



Mizzou Weekly

Summer At Mizzou

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June 13, 2002

University of Missouri-Columbia

Sound advice

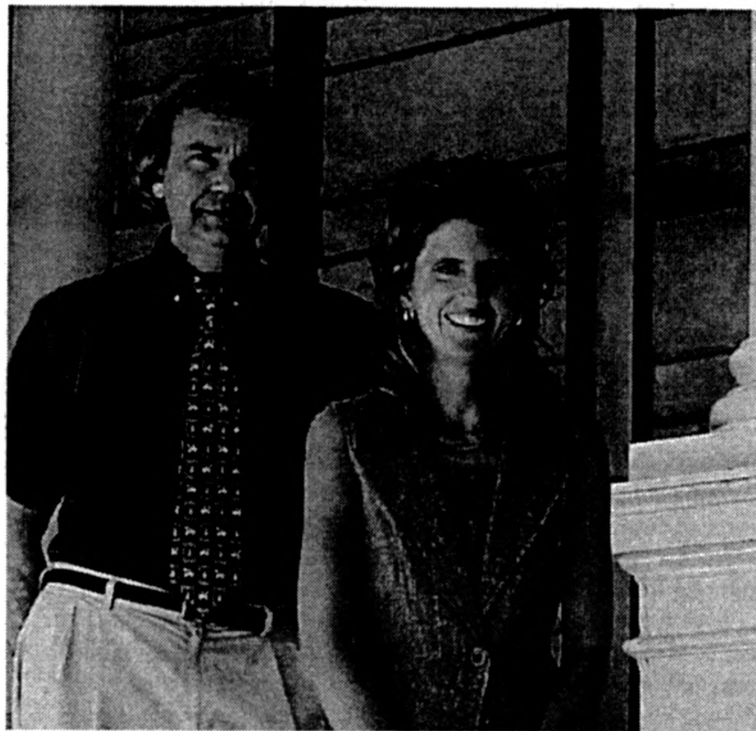
MAKING A DIFFERENCE

Good advising can be a key factor in student success

Between the two of them, Tami Beatty and David Trinklein have 35 years' experience nurturing and mentoring students at MU. Their efforts were recognized recently when they won MU's Excellence in Advising Award.

The award, offered through the provost's office and the campus Advisors Forum, is presented annually to a staff member and a faculty member who demonstrate qualities of outstanding undergraduate student advising. It carries a \$1,000 prize.

Beatty's official title at the Department of Electrical Engineering is administrative assistant, but she's more than the undergraduate and graduate secretary for one of the largest departments in the college. Around there, she is known as



Rob Hill photo

ABOVE AND BEYOND As recipients of MU's Excellence in Advising Award, Tami Beatty and David Trinklein are known for a personal touch in their student advising efforts.

the cornerstone of the undergraduate program — planning classes and schedules, and working out academic and professional problems for nearly 300 students each year.

Beatty is the first person students meet when they come

into the advising office, and many times this is as far as they need to go. "She has a tremendous ability to recognize what the real problems are for the students and finds ways to address them," says Lex Akers, department chair. "Many times

this is just listening and offering emotional support."

She purposefully develops a personal rapport with her charges. And usually this works, since the bulk of the student population does not storm her doors at the same time. "Some I see only during registration," she says, "but I have a majority of students who drop by every day if nothing more than to say 'hi,' and to set down and talk about classes, tests or whatever."

Her biggest challenge in working with such a large number of students is gaining their trust, especially freshmen students. "They are new to campus and we try to let them know that we are here and available," she says. "I think they are so nervous in not knowing us that it is hard for them to understand that we have a friendly, open environment."

One of the ways she gains their trust is by adding a personal touch to the relationship. She calls students at home to remind them of deadlines, check on how they did on exams and even get them out of bed for an exam. "I try to get to know about their lives," Beatty says, "and I think

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Free newspapers for MU retirees will end June 27

No corner of campus is immune from the budget challenges facing the University. One of the ways *Mizzou Weekly* plans to meet those financial pressures is to end its decade-old practice of mailing a free newspaper to University retirees after the June 27 issue. MU's faculty and staff newspaper has been mailed to 2,900 retirees in Boone and surrounding counties at an annual postage cost of nearly \$14,000.

Retirees who would like to keep in touch with campus happenings are invited to subscribe to *Mizzou Weekly*, and free copies will be available in the lobby of the Reynolds Alumni Center each Thursday. Annual subscriptions are available for \$30 by sending a check made out to the University of Missouri to: Publications, 407 Reynolds Alumni Center, Columbia, Mo., 65211, or call 882-7357.

Curators act on budget challenges

BALANCING THE BUDGET

The University of Missouri continues to struggle with funding shortfalls

The mood was grim at a May 31 special meeting of the Board of Curators in Jefferson City. Curators took emergency action to deal with staggering cuts in state funding for the fiscal year that begins July 1, and to shore up the UM System budget for the remainder of this fiscal year.

In part because of lagging state tax revenues, the University has had to absorb 17.5 percent in state withholdings over the current fiscal year — more than \$80 million. That total includes \$41 million in withholdings that Gov. Bob Holden announced in mid-May.

For MU, the campus's share

of that shortfall in state funds amounts to nearly \$38 million for the 2002 fiscal year. And, on top of the disappointing budget this year, state legislators have approved a spending plan for the 2003 fiscal year that cuts 10 percent from the University's core budget.

To help balance the books, curators on May 31 voted to initiate a voluntary early retirement program for faculty and staff, tack on a \$9 per credit hour surcharge on student fees for next year, cut nonessential spending and tap into University fund balances.

Those actions came in addition to an earlier student fee hike of 8.4 percent for next year, a freeze on salary increases, and other cost cutting measures. At one point, University administrators were considering

a one-time salary reduction or unpaid furlough for employees. That last step was avoided by instituting stringent spending cuts for the remainder of this fiscal year. On the MU campus, Chancellor Richard Wallace has

Budget Updates

To keep faculty and staff up to date on the latest MU budget information, University Affairs has launched a new Web site with budget background, media coverage and updates. There is a link to the new budget Web site on the MU homepage, or go to www.missouri.edu/%7Ewebcom/budget

announced that there will be no salary adjustments whatsoever or new hires without permission of the senior divisional officers who report directly to him.

For several months now, a campus committee has been exploring ways to deal with the dismal budget outlook with the minimum amount of harm to the University's academic mission. UM President Manuel Pacheco warned curators that that could be difficult to accomplish.

"Earlier this year, I pledged to you that we would fight to preserve the core of our academic enterprise by protecting our students and our faculty," Pacheco told the curators. "I must tell you today that I can no longer guarantee the core of the University will remain untouched. Indeed, it is under attack by a relentless series of financial blows from which we will not soon recover.

"The state of Missouri has

unwittingly embarked on a course that threatens to dismantle our system of public higher education and permanently relegate Missouri to the status of a '40-something state.' This course is not the result of deliberate public policy decisions by the state legislature or state officials, nor is it the result of a binding vote of the people," Pacheco said.

"And yet the decision to balance the state 2002 fiscal year budget largely at the expense of higher education, coupled with a 10 percent cut in its core budget for the 2003 fiscal year, over time will impose a mediocre system of public higher education on our citizens that they neither asked for nor deserve."

In remarks he made at a June 6 meeting of the state Coordinating Board for Higher Education, Pacheco's prognosis was even more bleak. He told

SEE BUDGET on Page 7

Sheepskin statistics

The old sheepskin really does pay off, according to a survey of recent Mizzou graduates. The study surveyed MU students who graduated in May and August of 2001. It found that 25 percent of undergraduates are continuing their education, but of all the students who entered the employment market 92 percent had found jobs.

The median starting salary for all graduates was \$32,500. For undergraduates it was \$29,400; for graduate students it was \$37,300; and for professional students,

excluding law students, it was \$38,000. The highest median starting salary was \$49,300 for engineering.

The survey, which was conducted by MU's Student Information Systems and Enrollment Management, had a response rate of 55 percent.

Krawitz is named UM finance VP

UM President Manuel Pacheco has appointed Natalie "Nikki" Krawitz as vice president for finance and administration, effective retroactively to June 1. Krawitz previously served as controller for the UM System.

She succeeds James Cofer, who assumed the presidency of the University of Louisiana-Monroe on April 1, and has served as interim vice president since Cofer's departure.

"Nikki has done a first rate job since taking over the position in January," President Pacheco said. "I am happy to say that UM System fiscal affairs are in excellent hands."

Krawitz is a certified public accountant with more than 17 years experience in higher education in both the private and public sectors as a tenured faculty member, academic administrator, vice president

for finance and administration and internal consultant.

"I couldn't be more delighted to have been chosen for this position," Krawitz said. "I have an excellent staff, and I look forward to working with them as we meet the financial challenges facing the University in the coming months."

Sharing scholarship

While some students are chanting, "no more teachers, no more books," 330 Missouri high school juniors are learning about topics that include music technology, logic

and speleology, the study of caves. Missouri's brightest students are attending the 18th annual Missouri Scholars Academy at MU from June 9 to June 29. The academy gives students a chance to exercise their minds and explore the deep reservoir of their interests.

"This is a total immersion program," says Ted Tarkow, co-director of the scholars program and associate dean of arts and science. "It covers all aspects of learning in a formal class setting and an informal environment. The learning never ends because the faculty and staff are with the students

Longtime campus officers announce retirements

PASSING THE TORCH

Interim leaders also have decades of experience at Mizzou

Three senior administrators with a combined 92 years of experience at MU have announced their retirements. Kee W. Groshong, vice chancellor for administrative services; James N. Bunton, director of budget and assistant vice chancellor for administrative services; and Alan R. Warden, assistant vice chancellor—facilities, will retire by August 30.

"I want to publicly thank these three outstanding leaders

for their dedication to the University," said Chancellor Richard Wallace said. "Their commitment to excellence has truly transformed our campus. We will deeply miss them, not only because of their leadership, but because of their dedication to the highest professional standards and the positive, personal impact they have had on the University community."

Groshong has been vice chancellor of administrative services at MU since 1988. He is responsible for campus planning, business operations, computing and facilities operations. In a career that spans 37 years at the

University, Groshong also has served as director of business services, assistant business operations officer, manager of accounting services and assistant director of accounting services. He earned a bachelor's degree in accounting from MU in 1964.

"I have spent nearly my entire career at MU, and it is truly a wonderful place to work," Groshong said. "Our hard-working staff has created an environment that, I hope, supports the future success of the University."

Bunton started in 1968 as an accountant for the UM System. Over his career, he has served as manager of auxiliary enterprises, director of capital budgets and associate director of business services. In 1999, he was named assistant vice chancellor for administrative services and director of the MU budget, which included the oversight of the MU \$1.2 billion operating budget.

"Most of all, I'll miss my colleagues," Bunton said. "I've been very blessed in my career to work with some fantastic people and because of that, it's been fun to come to work every day. A lot of things have changed for the better since I started working for the University 35 years ago, and I'm happy that I was able to be a part of that."

Warden started at the University in 1982 as the assistant director of campus facilities in charge of energy management. He was promoted to director in 1984 and to his current position in 1987.

Under Warden's leadership, 25 major facilities have been built on the MU campus in addition to numerous improvements and additions to the campus infrastructure. Two major additions have been added to the MU Power Plant,

nearly tripling the electrical and steam generating capacity. In the past 20 years, Campus Facilities has won numerous state, regional and national awards.

"I've been here 20 years, and it's been great to work for Kee Groshong," Warden said. "I think we've turned Campus Facilities into a great division, and we have a lot of things to be proud of, most importantly our staff. Because of our hard work, I believe our division is ready to face the challenges of the future."

Each will be replaced by interim appointees: Jackie Jones, associate vice chancellor of administrative services, will also serve as interim vice chancellor for administrative services; Tim Rooney, academic budget and resource officer, will also assume the responsibilities of the director of budget; and Larry Edwards, director of facilities management, will also take on the duties of interim assistant vice chancellor-facilities. Decisions regarding future searches are on hold until budget issues are resolved.

Jones has served in her current position since November 1988 and has been an employee of the University for 23 years. Currently, she is responsible for the administrative oversight of various financial and service operations, including Cashiers, Payroll, Accounting, Parking & Transportation Services, MU Police Department, Printing Services, Mail Services, Environmental Health & Safety and the A.L. Gustin Golf Course.

Rooney currently is responsible for MU's academic budget that totals more than \$240 million and he is the liaison to all schools and colleges for financial and resource issues. Previously, Rooney served as associate dean for administration and chief business and financial

"Their commitment to excellence has truly transformed our campus. We will deeply miss them, not only because of their leadership, but because of their dedication to the highest professional standards and the positive, personal impact they have had on the University community." — Chancellor Richard Wallace

officer for the School of Medicine. Rooney has been employed at MU for 26 years.

Edwards will become interim assistant vice chancellor-facilities effective July 1. He is an alumnus of the MU College of Engineering and has served the University in various positions in campus facilities for more than 35 years, starting as an engineer in MU's physical plant in 1967, and he was appointed to supervisor of Engineering Services in October 1971. He also served as chief of engineering services, assistant director-facilities management, assistant director of campus facilities design services and associate director of campus facilities.



Parking & Transportation Services
Turner Avenue Garage
Level 2
882-4568

The University of Missouri has many special events such as Summer Welcome, Sports Camps, Construction Projects, etc. Please be helpful to visitors and use caution during these busy summer events on campus.

web.missouri.edu/~mubs/parking/parking.html

MizzouWeekly

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24 hours a day, seven days a week."

At the academy, students choose an academic major and minor from the arena of humanities, social studies, math or science. After the school day, students can continue learning from speakers and entertainers.

The scholars are selected from among the top 5 percent of all Missouri high school students. Each Missouri high school is allowed to nominate one sophomore for the academy; larger schools may nominate more. At the end of the 2002 academy, more than 6,000 students, faculty and

staff will have participated in the program.

Hold that hose

With the onset of intensely hot summer days, many people are tempted to reach for the hose and water their lawns and landscape plants. But after a rainy spring, over-watering poses the greatest danger, according to MU horticulturists.

"Roots need oxygen, and when the soil is too wet the plant can't take up any water because the root system is impaired," said Chris Starbuck,

extension woody ornamentals specialist. "If you water them, it pushes them over the edge. There's water everywhere and they can't drink a drop." The easiest way to tell whether irrigation is necessary is to "take a screwdriver or a knife and stick it in the soil,"



says turf specialist Brad Fresenburg. "If there's moisture there, don't water."

wilt, stay away from the watering."

When high temperatures hit, "take advantage of that and let the turf dry down until you start to see some wilt" he adds. "Don't just automatically turn on those sprinklers. Until it starts to



Show Me the fun

PITCHING IN

Show-Me State Games rely on volunteers to keep participants on track

Competing each year in the biggest and best state games in the country takes plenty of stamina for thousands of statewide amateur athletes.

For three consecutive weekends this summer, beginning July 19, nearly 25,000 competitors of all shapes, sizes and ages will converge in Columbia to participate in the annual Show-Me State Games. The games promote physical fitness and health for all Missourians, and allow them to come to Columbia to compete in Olympic-style competition. This year, the athletes will vie for medals in more than 30 sports, from archery to wrestling.

The stalwart contenders may be the stars of the games, but it's the volunteers who have been the backbone of the organization since the event started 17 years ago. Each year, close to 1,000 people from central Missouri donate countless hours to help the games run smoothly.

Depending on the sport, those activities could include timing and scorekeeping, handing out water, giving athletes directions, assisting sports commissioners, registering athletes, plus many other things to help athletes compete to the best of their abilities.

Rosemary Crane has done it all in her 11 years as volunteer during the games. "I've stayed involved because I enjoy the challenge, meeting new people and working with the staff," says Crane, who retired from MU in 1994. "We all seem to pull it together and make it a team."

This year's competition will be held July 19 through 21, 26

through 28, and Aug. 2 through 4. Jean Hough, Show-Me State Games volunteer coordinator, says that between 800 volunteers and 1,000 volunteers are needed for the three weekends. "Our biggest events are basketball, soccer and track, and we need lots of people to help with these events," Hough says. All she asks is that volunteers "come with a smile and be able to donate a minimum of four hours during any of the three weekends. The State Games likes to see families volunteer together and asks that any children under the age of 16

work with an adult."

Volunteers are good advertising for individual departments and for the campus as a whole, and Hough wants to see the University community get more involved with the games. "Some athletes, because of the games, have ended up attending the University because they were impressed with the campus," she says.

In addition to signing up individually, employees may band together and form a team. A minimum of 12 volunteers is needed to qualify

for this corporate volunteer program, Hough says, and they don't all have to be employees. Spouses, children, friends of employees are welcome to be included. With 12 volunteers, the group gets their volunteer T-shirts printed with an MU graphic element and department name.

Holly Oswald, a secretary in the College of Education, has rallied a group together and this year, for the first time ever, will volunteer in the sport of mountain biking. It was her love

for the outdoors that prompted her to do this. "I'm up for anything that gets me outside," she says.

About the start of the games, Crane says, "I'm enthused and always get that way. It is a wonderful thing we do in town, and we have lots of support. I encourage everyone to get out and volunteer. They will thoroughly enjoy it."

With questions about the volunteers program, call Hough at 884-2946 or e-mail houghj@missouri.edu.



ATTENTION:

CLIENTS OF THE VETERINARY TEACHING HOSPITAL

The Veterinary Teaching Hospital has a large base of University clientele. Recognizing that support, we have historically extended a 10% discount to faculty and staff. In light of recent budget reductions, scenarios for adjusting expenses and revenues without compromising education and patient care have been studied. Effective July 1, 2002, the 10% faculty and staff discount on services for animal care will be discontinued.

We thank you for your past patronage and hope you will continue to entrust us with the privilege of providing veterinary care for your animals.

**Position Announcement
Faculty Fellow
Office of Research**

The Office of Research is seeking applicants/nominations for the position of Faculty Fellow. We are searching for an innovative, experienced faculty member who will help with the Office of Research's programs for internal grants, humanities and social sciences research initiatives, planning, and faculty committees. The fellowship provides an exciting opportunity for a faculty member to directly participate in the interdisciplinary activities of the Office of Research and to help shape research programs at MU. This position is a .50 FTE appointment for the Fall 2002 and Winter and Summer semesters of 2003. The position begins with the start of the Fall 2002 semester.

Responsibilities: Assist with special interdisciplinary activities in the humanities, internal research grants programs, mission enhancement initiatives, and Office of Research planning. The incumbent will serve as Director of the newly-formed Center for Arts and Humanities.

Expected Benefits: Return to home department with a better understanding of the administrative challenges at MU, share the knowledge and information gained with members of the home department and college, and obtain diverse administrative experiences.

Salary: 50% of academic year plus 50% summer salary.

Qualifications: Tenured status; history of productive activity in extramural funding and in scholarship or creative activity; familiarity with humanities research; ability to lead cooperative efforts in scholarly activities; experience in interdisciplinary research, internal grants program, and/or mission enhancement desirable.

Application: Write a letter detailing relevant experiences and outlining how this position fits your career goals. Please include a curriculum vita, as well as the names and contact information (including e-mail addresses) for three references.

Send materials and direct all questions to:
**Robert D. Hall, Interim Vice Provost for Research
Office of Research 205 Jesse Hall**

calendar



Concerts & Plays

Sunday, June 16

AMPHITHEATER CONCERT:

Lynyrd Skynyrd with special guests Eddie Money and Head East will perform at 6 p.m. at the Amphitheater at Mizzou at the southeast corner of Memorial Stadium. Tickets are on sale at the Hearnes Center box office and all Ticketmaster locations.

Friday, June 28

SUMMER REPERTORY

THEATRE: "The Sound of Music" will be performed today, June 29 and 30, July 5, 6, 12, 18, 20, 21, 24 and 27 at the Rhynsburger Theatre. All performances are at 8 p.m. except Sundays, when matinees begin at 2 p.m. For ticket information, call 882-PLAY.

Sunday, June 30

AMPHITHEATER CONCERT:

Earth, Wind and Fire with

special guests WAR will perform at 7 p.m. at the Amphitheater at Mizzou at the southeast corner of Memorial Stadium. Tickets are on sale at the Hearnes Center box office and all Ticketmaster locations.

Tuesday, July 2

SUMMER REPERTORY

THEATRE: "Tuesday Night Comedies in Concert" will be performed at 8 p.m. today, July 16 and 23 in the Corner Playhouse. Adult audiences only. Admission is \$2. For ticket information, call 882-PLAY.

Thursday, July 11

SUMMER REPERTORY

THEATRE: "The Taming of the Shrew" will be performed today, July 13, 14, 17, 19, 25, 26 and 27 at the Rhynsburger Theatre. All performances are at 8 p.m. except Sundays, when matinees begin at 2 p.m. For ticket information, call 882-PLAY.

Thursday, September 5

AMPHITHEATER CONCERT:

The Beach Boys will perform at 7 p.m. at the Amphitheater at Mizzou at the southeast corner of Memorial Stadium. Tickets are on sale at the Hearnes Center box office and all Ticketmaster locations.

Courses & Workshops

Monday, June 17

CRAFT STUDIO

WORKSHOPS: Throughout the summer, the Craft Studio in Brady Commons offers one- and two-day, five-week and six-week workshops in the visual arts. Subjects include pot throwing, mosaic tiles, stained glass, jewelry making, drawing, watercolor, basketry, hand-carved block print cards and photography. The first sessions begin this week. For a complete schedule call the Craft Studio at 882-2889, come by 203 Brady Commons, or register at the MSA box office on the first floor of Brady Commons.

YOUTH ART & CRAFT

WORKSHOPS: "Summer Art for Tweens" will allow kids ages 9-13 to explore pottery, ceramic tile, tie-dye, and paper, print and book making. The two-week sessions will be held from 9-11 a.m. Monday-Friday. The first session runs from June 17-21 and 24-28; the second runs from July 1-5 and 8-12, and the third from July 15-19 and 22-26. For cost and registration information call 882-2889.

IATS TRAINING: "Word 2000

Tables & Columns" will be offered at 8:30 a.m. and "Photoshop 4: Color Correction Tools" at 1 p.m. in W005 Locust Street Building. To register, call 882-6006 or visit iatservices.missouri.edu/training

Tuesday, June 18

SAFETY WORKSHOP:

"Asbestos Awareness" will be presented from 10 - noon today, 1-3 p.m. July 17, and 10 a.m. - noon Aug. 14 in the Environmental Health & Safety classroom. To enroll, call 882-7018.

IATS TRAINING: "SPSS for

Windows: Basic, Part 1" will be offered at 8:30 a.m. and "Access 2000 Fundamentals-Tables" will be offered at 1 p.m. in N15C

Memorial Union. To register, call 882-6006 or visit iatservices.missouri.edu/training

Wednesday, June 19

IATS TRAINING: "SPSS For

Windows: Basic, Part 2" will be offered at 8:30 a.m. in N15C Memorial Union. "HTML 4B: Additional Form Functions" will be offered at 1 p.m. in W005 Locust Street Building. To register, call 882-6006 or visit

iatservices.missouri.edu/training

NEW EMPLOYEE

ORIENTATION: This orientation is open to all new MU staff members from 1:30-5 p.m. in N201/202 Memorial Union. Registration is not required. Orientations also will be held 8:30 a.m.-noon July 3 in S203 Memorial Union, from 1:30-5 p.m. July 17 in N201/202 Memorial Union, and from 8:30 a.m. -noon Aug. 7 in N214/215 Memorial Union.

Thursday, June 20

IATS TRAINING: "HTML 1:

Basic Coding" will be offered at 1 p.m. in W005 Locust Street Building. "Word 2000 Merges" will be offered at 1 p.m. in N15C Memorial Union. To register, call 882-6006 or visit iatservices.missouri.edu/training

RADIATION SAFETY

WORKSHOP: "Radiation Safety at MU - Update" will be presented from 1 - 3:30 p.m. on the third Thursday of each month in the Environmental Health & Safety classroom. To enroll, call 882-7018.

Friday, June 21

IATS TRAINING: "SPSS for

Windows: Basic, Part 3" will be offered at 8:30 a.m. in N15C Memorial Union. "Photoshop 5: Blending Modes" will be offered at 8:30 a.m. in W005 Locust Street Building. To register, call 882-6006 or visit iatservices.missouri.edu/training

Tuesday, June 25

HEALTH LIBRARY

WORKSHOP: "Finding Clinically Relevant Information" will be offered at 3 p.m. in the Health Sciences Library. Enrollment is limited. To register, call 882-0469 or visit the Web site at www.muhealth.org/~library/edu

education/workshopregistration.html

BOTANIC GARDEN CLASS:

Charles Paxton, assistant director of the MU Botanic Garden, will lead a walking tour of annual flowers on campus that will include an open forum to discuss annual flower design and culture. The tour will start at 6:30 p.m. from the Memorial Union arch, rain or shine. Cost: \$8 for Botanic Garden members, \$10 for non-members. Call 882-4240 for ticket information.

Thursday, June 27

HUMAN RESOURCES

WORKSHOP: "The In's and Out's of I-9's and Immigration Matters" will be presented from 9 a.m. - noon in N214/215 Memorial Union. Registration is required; call 882-2603.

BOTANIC GARDEN CLASS:

Landscape gardener Marsha Bower will lead a guided stroll of the MU Botanic Garden's perennial plantings and discuss perennial characteristics, cultural requirements and maintenance. The tour will meet at 6:30 p.m. on the north steps of Ellis Library, rain or shine. Cost: members \$8, non-members \$10. Call 882-4240 for ticket information.

Monday, July 8

HUMAN RESOURCES

WORKSHOP: "Tell Me the Meaning of Life and a Good Interview" will be presented from 11:30 a.m. - 1 p.m. in S203 Memorial Union S203. Registration is required, call 882-2603.

Tuesday, July 9

HEALTH LIBRARY

WORKSHOP: "Searching the Medical Literature" will be offered at 3 p.m. in the Health Sciences Library. Enrollment is limited. To register, call 882-0469 or visit the Web site at www.muhealth.org/~library/education/workshopregistration.html

Thursday, July 11

HEALTH LIBRARY

WORKSHOP: "What to do When Your Boss Sends You to the Library" will be offered at 3 p.m. in the Health Sciences Library. Enrollment is limited. To register, call 882-0469 or visit the Web site at www.muhealth.org/~library/education/workshopregistration.html

Monday, July 15

HUMAN RESOURCES

WORKSHOP: "Legal Responsibilities of Supervisors" will be presented from 8:30 a.m. - 12:30 p.m. in S203 Memorial Union. Registration is required; call 882-2603.

HEALTH LIBRARY

WORKSHOP: "Power Point Basics" will be offered at 10 a.m. in the Health Sciences Library. Enrollment is limited. To register, call 882-0469 or visit the Web site at www.muhealth.org/~library/education/workshopregistration.html

Tuesday, July 16

HAZARDOUS MATERIALS

WORKSHOP: "Hazardous Materials Management Update" will be presented from 8:30 - 9:30 a.m. today and 1 - 2 p.m.

Law Library Outstanding Performance Awards

Law Library's Full-time Staff Outstanding Performance Award:
Jessica Longaker

Jessica holds the position of Library Assistant 11 in Cataloging. She is responsible for cataloging new materials, overseeing database quality, and assisting in numerous projects to reorganize the library's collection.

Part-time Staff Performance Awards:

Blake Kannady & Blake Wilson

Blake Kannady works in the Administrative Office and Blake Wilson works in the Technical Services and at the Circulation Desk.

Congratulations to Jessica, Blake & Blake.



Are you looking for
a unique and rewarding way
to volunteer your time?

The English Language Institute (with Columbia Public Schools) is looking for native English speakers to tutor adult refugees and immigrants in the community.

Call Meghan at 884-3661 ext. 238
for additional information.

Co-sponsored with MU's Office of Multicultural Affairs.

Public Notice

The University of Missouri-Columbia operates a public water system and is required by law to report annually to the EPA and the public on the state of the quality of the campus water supply. For the calendar year 2001, the campus water supply met all EPA quality standards with no regulatory violations.

More information is available about the University's water quality at www.cf.missouri.edu/energy/ccr.stm, or you can contact Environmental Health and Safety, 882-7018, for a copy of the 2001 "Consumer Confidence Report."



Sept. 25 in the Environmental Health & Safety classroom. To enroll, call 882-7018.

HUMAN RESOURCES

WORKSHOP: "Self-Assurance Through Safety" will be presented from 9 - 11 a.m. in S203 Memorial Union. Registration is required; call 882-2603.

HEALTH LIBRARY

WORKSHOP: "Finding Clinically Relevant Information" will be offered at 10 a.m. in the Health Sciences Library. Enrollment is limited. To register, call 882-0469 or visit the Web site at www.muhealth.org/~library/education/workshopregistration.html

BOTANIC GARDEN CLASS:

Landscape designer Joan Smith will lead a walking tour of "Secret Gardens on the MU Campus" and discuss her design philosophy and the plants she chose for each garden. The tour meets at 6:30 p.m. at the Memorial Union arch. Cost: members \$8, non-members \$10. Call 882-4240 for ticket information.

Wednesday, July 17

SAFETY WORKSHOP: "Back Injury Safety" will be presented from 9 - 10 a.m. in the Environmental Health & Safety classroom. To enroll, call 882-7018.

Thursday, July 18

HUMAN RESOURCES WORKSHOP: "Workplace Violence" will be presented from 9 - 11 a.m. in S203 Memorial Union. Registration is required; call 882-2603.

Monday, July 22

RADIATION SAFETY WORKSHOP: "Radioisotope Workshop" will be presented from 8 a.m. - noon today

through July 26 and again from 1 - 5 p.m. Oct. 21 - 25 in the Environmental Health & Safety classroom. Registration is limited; call 882-7018.

HUMAN RESOURCES

WORKSHOP: "Taking Minutes" will be presented from 1:30 - 3:30 p.m. in S203 Memorial Union. Registration is required; call 882-2603.

Tuesday, July 23

HUMAN RESOURCES WORKSHOP: "Take Charge of Your Finances / Principles of Investing On a Shoestring Budget" will be presented from 8 a.m. - noon in S203 Memorial Union. Registration is required; call 882-2603.

Saturday, August 3

BOTANIC GARDEN CLASS: Landscape gardener Ken Redding will demonstrate "Hand and Power Tools for the Landscape" from 9-11 a.m. The class meets at Landscape Services' main shop at the rear of University Garage on Monk Drive across from the General Services Building. Cost: members \$8, non-members \$10. Call 882-4240 for ticket information.

Wednesday, August 7

CPR WORKSHOP: "Infant and Child Cardiopulmonary Resuscitation" will be presented from 8 a.m. -noon in the Environmental Health & Safety classroom. To enroll, call 882-7018.

DEFENSIVE DRIVING

WORKSHOP: "Van Driving Safety" will be presented from 1 - 2 p.m. in the Environmental Health & Safety classroom. To enroll, call 882-7018.

Wednesday, August 21

HAZARDOUS MATERIALS WORKSHOP: "Hazardous Material Awareness" will be presented from 1 - 2 p.m. in the

kitchen. 16'X10' deck. LR, full bath, utility first floor. Hardwood/vinyl. New siding lifetime warranty, all trim. New furnace/AC (1999). Woodstove, beautiful trees/flowers. Fenced front/back. Call Marilyn 620-663-5563

ANTIQUES

Come visit us in historic Rocheport; 15 minutes and 150 years from Columbia. We specialize in Shabby Chic and Cottage Style antiques & collectables. Shabby Tabby Antiques, 505 Second Street.

SATELLITE INTERNET

High-speed internet connection 24 hours per day. Eliminate cable and phone line except during installation. Go to www.pcnetworkllc.com or phone 499-1767

The classified advertising section is open to faculty and staff members and retirees.

Home phone number required.

Rates: 30-word maximum \$8

Mizzou Weekly Classifieds. Make check payable to University of Missouri and send to Scott Reeter, Mizzou Weekly, 407 Reynolds Alumni and Visitor Center, Columbia, Mo. 65211

Environmental Health & Safety classroom. To enroll, call 882-7018.

Thursday, August 22

SAFETY WORKSHOP: "Lead Bearing Substances Awareness"

will be presented from 10 a.m. -noon in the Environmental Health & Safety classroom. To enroll, call 882-7018.

Please Join With Us In Honoring
Alan R. Warden
Assistant Vice Chancellor—Facilities

On the occasion of his retirement
Celebrating 20 years of dedicated service
to the University of Missouri—Columbia

2 to 4 p.m.
Friday, June 14, 2002
Room 194 General Services Building

Thank you for the miracles!

Thanks to the generous support of our many friends, the 2002 Children's Miracle Network is continuing a strong tradition of success.

Over the last 17 years, CMN has raised more than \$5 million for Children's Hospital at University of Missouri Health Care. Thank you for the miracles!

Your support helps kids like...



Tyler Atterberry

AGE: 5

HOMETOWN:

Columbia, Missouri

DIAGNOSIS:

Chondrosarcoma (bone tumor)

What would you tell other kids about this hospital? It's OK to go to the hospital - There are fun things to do in the playroom.

Why do you come into the Children's Hospital Playroom? Because I like to play with the remote-control car.

What is your favorite thing to do while in here? Why? Watch movies ("Shrek") because I like to see all the different movies.

What do you like least about being in the hospital? Being hooked up to my IV pole.

What do you miss most while you are in the hospital? I miss riding my bike in the mud!

How would you describe the people (nurses, doctors, etc.) who work at the hospital? I like all the people who take care of me. They are all nice.

2002 CMN CHAMPIONS

Jon Sundvold Golf Tournament
KPLA for Kids Radiothon
Wal-Mart stores of mid-Missouri

2002 MIRACLE MAKERS

Children's Hospital Advisory Board
Credit Unions of mid-Missouri
Kiwanis Club - Columbia Golden K
Kiwanis Clubs of mid-Missouri
MU Dance Marathon
SAM's CLUB - Columbia
Securities Lending Hand Foundation
Twin Lakes Sporting Clays Tournament
University Hospital Pharmacy
Wal-Mart - Jefferson City Supercenter

2002 WONDER WORKERS

Credit Union - District 5 Highway
Credit Union - Jefferson City Highway
EM Burger Memorial Foundation
Dairy Queen stores of mid-Missouri
First National Bank Employees
Kiwanis Club - Columbia
University Hospital Nutrition and Food Services
University Physicians
Wal-Mart - Columbia Supercenter
Wal-Mart - Moberly Supercenter
Wal-Mart - Versailles

2002 GRAND GIVERS

Berlin-Wheeler
Boone County National Bank
California High School National Honor Society
Child Health Faculty and Staff
Children's Hospital Neonatal Intensive Care Unit
Children's Hospital Pediatric Services
Cosmopolitan - Breakfast Club
Cosmopolitan - Show-Me Club
Credit Union - Boone County Teachers

Credit Union - Conservation Employees
Credit Union - Kilowatt
Credit Union - Missouri State
Credit Union - Show-Me
Credit Union - United Dana Corporation
D-Sport
Gamma Eta Chapter of ESA
John Marshal Gordon and family
Dr. & Mrs. Walter Greene
Hickman High School
Kiwanis Club - California
Kiwanis Club - Gravois
Kiwanis Club - Little Dixie
Kiwanis Club - Mexico Golden K
Knights of Columbus
Long John Silver's stores of mid-Missouri
Midway Travel Plaza and Expo Center
Missouri Credit Union Foundation
MU Baseball Team
Home Runs for Kids
MU Chancellor's Office
MU Fraternal Order of Police
NRA Bianci Cup
Optimist Club - Ashland
Dick & Donna Otto
Re/Max at the Lake
Schaller Anderson of Missouri, LLC
University Hospital Shared Services
University Hospital Staff Council
University Physicians Specialty Clinics
Wal-Mart - Columbia Biscayne
Wal-Mart - Columbia Rockbridge
Wal-Mart - Eldon
Wal-Mart - Fulton Supercenter
Wal-Mart - Mexico
Westlake Ace Hardware stores of mid-Missouri

And a special thanks to all University of Missouri employees who gave so generously through payroll deduction.

*Level of recognition is based on donations received from January 1 through December 31, 2001.

classifieds

FOR RENT

Ashley Ridge Condos at MU campus. Luxury 1&2 bedroom apartments for faculty, staff, graduate, professional students. Quiet, spacious, energy efficient, cable TV, w/d hookups, carports. \$445-\$500. 445-1892. www.denice.com

Nice, spacious 2 bedroom apartment, close to downtown & campus, private parking, no smoking, no dogs. Ideal for visiting faculty, graduate students. \$625. 449-1735. lenserj@missouri.edu

FOR SALE

2 Schwinn mountain bikes, red, recently tuned up by Walt's, excellent condition. Perfect for grade-school children. \$75 each OBO. Call 442-5138, evenings.

"Well-loved, kept home by MU retiree out-of-state. Comfortable, homey, 2 bdrm plus. Large, light country



Exhibits

MUSEUM OF ART AND ARCHAEOLOGY:

"Tradition and Change: Art from Oceania" is on display into 2003.

"Picturing Nature: A Cross-Cultural View of Landscape" is on display through July 7.

"From Studio to Cinema: Andy Warhol / Larry Clark / Cindy Sherman" is on display through Sept. 8.

"Master Drawings from the Permanent Collection" will be on display June 22 through spring 2003.

"Selections of Ancient Glass," an exhibit in memory of Gladys C. Weinberg, will be on display July 6 through 2003.

"Wit and Wine: A New Look at Ancient Iranian Ceramics," will be on display Aug. 10 - Dec. 22. The museum, located in Pickard Hall, is open from 9 a.m.-5 p.m. Tuesday-Friday, 6-9 p.m. Thursday evenings and noon-5 p.m. Saturday and Sunday.

BRADY GALLERY: "Exploring the Organic," works in clay by Erin Erhardt, is on display through June 27. An artist's reception will be held from 4-6 p.m. June 13. The gallery, located at 203 Brady Commons, is open from 10 a.m.-8 p.m. Monday-Thursday, and 10 a.m.-3 p.m. Friday.

ROGERS GALLERY: Advanced thesis studio projects by seniors in the Department of Environmental Design are on display in the gallery located at 142 Stanley Hall. The projects are renderings of restaurant and church designs. The gallery is open from 8 a.m.-5 p.m. Monday to Friday.

STATE HISTORICAL SOCIETY:

"The Evolving Landscape: Changing Views of the

Twentieth Century," works by Missouri landscape artists, is on display in the gallery through August. The gallery is open from 8:30 a.m.-4:30 p.m. Monday to Friday.

"Tracing His Journeys," drawings by Duane Evans Lyon, is on display in the north-south corridor.

"The Cuban Missile Crisis, October 1962," comprised of editorial cartoons from around the world, is on display in the east-west corridor through the semester.

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: The University Archives offer a number of online exhibits that document the history of MU. The most recent exhibit is "Mizzou on Canvas, A Portrait in Leadership," which features portraits of former University officials. Links to the archives' exhibits are located at www.system.missouri.edu/archives/exhibitlist.html.

Lectures & Seminars

Wednesday, June 19

MIDDAY GALLERY EVENT: Lampo Leong, assistant professor of art, will present "The Philosophies and Styles of Chinese Landscape Painting" at 12:15 p.m. in Pickard Hall.

Wednesday, June 26

MIDDAY GALLERY EVENT: Christopher Salter, professor of geography, will present "Landscape As..." at 12:15 p.m. in Pickard Hall.

Wednesday, July 10

MIDDAY GALLERY EVENT: Joan Stack, associate curator of European and American art at the Museum of Art and

Archaeology, will present "How Were Drawings Used in the Renaissance? A Review of 16th & 17th Century Drawings from the Museum's Collections" at 12:15 p.m. in Pickard Hall.

Wednesday, July 17

MIDDAY GALLERY EVENT: Nancy West, associate professor of English, will present "From Snapshot to Silver Screen: What Photography Can Teach Us About Cinema" at 12:15 p.m. in Pickard Hall.

Wednesday, July 24

MIDDAY GALLERY EVENT: Dennis Henson, a graduate student in art history and archaeology, will present "Pop Music / Pop Art / Pop Packaging: Andy Warhol, Richard Hamilton and the 1960s" at 12:15 p.m. in Pickard Hall.

Wednesday, July 31

MIDDAY GALLERY EVENT: Sandy Camargo, assistant professor of English, will present "High Concept: Replication and Originality in the New Hollywood" at 12:15 p.m. in Pickard Hall.

a photography workshop for kids in grades 3, 4 and 5, will be held from 1 - 3 p.m. at the Museum of Art and Archaeology in Pickard Hall. Register by June 13. Cost: \$15 for members, \$25 for non-members.

Special Events

Friday, June 14

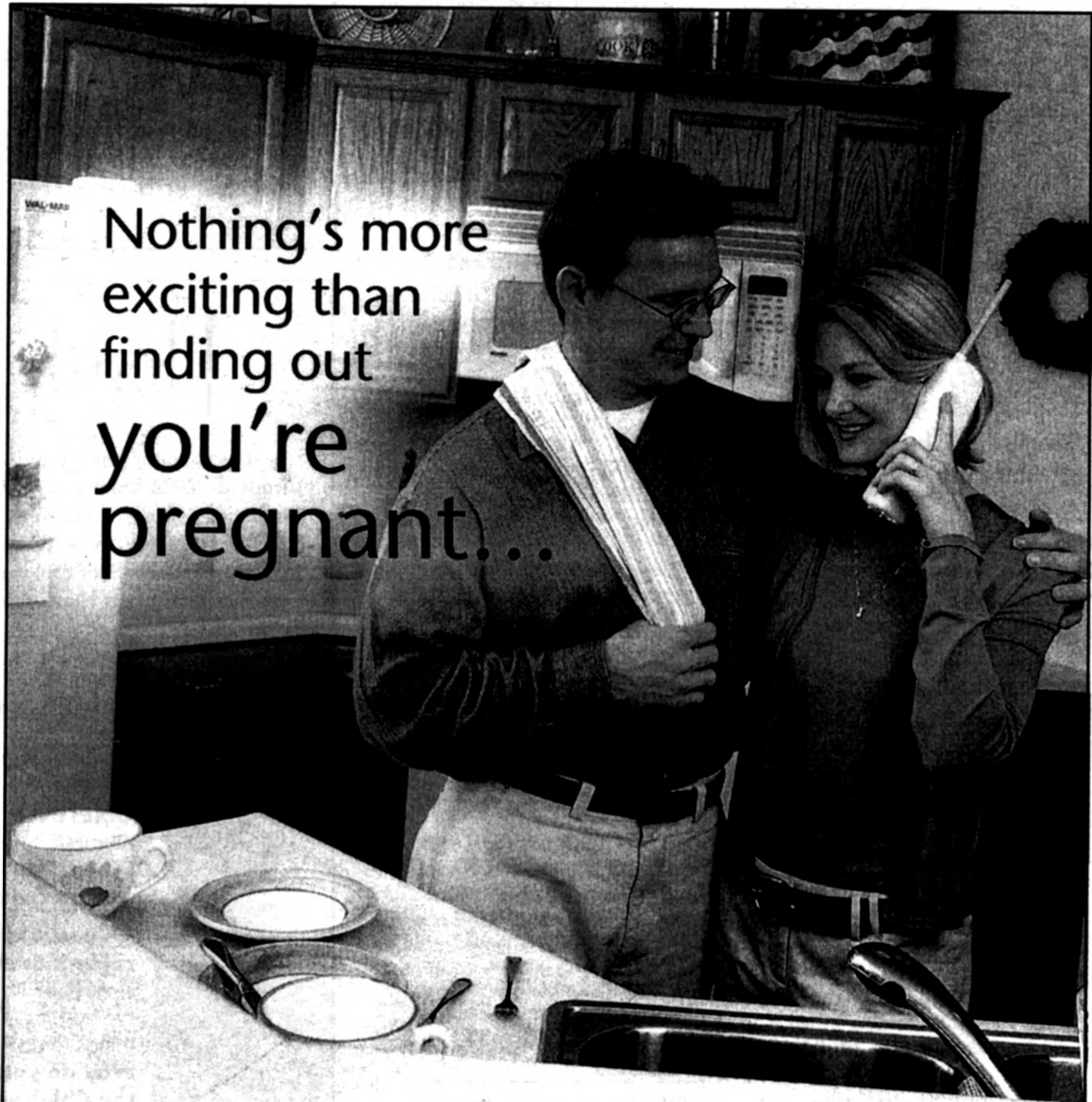
MUSEUM FLASHLIGHT TOUR: A flashlight tour, "Safari Ho!" will be held for families with children ages 7-12 from 10 - 11 a.m. in Pickard Hall. Large groups should call ahead at 882-3591.

Saturday, June 15

MUSEUM EDUCATION WORKSHOP: "Photography: Perspective and Composition,"

Friday, July 26

MUSEUM FLASHLIGHT TOUR: A flashlight tour, "Lions, Tigers, and Griffins—Oh, My!" will be held for families with children ages 7-12 from 10 - 11 a.m. in Pickard Hall. Large groups should call ahead at 882-3591.



Nothing's more exciting than finding out you're pregnant...

...except maybe telling your mom. So now what?

The Staff for Life at University Hospital and Clinics developed an exclusive program called **Early OB Visits** - just for you and your baby.

Early OB Visits is offered exclusively by The Staff for Life at University Hospital and Clinics. After all, who deserves more attention than you and your new baby?

Early OB Visits is designed so you can see a health-care professional as soon as you think you're pregnant. We'll confirm your pregnancy, answer all your questions and provide early prenatal care to ensure your pregnancy gets off to a healthy start.

For more information or to schedule an appointment with one of our providers, please call (573) 882-7010.



Look for our new OB/GYN clinic opening soon at Columbia Regional Hospital's Health Pavilion.

INbrief

Correction

A special section about MU's Staff Recognition Awards in the May 9 issue of Mizzou Weekly incorrectly identified one of the finalists in the crafts/maintenance category. Jerry Cummings is the assistant maintenance coordinator for Intercollegiate Athletics.

MBA program receives \$10 million gift

On May 3, MU leaders announced a \$10 million gift from MU alumnus Gordon Crosby, Jr. and his wife Chessie, that will enable the College of Business to provide an even higher quality education to its MBA students and, in turn, raise the national stature of its MBA program. Crosby, of Fort Myers, Fla., is a former chairman of the board at USLIFE Corporation, an innovator in the life insurance industry.

Crosby's donation, the largest gift to an MU academic division from a living donor, is dedicated to the College's top strategic priority, which is to strengthen its degree programs, particularly the MBA program. The donation consists of a \$1 million cash gift and a \$9 million charitable trust gift. In recognition of Crosby's donation, the program will be renamed the Gordon E. Crosby, Jr.

The Crosbys' gift will be used to advance several important components of the MBA program, including recruiting a high-ability student body, providing students with added opportunities for professional development outside the classroom, and supporting the instruction and development of faculty who are involved with the program.

Weighing their options

EARLY OUT Voluntary retirement program will help University meet budget challenges

More than a thousand MU faculty and staff will have a big decision to make over the next few months: whether or not to participate in a new voluntary early retirement program that the Board of Curators approved May 31. Faculty and staff have until Sept. 30 to decide, and they must retire no later than Jan. 1, 2003.

At Mizzou, a total of 1,072 employees are eligible for early retirement. That number includes 355 faculty, 717 staff members on campus and 192 staff members at University Hospital and Clinics. A total of 147 employees qualified for early retirement because their age and years of service added up to at least 85.

To be eligible, employees must be at least 55 years old and have 10 years of service or be 60 with at least five years of service. In addition, employees are eligible if their age and years of service add up to at least 85.

The early retirement program was developed as part of a workforce reduction program that is expected to save \$12 million in general operating funds Systemwide. That figure is based on estimates that 45 percent of those eligible will take early retirement and that only half of those positions would be refilled.

Those savings could be higher if more people than expected opt to retire. The last time early retirement was offered two years ago, 41 percent of eligible employees took part.

Savings in general operating funds from the program for the MU campus are estimated at between \$5 million and \$6 million. Early retirement would be used in combination with employee layoffs to cut salary expenses in order to meet cuts in state appropriations.

"The total number of layoffs cannot be determined until the employee response to the early retirement incentive program can be evaluated," said Chancellor Richard Wallace. "I know the need to go through any layoffs will be a very painful experience for our campus community, and I deeply regret it."

A number of campus leaders have expressed unease about the possible impacts of early retirement. "From what I've learned from colleagues, there is concern that if senior faculty take advantage of this early retirement we will be

shorthanded in departments," says Russ Zguta, chair of Faculty Council.

"Early retirement affects our most senior faculty, faculty who teach the most advanced courses," he said. "We may have courses in areas that would not be taught." Zguta, professor of history, questioned whether that could hamper MU's ability to deliver quality education.

Zguta raised concerns that faculty in departments hit the hardest by early retirement might be asked to teach additional courses on an overload basis. If that happened, the extra workload might eat into a professor's time for creative work and scholarly research. "There would be a ripple effect," he said. "That's sort of implicit."

Zguta also said he senses a different campus atmosphere than the last time early retirement was offered two years ago. "Now there is a crisis climate," he said. "People are wondering if they don't take (early retirement) whether there will be salary reductions in the future or if there will be alterations in our workload. That was not hanging out there last time.

"I think there is a great deal of unease among the faculty, and I may be voicing my own unease, too, about how this all will evolve. We're not out of the woods."

Gail Lawrence, chair of Staff Advisory Council, agrees that this round of early retirement comes at a time when the atmosphere on campus is charged by concerns about the long-term future of the University budget and the state's economy.

"We've had bad times and wage freezes before, but this time I think it's more serious," says Lawrence, administrative assistant for the Department of Anthropology.

One serious impact of early retirement, Lawrence says, will be the loss of institutional knowledge and the loyalty of longtime employees. "When they leave, that experience walks out the door with them, and that will have repercussions for the University," she said. "You may be able to replace the person, but you can't replace what they know and how they do their job."

BUDGET from Page 1 state officials that although the University might be able to "limp along next year," any further cuts in state funding beyond the 10 percent currently planned for next year could mean limiting student enrollments, eliminating programs and perhaps even closing one of the four UM System campuses.

"While it is true that the state budget is \$19 billion" Pacheco said, "it is also true that only about \$3 billion of that amount falls into the category state officials call 'discretionary funding.' Higher education normally receives about one-third of the discretionary funds, but when fiscal hard times hit, the governor and the legislature look to this part of the budget to make up shortfalls. No business — or university for that matter — can be run efficiently in the long term under this kind of funding arrangement."

Chancellor Richard Wallace shared Pacheco's concerns about the budget crisis. Speaking to MU staff May 20 at the staff recognition ceremony in Jesse Hall, Wallace said he was saddened by the deep budget cuts "and the stress each and every one of us feels about the future."

Wallace said that a colleague who is researching the issue believes the current budget cuts are the worst since the Great Depression. "But history also tells us that MU has weathered the storm before and will do so again," Wallace said. "I truly

believe we will emerge from these difficult years a more focused institution — if we remain true to our vision of a greater university and committed to the goals of our strategic plan.

"But you ask, 'What does this mean to me and to my family — my family both here on campus and at home?' The answer I must give you today is that I am not sure. The president and the Board of Curators are considering measures that I hope will take us through this crisis with our Mizzou family intact and our university ultimately strengthened.

"I pray that these measures will minimize the loss of staff and faculty, because it is the people who have served MU over the years who have made this University what it is today."

Also at the May 31 meeting, curators voted to amend the UM System's regulations that govern appointments of all University officers and employees. The current rule, as amended, states that such appointments "are subject to the right of the Board of Curators to adjust salaries and other terms and conditions of employment, on a prospective basis only, at any time during the indefinite, term or continuous appointment of all officers and employees of the University."

Almost immediately a number of faculty expressed alarm that the board's action would be an assault on tenure. Steve Lehmkuhle, the UM

System vice president for academic affairs, early last week assured faculty that the curators' intent was not to undermine tenure.

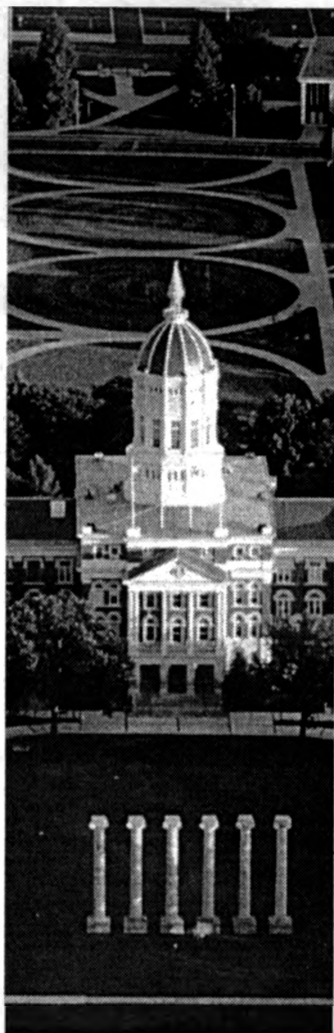
Rather, Lehmkuhle said, the policy change is an attempt to treat faculty and staff equally if continuing budget problems forced the University to institute temporary salary reductions for employees.

But it raised the question of whether a faculty member's academic appointment constituted a contract that ruled out any involuntary salary adjustment. If so, a temporary reduction in wages would fall primarily on administrative and support staff.

"The concern has been raised that the addition would undermine tenure. This was not the intent. The University cannot terminate a tenured faculty member without following its other established rules and regulations, which include the tenure regulations and its rule for dismissal for cause.

"There is no impact on our tenure policies, and this position is supported by the Office of the General Counsel, the Board of Curators and President Pacheco."

Russ Zguta, chair of MU's Faculty Council, welcomed that clarification of the policy. "There was a great deal of consternation before this came," he said of Lehmkuhle's statement. "Whether this has reassured people, I don't know."



Please join us in thanking

CINDY CRANE

for more than 30 years of service to the MU Alumni Association and the university community. She will be greatly missed. You are invited to join us for her Retirement Reception on Wednesday, June 19, from 3-5 p.m. in the Great Room of the Reynolds Alumni Center.

Congratulations and best of luck, Cindy!!!

- THE MU ALUMNI ASSOCIATION

ADVISERS from Page 1
they know that I care."

Students say Beatty's greatest service to them is herself. She is one of only three staff members in the history of the college to have been knighted by the student Engineer's Club, a clear indication of their high regard and esteem for her. She assists student groups with all their activities, including blood drives, lab exhibits, job fairs, picnics, balls, catapult contests or food drives, T-shirt and circuit board sales. She even manages the department's annual drive to entice honor students to consider advanced degrees at MU.

And she has attended every

graduation ceremony since she started working in the department. Those ceremonies are her most rewarding times, she says. "It's exciting-seeing how the students have progressed from the time they entered the college until they walk across the stage."

David Trinklein has been advising undergraduates at MU for 25 years. In addition to teaching six undergraduate classes, serving as department chair, and having responsibilities in outreach and extension, the associate professor of horticulture serves as the Horticulture Club adviser.

He is described as "always

having an open door policy and instantly drops what he is doing when students stop by." One student nominator wrote: "I'll never forget all the nights he stayed late to help my classmates and I study for statistics. One of the most remarkable things about this faculty member is the way he makes all of his students feel that they are special to him. It's just nice to be around him because he always has a smile on his face and always had something nice to say."

It's the Golden Rule principle that motivates Trinklein to advise students. Typically, he is responsible for about 50 undergraduates each year. As a

recipient of good advisement throughout his own collegiate career, he says he knows how important it is to success in school, and he tries to advise students the way he himself would want to be advised.

"To think that one might have played an important part in the success of a student is rewarding," he says. "I take special pride in helping those borderline students who, if they didn't have specialized mentoring or good advisement, might not have made it through school here."

Says a colleague: "These kids are very comfortable with him; they value his opinions and look

to him for guidance in times of trouble. I have witnessed him spend hours working with the University system helping a student find the financial resources to stay in school. He is determined to find solutions to students' problems and works doggedly until the situation is resolved."

The main thing with good advisement, Trinklein says, is to "assume the listener's role and try to empathize with the person sitting across from you. If you do that, you'll do a good job of advisement."



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