman Club memberships; swimming passes from Columbia Parks and Recreation; movie passes; puzzles; dolls; stuffed animals; and much more!

New this year!

- Rock climbing wall (kids ages 5 - 12)
- Fire safety trailer, Boone County Fire Department

Free shuttle from University Hospital to the following MU events:

- College of Veterinary Medicine's Animal Health Fair, 10 a.m. to 3 p.m.
- Missouri Tiger Athletic Events
 - Black and Gold Festival, 10 a.m. to 1:30 p.m. (Meet your favorite Missouri Tiger athletes, participate in interactive games and more.)
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Neighbor-to-neighbor

Sociologist studies how disputes are settled without intervention.

The advent of large confined livestock operations is testing the limits of a long-time tradition — rural neighborliness, according to MU rural sociologist Kenneth Pigg. He has met repeatedly with residents of Saline County, Callaway County and Boone County to study how rural neighbors have struggled to control such operations “without the interference of government.”

“What we’re attempting to find out is: Can neighborliness be an alternative to external regulation?” said Pigg, editor of the 1991 book, *The Future of Rural America*. He said the advent of industrial agriculture, along with changing demographics, are new circumstances that sometimes provoke conflicting reactions from rural residents.

The custom of barn raising exemplifies the concept of neighborliness, he said. “It’s always been a means of getting things done in rural communities. Neighbor-to-neighbor is a preferred way of settling disputes and a way of avoiding external intervention.” Also, interaction between neighbors can produce resolutions to isolated problems without resorting to regulations that apply to an entire state or county, he said.

Pettis County passed a countywide ordinance to govern confined animal feedlot operations, and Saline County

commissioners considered a similar ordinance. Such measures usually require the operations to be a specified distance from neighbors and from surface water sources.

Callaway County and Linn County officials also studied those options, Pigg said. “Then, they found out the Missouri Constitution prohibits local government from regulating agriculture. Under law, confined animal feeding operations are considered farms, not industries.”

Saline County officials called on MU Outreach & Extension to help them determine the impact of confined animal feed operations. Pigg and his research associate, Mary Hendrickson, conducted a preliminary project evaluation and hit upon the concept of “neighborliness” during their interviews with project participants. “We want to learn more about how neighbors can resolve these issues among themselves,” Pigg said.

One limiting factor is the customary rural reverence for landowners’ rights. “A lot of people think that no one has a right to tell you what you can do on your own land,” Pigg said. “But when you build a fence, does it keep the odor out? Does it prevent animal waste from washing into the surface water?”

Another complicating factor is what he calls “the suburbanization of rural areas.”

In recent years, many people who work in the cities have bought 10-to-20-acre parcels and built homes on them.

Many of them commute to work in the cities, he said. “A lot of them have no sense of shared values based on farming as a way of life, and they may have little interaction with others who live in the same area but pursue a different way of life.”

Nevertheless, Pigg believes neighborliness can play a part in creating “a civic pattern of behavior - the recognition of a common environment where everyone enjoys or suffers together.” For example, he said, his research indicates odor and waste from large-scale confined livestock operations “are more likely to be tolerated by neighbors if the operator is a long-time neighbor with a good farming record.”

“If it’s someone who actually lives there, people usually feel they can talk to them,” he said. “That’s a lot different from trying to deal with the CEO of Cargill or Premium Standard.”

Although in its early stages, this research is continuing as part of a regional project comparing neighbors’ reactions to confined animal operations in Oklahoma, Kansas and Iowa as well as Missouri.

“We’d like to learn which factors determine when neighbors are no longer able to work things out among themselves and must rely on external intervention, such as the legal system, to resolve issues related to confined animal operations and sites,” Pigg said.

High-tech teachers

A teacher’s day is always full. That’s why teachers who add the responsibility of exploring and applying new technologies to their classrooms deserve special recognition. These teachers, who often battle time and resource constraints to find ingenious ways to apply technology, are modern day pioneers shaping the future of education.

In an effort to promote the innovative use of technology in Missouri’s classrooms and reward teachers who creatively incorporate technology into their curriculum, the Center for Technology Innovations in Education (CTIE), a research center supported by the College of Education and the Southwestern Bell Foundation, are offering five \$1,000 awards to K-12 teachers in Missouri.

Individuals employed as K-12 teachers in Missouri for the 1998-99 school year are eligible for the Technology Innovation Award. Additional information and application forms can be found on the CTIE web site at <http://www.ctie.missouri.edu> or by calling CTIE at (573) 884-8350. Completed applications are to be returned no later than April 30 to: CTIE - University of Missouri Columbia, Technology Innovation Award, 111 London Hall, Columbia, Mo., 65211.



CANDIDATES SOUGHT: ASSOCIATE PROVOST, UNIVERSITY OF MISSOURI-COLUMBIA

The Provost is seeking a current MU scholar for the position of Associate Provost. This twelve month, renewable position has campus responsibility for program and student assessment, oversees the use of technology in the delivery of education, coordinates special projects, and coordinates with the Provost on campus and system academic matters. The Associate Provost works very closely with Vice Provosts, Deans, Directors, and campus leaders to foster the academic mission of the University and serves as the representative of the Provost as needed.

The Associate Provost has numerous continuing and ad hoc responsibilities including representing the Office of the Provost on CBHE committees and at various meetings on and off campus. The Associate Provost chairs or serves as a member of key faculty committees and develops campus initiatives as determined by the Provost.

The successful candidate will have an earned doctorate degree, a distinguished record of scholarship and teaching, significant administrative experience in the University, and be familiar with all missions of the campus: undergraduate and graduate education, research, and outreach.

Nominations and applications are welcome. Applications should include a curriculum vitae and a personal statement of one’s academic leadership philosophy. Review of applications by the screening committee will begin April 19, 1999, and will continue until the position is filled. Send direct nominations and applications to:

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Associate Provost Search
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M Extension

A good fit.

The North American Free Trade Agreement didn’t spell the end of Missouri’s apparel industry. In fact, many manufacturers are reaching new levels of competitiveness in today’s global economy. Susan Henson and the Missouri Textile and Apparel Center, or MO-TAC, help companies bridge the gap between where they are and where they want to advance.

In addition to providing technical assistance and consulting for new and existing firms, the center administers the state apparel manufacturers’ association, serving as a clearinghouse for industry-bolstering activities. Both manufacturers and textile and apparel students benefit from the center’s high-tech product development and pattern-cutting equipment. MO-TAC also pairs companies with students for internships that may lead to full-time jobs upon graduation.

When it comes to bringing together resources to make Missouri’s manufacturing economy stronger, Susan and the MO-TAC team have the process all sewn up...



Susan Henson, Coordinator

Human Environmental Sciences Extension
<http://outreach.missouri.edu/hes>

The Power of Lifelong Learning

Forums

From Page 1

disagrees with one argument he's heard — that MU could solve its computing problem by eliminating waste and inappropriate use of computers. "All the things we might possibly do to eliminate waste will not solve the problem because growth is going to continue," he said.

"We're talking about eventually needing to address the big needs of this campus and find out where that money's going to come from," McKean said. "If you're going to get the millions and millions of dollars to make this campus what it needs to be, then we've got to have some proof that we can work together to solve the immediate,

emergency problems so we can develop some credibility to lobby for what we need."

McKean said his committee has been happy with the planning process so far, and that any disputes that have come up have been resolved. For example, when it was proposed that individual faculty be charged for exceeding a space quota on the Showme system, the interested parties worked it out.

"We came up with policies which at least in principle create a system for letting the individual departments and units parcel out quotas instead of putting a fee on individual faculty members," McKean said. "We know that's a Band-Aid, but at least it's a way to reach a compromise to deal with the larger issues

now."

Some faculty members, though, urged campus planners to focus on longer-term computing issues. "I don't mean to denigrate in any way the seriousness of paying for what we need to do," said Bob Bender, professor of English, "but focusing on port fees strikes me as losing the whole operation before you're even in the game. And we are not presently in the game."

Bender suggested that an overriding concern for the future will be to find ways for MU to develop its instructional computing capabilities. "I firmly believe that we are moving into an environment where any decent academic institution is going to be positioned to have electronic support for every single course offering on

campus.

"They are going to have a variety of courses that meet on campus and take place outside of the classroom, and they are going to have distance education courses that come nowhere near the classroom," he said. "This is going to be a continuum of use of computer facilities."

Mahon contrasted the task of building an information infrastructure at MU to the nuts-and-bolts of building the physical infrastructure and maintaining campus buildings. "The electronic infrastructure is torn down every three years. We don't have fiscal models in place to deal with this circumstance," he said.

"The approach we're taking now is to look at the road system, if you will. Today the road is full of potholes; it's not paved, and you want to drive sports cars over it. I'm of a mind that first you've got to do the basics correctly. What approach can we take that would be more likely to obtain our ultimate goal?"



Probing policy

State Rep. Chuck Graham, left, spoke with MU animal science students March 19 who are members of the sophomore seminar class, Societal Issues in Animal Agriculture. The students heard Graham's views on a variety of legislative issues, gained an overview of the legislative process and quizzed the legislator about his thoughts on agriculture.

Of particular interest was a bill that Graham, D-Columbia, sponsored several years ago that sought to change the tax structure to tax large-scale corporate livestock companies at a higher rate.

The course, taught by Jim Spain, associate professor of animal science, second from left, is the animal science model for a sophomore seminar. The seminar is among the first implemented at MU; others are being developed and encouraged campuswide.

Jim Curley photo



A Horticultural Tip from Campus Facilities

How early can annuals be planted?

On the MU campus we plant the more cold-hardy flowers, such as pansies, snapdragons and petunias, the third week of April. After May 10th, our last frost-free date, we put out the more sensitive plants, such as celosia, elephant ears and zinnias. For more information and other horticultural tips, check out our Web site at: www.cf.missouri.edu/lserv.htm



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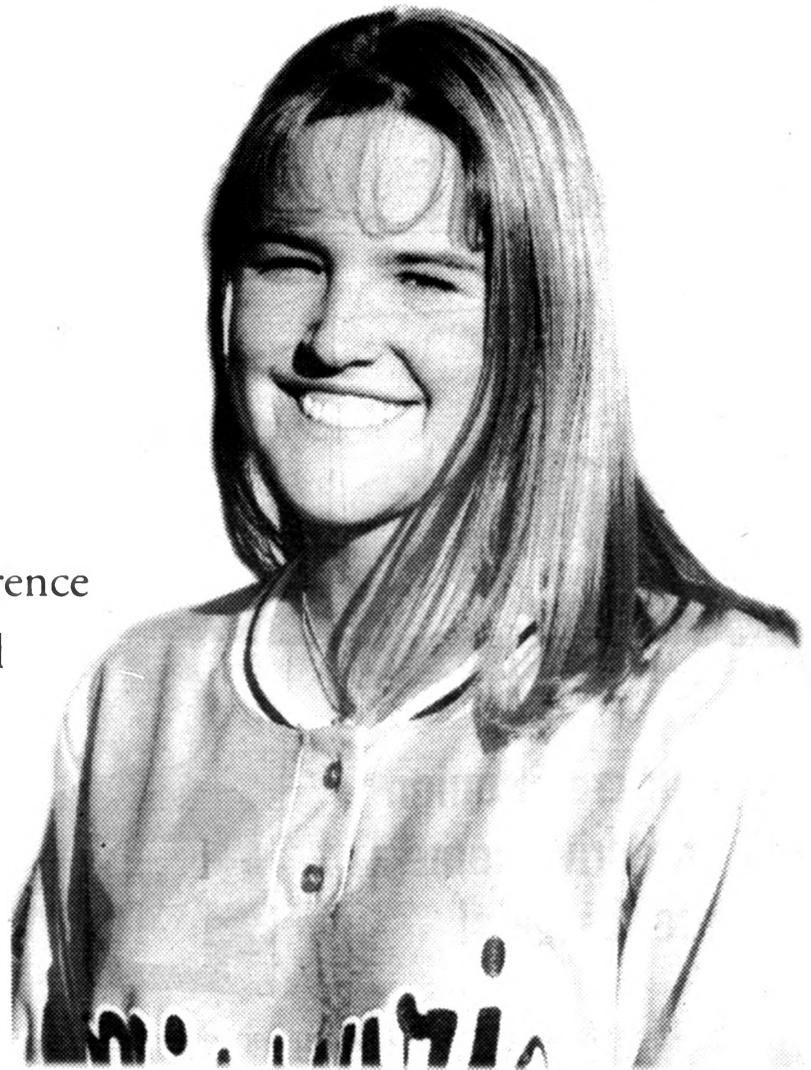
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What is your motto?

“Don’t sweat the small stuff. It’s all small stuff.”

Classifieds

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