

MIZZOU

W E E K L Y

University of Missouri-Columbia Oct. 7, 1999

INSIDE THE WEEKLY

Page 4: UM System President Manuel Pacheco discusses the University's strategic plan

Page 9: Learn how your United Way contributions can benefit agencies beyond the borders of Boone County

Talking about the budget

Chancellor Richard Wallace focused on planning issues when he addressed the Sept. 29 general faculty meeting.

As MU faculty members filed into the Memorial Union Auditorium, Chancellor Richard Wallace joked about the thick pile of transparencies stacked on an overhead projector near the front stage.

The transparencies were filled with graphs and pie charts and budget tables that Wallace would use to walk faculty through the University's new five-year budget plan. Although the chancellor warned that his presentation at the Sept. 29 general faculty meeting might get a little tedious, he stressed how important it is for the University community to understand and be involved in the budgeting process.

"It's only out of a sharing of information and understanding and a dialogue that we'll really get the buy-in and the support that we need to move aggressively ahead," he said.

Following his half-hour talk, one faculty member thanked the chancellor for taking the time to discuss the budget in such detail. "There's nothing like clarity,"

she said, "to help a murky situation."

Wallace repeated his offer to discuss MU's budget and planning goals with other campus groups. "I continue to think the glass is well over half-full, and my enthusiasm and optimism for this campus remains high. But it's important that you share that with me or it simply cannot come to pass."

The following message emerged from his presentation: The MU campus is facing some tough budget challenges head-on. With help from faculty, staff and student advisory groups, the administration has built a five-year budget plan that will put MU in the black, thanks to increased enrollment and indirect cost recovery, trimming the amount of general operating funds that the campus spends on student financial aid, and through selected reallocations.

Wallace also stressed that planning efforts at the MU campus dovetail with the broader UM System strategic plan approved by the Board of Curators in early September.

"We did take the time to lay them side by side and ask the simple question: 'In what respects are they alike and in what respects do they differ?' The alike are remarkably more in number and significance than the differences," Wallace said. "We can easily do our thing within the context of the System plan."

Wallace also explained his approach to the budgeting process. "From the first day I walked onto this campus, I've had in my mind an overriding objective in the area of planning and budgeting," he said.

"First of all the two are linked; it doesn't make much sense to do planning unless you link it to budgeting. And secondly, it's probably not going to work very well unless you bring it back to the campus itself in a broad participatory way."

The chancellor pointed to recent efforts that try to make the budgeting process more inclusive. Wallace said he has been working closely on budget matters with the Council of Deans and with two advisory groups that he appointed, the

Strategic Planning Advisory Council and the Resource Advisory Council.

"I have believed that we could get a start this way, but in this way alone it touches too few people. So I have a strong interest in bringing planning down closer to the operating unit level for the academic side of the house. We'll see it come down to academic departments in a way they can see it, understand it and provide meaningful input."

The chancellor discussed in detail how the planning assumptions at the System and the campus level would impact budget-building over the next five years:

UM System and campus budget planning assumptions

■ The annual growth in discretionary funds from state appropriations will not exceed 2 percent in fiscal years 2001 and 2002, and will grow at 3.5 percent in fiscal years 2003 to 2005.

■ Following a policy established by the Board of Curators, student educational fees will increase by the rate of inflation in the Higher Education Price Index, or approximately 3 percent a year.

■ Mission Enhancement funds can be anticipated for two more years — fiscal years 2001 and 2002. During the first two years of Mission Enhancement, the MU

See Budget on Page 4

Balancing cost and quality

Faculty and staff will see medical premiums increase by 23 percent in the coming year.

Earlier this year, faculty and staff were bracing for increases in their medical insurance premiums of as much as 28 percent. The final outcome was a little better than expected.

Instead of a 28 percent boost in premiums, University benefits administrators were able to hold that increase to 23 percent by putting together a plan that softened the premium increases by raising some co-payments and deductibles.

For example, for single employees in either of the Point of Service plans, the premium will increase from \$42.28 a month to \$52. For employees with a spouse and children enrolled in those POS plans, premiums will go up from \$146.66 a month to \$180.40.

Premium increases for the HMO plan in Columbia have not been determined at this point. "We anticipate that it will be approximately the same percentage as the Point of Service Plan," says Mike Paden, director of Faculty and Staff Benefits. Final details will be mailed to all employees in early November. The new plan will go into effect Jan. 1, 2000.

At the same time, the new plan will give faculty and staff more choices in the selecting a physician. As Columbia Regional Hospital joins the University, community physicians who have admitting privileges at Columbia Regional

will be invited to join the University HMO program.

This will be the first significant premium increase since the University

moved to a managed care medical plan in 1994. At that time the cost of health insurance was exploding. By moving to managed care, the University was able control its costs and also the cost to employees. The University pays approximately 70 percent of the cost of medical insurance, with employees paying the remainder.

In recent years, however, the cost of health care has been on the rise across the

country. The University met those increases by drawing down reserves in its medical trust. With those reserves now at the targeted level, that resource no longer is available.

For more than a year, a Systemwide advisory group of faculty and staff — the retirement and benefits committee — has struggled with how to balance the budgetary bottom line with the need to provide a high-quality medical plan to employees.

"The committee worked very hard and looked at all the options, but you can just do so much before you start reducing benefits," said Bob Stewart, professor of education and a campus representative to the UM System retirement and benefits committee.

Another consideration was to take into account "all the different perspectives, and the potential impact on each group of employees," Stewart said. "You have people coming from all different positions. They have different needs, they're different ages, they have different family situations. And then we had four campuses to be concerned about and what their different health-care markets are."

As the benefits committee considered all those different perspectives, there was one major priority: the cost to employees. "We are trying to maximize benefits, to provide the best benefit package we can while keeping it affordable for the greatest number of employees," Stewart said. "The final plan seemed to be the best option."

One of the most significant changes is

See Insurance on Page 3

- Employee contributions for the Point of Service (POS) plans will increase by 23%, not the 28% originally projected.
- Employee contribution increases for the HMO plans have not been determined, but should be roughly comparable to the increase for the POS plans.
- Employee contributions for the Retiree Indemnity plan will increase by 21%
- Employee contributions for the Catastrophic plan will increase by 40%. (Fewer than 200 employees and retirees are enrolled in this plan.)
- Employee contributions for the dental benefits plan will increase by 5%.
- Changes in the prescription drug plan call for co-payments at an Express Scripts network pharmacy that are the greater of \$7 or 20 percent for generic drugs, and \$15 or 20 percent for brand name drugs after the \$50 annual deductible is met. At non-network pharmacies the co-payment will be 60 percent of network drug cost after a \$50 deductible. For mail order prescriptions the co-pay will be the greater of \$15 or 15 percent for a 90-day supply of generic drugs and \$30 or 15 percent for brand-name drugs.

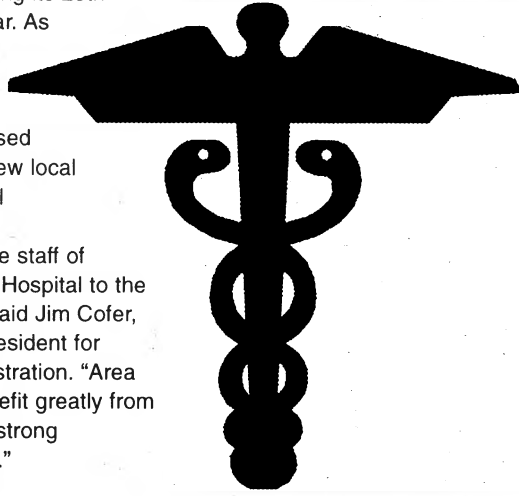
COLUMBIA REGIONAL PURCHASE NOW OFFICIAL

It became official at 12:01 a.m. Oct. 1 — all employees of Columbia Regional Hospital are now University of Missouri employees. The University closed on the purchase of Columbia Regional from Tenet Healthcare Corp. on Thursday, Sept. 30.

The purchase price was \$34.5 million. Funds to purchase the hospital come from revenue bonds that already have been sold and are earmarked for capital improvements. No tax dollars or state funds were used for the acquisition.

The 265-bed Columbia Regional Hospital is celebrating its 25th anniversary this year. As part of the University, it will continue to operate as a community-based hospital under its new local ownership and local management.

"We welcome the staff of Columbia Regional Hospital to the University family," said Jim Cofer, UM System vice president for finance and administration. "Area health care will benefit greatly from the addition of this strong community hospital."



ON A ROLL

Total student enrollment continues to increase and the number of first-time freshmen is up by 91 students according to MU's official fall 1999 enrollment figures released Oct. 1.

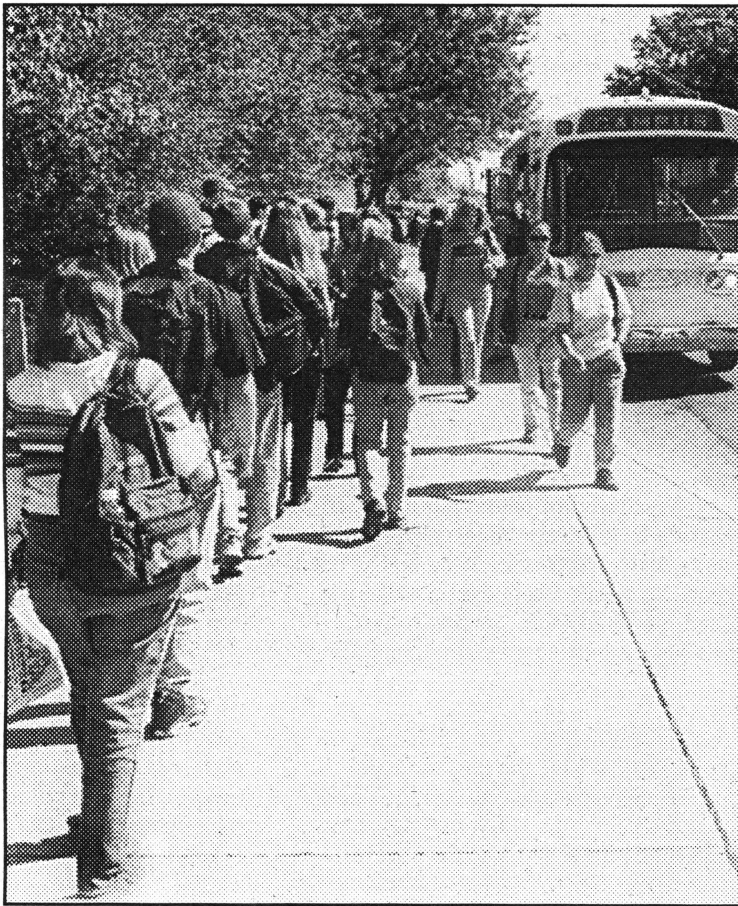
Total campus enrollment is 22,898, a jump of 175 students from last fall's 22,723. Official figures show that 3,932 first-time freshmen are attending MU this semester, up from 3,841 last year. Overall, the number of undergraduate students increased by 113. MU's graduate student numbers also saw an increase of 82 students, reversing a downward trend in the past several years.

"We view these fall numbers in a very positive light since we are up in first-time freshmen, up in graduate enrollment and up in overall enrollment," said Gary Smith, director of admissions.

The number of African-American freshmen stands at 250, a drop of 28 students from last year's official enrollment figures. This year's mean ACT score, a measure of the quality of this year's freshman class, stands at 25.5. The state average ACT is 21.6 and the national average is 21.

As many 6,000 MU students a day ride the shuttle bus from outlying commuter parking lots to the heart of campus. The parking committee this year will be looking at ways to fine-tune the shuttle bus program.

Steve Morse photo



Planning for parking

On many days, between 6,000 and 7,000 MU students ride to campus on the shuttle buses that carry them from parking lots near the Hearnes Center and Trowbridge Livestock Center.

That service, which runs from 6:30 a.m. to 5:30 p.m., is the most visible aspect of the student transportation system. What is not so visible are the other bus services for students.

After 6 p.m., another shuttle service carries students from outlying lots to campus locations until 2 a.m. to help address safety issues. A third transportation system is in place to meet the individual needs of disabled students.

This year, MU's parking and transportation committee will review operations of the campus transportation systems, the group decided at its Sept. 30 meeting. The University contracts for those services, and is in the final year of its three-year contract.

"Now is an appropriate time to take a look at the needs and the usage" of the shuttle system, said Jim Joy, director of Parking and Transportation Services. Joy

also updated the committee about ongoing planning to meet parking needs on campus. The University's recent building boom has been one major challenge in allocating parking in the heart of campus, he said.

That's because established parking areas often are taken over for construction staging areas or are even selected as new building sites. Many of the University's recent parking garages have built on existing surface lots.

That can disrupt parking operations and displace parkers, with a domino effect rippling across campus, Joy said. And although the building boom has slowed somewhat, there still are major building projects down the road.

For example, construction on Cornell Hall, the new home of the College of Business, will get under way early next semester. Cornell Hall will be built on the site of the current WG3 surface lot just south of the Reynolds Alumni and Visitor Center.

Fifty spaces will have to be relocated from that lot, Joy said, and when Cornell Hall is completed, parking will have to be found to accommodate faculty, staff and students who use the new building.

And although the campus has been cheered by encouraging recent advances in funding for a new Life Sciences Building, Joy pointed out that the new building would have a major impact on parking.

The Life Sciences Building is planned for the northwest corner of Rollins Road and College Avenue, and would eliminate all the current surface lots south of the Physics Building and east of the new Natural Resources Building.

Plans are under way to ease the parking pressures in that area of campus by building a sixth parking structure at a location on south Hitt Street on the site of a residence hall surface lot just south of the Black Culture Center.

But Joy pointed out that that location would displace 400 student spaces during construction of the garage. He also noted that the new garage would have to be ready when construction starts on Life Sciences Building, in order to accommodate parkers displaced from those surface lots.

Joy said that funding for the proposed South Hitt Street garage still is being identified, and that engineering and construction work would take nearly three years to complete.

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Lunch and learn

Members of the Staff Advisory Council were recent guests of clerical employees in the social sciences unit in the College of Agriculture, Food and Natural Resources. Eighteen unit employees and eight council members met at noon Sept. 22 in Mumford Hall.

"We have regular monthly brown bags for our staff, and we try to do different things for each one," says Jody Pestle, administrative assistant in agricultural economics. "This time we decided to invite members of the Staff Advisory Council to tell us what they do for University employees."

Although raises and concerns about increases in the medical benefits were the biggest topics of discussion, Pestle says the staff just enjoyed meeting face to face with the council members.

"We vote for them without getting to meet them. It's nice to have someone come in and speak with the group they are representing. Even though they represent us, they seem so far away. The

luncheon gave us an opportunity to put names with faces and see actual people involved, and hear their opinions, suggestions and concerns for what's concerning us."

The council wants to continue its outreach to staff through the brown bag luncheons, says chair Paul Morris.

"This ties into effective communication. The purpose is to address groups to get their concerns and input to assure we are accurately representing them and that they have an accurate picture what is going on and why with campus policies.

We encourage anyone interested in having one of these face-to-face meetings to contact us." Morris' telephone number is 882-3473.



Staff
Advisory
Council
WORKING FOR YOU

A RANDOM NARRATIVE

Loren Reid remembers first coming to teach at MU in 1935, just as the University was emerging from the shadow of the Great Depression. Reid, who 64 years later is now professor emeritus of communication, was interviewed then by University President Frederick Middlebush.

"During that era, university presidents could leap over tall buildings at a single bound," Reid recalled in his book, *Speech Teacher: A Random Narrative*. "Deans and department heads could also leap over tall buildings, but had to be a bit cautious around the chimneys."

A few things may have changed since then, but Reid is still making contributions to the campus academic life. He recently donated his collection of academic journals to the Department of Communication, and was one of the contributors whose donations established a library in the communication department's Switzler Hall home.

The University community is invited to the opening of the Loren Reid Library in 103 Switzler Hall. The event will be held from 3 to 5 p.m. Oct. 12, and renovated classrooms in Switzler Hall also will be open for display.

POCKETBOOK ISSUES

One of the nation's leading economic forecasters will visit MU next week to discuss the current economic issues facing the United States. Laurence Meyer, a member of the board of governors of the Federal Reserve System, will speak on "Productivity and Monetary Policy" at 4 p.m. Oct. 12 in the Reynolds Alumni and Visitor Center.

Before taking office as a board member of the Federal Reserve System, Meyer was president of Laurence H. Meyer and Associates, a St. Louis-based economic consulting firm that specializes in economic forecasts and

macroeconomic modeling. He previously was professor and chair of economics and a research associate at Washington University's Center for the Study of American Business

The address is a joint effort of the Department of Finance and its advisory board to bring a nationally prominent business and economics speaker to mid-Missouri in order to promote dialogue between the academic and business communities and to introduce real-world perspectives into the department's curriculum.

Insurance

From Page 1

in the prescription drug portion of the plan. The cost of prescription drugs was the part of the University's medical plan that was increasing the most. The amount spent for drugs rose from \$6.8 million in 1994 to more than \$15 million in 1998, and it made up nearly 20 percent of the University's total health care costs.

The recently announced changes in the prescription drug plan call for co-payments at an Express Scripts network pharmacy that are the greater of \$7 or 20 percent for generic drugs, and \$15 or 20 percent for brand name drugs after the \$50 annual deductible is met.

At non-network pharmacies the co-payment will be 60 percent of network drug cost after a \$50 deductible. For mail order prescriptions the co-pay will be the greater of \$15 or 15 percent for a 90-day supply of generic drugs and \$30 or 15 percent for brand-name drugs.

Those changes are expected to save an estimated \$1.6 million a year. "I think the design of the prescription drug plan puts us into a very good position for the future," Paden says. "It takes into account

	POS Select Plus	POS Choice Plus	United HealthCare Select HMO (Columbia)	Catastrophic	Dental
Employee	\$52.00	\$52.00	(Approximately 23% increase)	\$36.38	\$8.96
Employee & Spouse	\$151.44	\$151.44	(Approximately 23% increase)	\$77.48	\$17.94
Employee & Child/ren	\$101.76	\$101.76	(Approximately 23% increase)	\$49.30	\$21.76
Employee, Spouse & Child/ren	\$180.40	\$180.40	(Approximately 23% increase)	\$93.42	\$30.74

that the cost of drugs are rising as quickly as they are."

As changes to the medical plan were being discussed earlier this year, open forums were held at MU and other UM System campuses. The administration received considerable feedback from employees.

"In my judgment they had big impact," Paden said of that faculty and staff response. "We received mixed input from the employee population. Some wanted to increase premiums without affecting co-payments and deductibles. Others wanted to keep premiums as low as possible and increase co-pays."

The final plan design tried to take both competing demands into account — raising premiums to a certain extent and also increasing co-pays to a certain extent.

After a campuswide open forum held this past April, the MU health plan oversight committee fielded scores of comments from faculty and staff concerned about changes to the medical plan.

In a report written this summer, the campus health plan oversight committee urged that, "top priority be given to maintaining the accessibility of the full range of medical services to all staff and faculty."

"My main concern was whether the increases would drive people out of the health-care benefit plan — especially the lower paid staff — and I don't know the answer," says Mark Hulse, a staff representative and co-chair of the campus oversight committee member.

That concern was heightened by the relatively small amount available for salary increases this year. The \$400 across-the-board raises will likely cover the increased premiums for most people, Hulse says.

"My gut feeling is that this addresses the premium increases for this year. I don't think people will be driven out of the plan or see co-pays so high that they will be reluctant to seek out health care."

Hulse added that as health care costs continue to grow, he and others worry about what future years could bring in the way of premium increases. "I think for this year they've done the best they can. In my view, it's a reasonably balanced outcome."

"What concerns me, if you look at the rising curve in the cost of health care nationally, we could be in the same boat again next year. Then what?"

1999 Brick Lectures

The Evolution of the Theatre of the Oppressed

Augusto Boal

Founding theorist/practitioner of Theatre of the Oppressed



The Basic Theatre of the Oppressed
Oct. 11 at 7:30 p.m. in Allen Auditorium of the A&S Building

The Introspective Techniques of the Theatre of the Oppressed
Oct. 12th at 2:00 p.m. in the Corner Playhouse

Legislative Theatre: The Latest Development of the Theatre of the Oppressed
Oct. 12th at 7:30 p.m. in 4 Hulston Hall

All lectures are free and open to the public.

The Brick Lectures are a bi-annual series in ethics at the University of Missouri-Columbia, endowed by Paul Anthony Brick in 1949.

For further information on the lecture series, contact Suzanne Burgoyne, Chair, Brick Lectures Committee: (573) 882-0528; BurgoyneS@missouri.edu

Parking & Transportation Services

Turner Avenue Garage
Level 2
882-4568

COMMITTEE CHAIRS 1999-2000
Campus Parking and Transportation
Harry Tyrer, 305 Engr Bldg West
Campus Planning
Ruth Brent, 142C Stanley Hall
Traffic Appeals
Gwendolyn Gray, 172 Ellis Library
Peter Herzog, M.S.A.

Budget

From Page 1

campus already has received more than \$10 million. "In total, this campus will realize from Mission Enhancement, on a continuing basis, in excess of \$20 million," Wallace said. "It's a critically important piece of our programmatic plan for strengthening the campus; it's certainly not something we would want to walk away from."

■ Enrollments at MU are expected to increase by 6.6 percent over the next five years. "This is a very important part of our plan. It differs somewhat from the other campuses in that we are projecting, planning for, and have been on a path toward somewhat greater increases than on the other three campuses," Wallace said. "That's terribly important to us in terms of budget implications."

MU's plan anticipates a total enrollment increase to 24,000 by the fall of 2004, the last year of the five-year plan. Wallace noted that with an enrollment this fall of just under 22,900 students, MU already is well ahead of its enrollment projections.

business. We must get out of that box. "Why is that (reserve) important? It's flex, in case we run into things on the negative side that we didn't expect. It's a positive because it's a source from which we can take advantage of new investments. We don't have any risk capital; we're just starved for money to take advantage of new investments."

That need for flexibility is one reason the budget model calls for a one-time reduction of \$8.5 million in the 2000-2001 general operating budget. Although that amount is \$2 million more than the estimated shortfall for the year, it would allow MU to more quickly build that 5 percent reserve fund. Reductions in each of the next four years would be less than one-half percent.

■ An annual increase of 3 percent for equipment and expense, or "E&E" budgets. Wallace cautioned that that would not translate into across-the-board, yearly increases for every unit. "Now for us — listen carefully — that 3 percent includes the costs of opening new buildings," he said. "We have some big ones coming on line. It includes some costs of additional computing and informational services that we're already planning for."

"As we think about reducing general operating support for financial aid, we try to keep focused on our purposes, which are to meet financial needs of students who have a good chance of graduating from our programs, but who couldn't

otherwise pay the bills. We want to continue to attract well prepared, highly motivated students, and we're going to continue in the effort to increase diversity."

Sources of Student Financial Aid for FY1998

Federal sources\$78.9 million
State sources5.8 million
G.O. funded24.3 million
Other institutional aid45.9 million
External sources6.3 million
	\$161.2 million

Enrollment Projections 5-Year Budget Plan Fall Semesters

	1999	2000	2001	2002	2003	2004
Undergrad	17,782	17,908	18,504	18,840	19,117	19,238
Graduate	3,563	3,462	3,441	3,476	3,550	3,603
Professional	1,168	1,168	1,168	1,168	1,168	1,168
Total	22,513	22,538	23,113	23,484	23,835	24,009
Cumulative Change		0.1%	2.7%	4.3%	5.9%	6.6%
Actual	22,898					

■ Salary increases will average 4 percent a year. The chancellor pointed to the small amount available for salary increases this year that prompted \$400 across-the-board raises. "We cannot permit that to happen again," he said. "We must be at competitive compensation levels for faculty and staff. We're not going to get anything done unless we keep quality people in place."

■ Benefit costs will increase by 8 percent a year. "That works out to be a very, very large sum of money. At the System and the campus levels we'll do everything we can to push it below that number, but it's being driven by the costs of health care," Wallace said.

"One thing we could do is collectively decide to pay for more of our health care out of own paycheck and reduce the cost to the institution."

■ Establish a reserve fund that constitutes 5 percent of the general operating budget — or \$20.2 million — by fiscal year 2005, the end of the five-year planning period.

"Ever since I've been in this role it's kind of been hand-to-mouth in regard to the budget," Wallace said. "Will we balance? And if we don't, where can we borrow from somebody's reserves? That is, I'm sorry, a very poor way to do

■ Reduce the student financial aid discount rate from 32 percent to 24 percent. The discount rate is the difference between the "sticker price" of an MU education and the average amount students receive in financial aid. Mizou is looking at reducing only the amount of student aid that comes from general operating funds. In 1998 that made up 15 percent of the total \$161.2 million that MU students received in financial aid. The lion's share, nearly \$79 million, came from federal funding.

"In the early 1990s — for good reasons, because we were trying to do things with our undergraduate student body — we became very aggressive in offering student financial aid," Wallace said.

"But there are two sides to that. There's offering it, and the other side is paying for it and reflecting it in the budget. Because we didn't do that very well that's one of the important reasons we face the problems that we do."

Over the past two years the administration has been looking closely at areas where financial aid can be trimmed, Wallace said. "One decision we've made for sure, no further reductions in financial aid for diversity. Those will be remain intact — that's a promise.

Building priorities

President Pacheco discusses UM System's strategic plan.

Long-range strategic and budgeting plans enacted recently by both the campus and the UM System were the main topic at Mizou's Sept. 29 general faculty meeting.

UM President Manuel Pacheco attended the meeting to address any concerns among faculty about which plan — the campus or the System — has priority. Pacheco said that because of the "fury and flurry" of planning activity at the University, some confusion was to be expected.

At a recent Intercampus Faculty Council meeting, he said, "it was made clear to me that the introduction of the various plans at the campus and at the System level simultaneously has led some faculty leaders to wonder just what is expected of them and which plan they are expected to follow.

"I believe that the strategic plan of the University of Missouri System is so carefully crafted that it makes the answer to the question, 'Which plan do I follow?' an unequivocal one. You follow your campus plan."

One of the reasons the UM System strategic plan took nearly two years to complete was to ensure that it was coordinated with planning initiatives at the campus level, Pacheco said. "The Systemwide plan, whether implicitly or explicitly, is fully consistent with these other plans. We spent a lot of time making sure that that happened."

Pacheco noted that Mizou got a headstart in its own planning process nearly two years ago when the chancellor along with faculty and staff advisers "responded quite constructively, collegially and methodically to a financial imbalance which Chancellor Wallace inherited."

The Board of Curators approved the UM strategic plan at its Sept. 2 meeting, along with a complementary resource plan. At the heart of the University's strategic plan are four critical success factors: student learning and achievement; program access and quality; research and scholarship; and responsiveness to state, national and

international needs.

The System plan outlines a series of objectives and action steps to implement the new strategy. A complete copy of the University's strategic plan is available on the web at:

www.system.missouri.edu/urel/main/second/ur/sp899.htm

"Because of this plan's complexity and the complexity of our university, it's not going to be easy to communicate the plan's implications for individual faculty members in general terms. It's likely that depending on where one labors in the University of Missouri vineyard, individual efforts in support of the plan will differ widely.

"So while some people may perceive that there are these scores of objectives that have to be met, they are implemented at different parts of the institution at different times and in different ways."

Pacheco stressed that the UM strategic plan is not a finished product. "It's important that we all understand that," he said. "It is only useful insofar as it is put into effect and only insofar as it can evolve in response to constantly changing internal and external environments.

"We have to be able to change as circumstances change," he said. "So that if revenues, for example, are better than we have projected, we have to be able to take that into account and maybe lighten up a bit."

Pacheco also noted that the UM plan serves a number of important functions. "It tells all of us who are part of the University family, and who care about this institution's future and its role, where we are going," he said. "If anyone wonders what we are about, he or she can simply look it up.

"But it also provides an opportunity for us to define where there are priorities in which we have to place the existing resources that we have. For that reason we need to have some reallocation," Pacheco said.

"We know that there are going to be increased revenues. Contrary to printed reports, there is not a budget cutback; revenues will continue to increase. There is a reallocation of some of these funds so that we can assure that salaries are increased in years ahead to keep us competitive.

"It's a matter of reshuffling the resources we have to support the highest priorities we have."

Columbia Regional Hospital
and the University of
Missouri are proud to bring
your health-care dollars
home with Columbia's
only locally owned
and operated
community hospital.



Columbia Regional Hospital

Bringing quality health care...home

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, October 14

THEATER SERIES: *Hello Again* will be performed at 8 p.m. tonight, Oct. 15-16, and Oct. 19-23 in Rhynsburger Theatre. For ticket information, call 882-PLAY.

Conferences

Thursday, October 7

NURSING CONFERENCE: "Clinical Practice 4 Update for Nurse Clinicians" will be held from 7:45 a.m.-3:45 p.m. today and tomorrow at the Holiday Inn East in Columbia. For cost and registration, call 882-0215.

Monday, October 11

NURSING CONFERENCE: "Midwest Regional Education Conference" will be held from 7:30 a.m.-3:30 p.m. today, and continue from 8 a.m.-noon tomorrow at the Holiday Inn East in Columbia. For cost and registration, call 882-0215.

Courses

SMOKING CESSATION PROGRAM: "De-Light Yourself" is a five session program that provides the support and knowledge needed to stop smoking. Cost: \$50. For more information, call 882-6565.

YOGA CLASSES: Classes are available through the Health Connection in Parkade Plaza. For more information, call 882-1718.

Thursday, October 7

PROCUREMENT COURSE: "Purchasing Fundamentals for Department Staff" will be held today and Nov. 11 from 8 a.m.-noon at 1105 Carrie Francke Drive. Registration

required, call 882-5054.

RADIATION SAFETY COURSE:

"Radiation Safety at MU-New Radiation Workers" will be presented today, Nov. 4 and Dec. 2 from 1-3:30 p.m. in the Environmental Health and Safety classroom in the Research Park Development Building. Registration required, call 882-7018.

RESEARCH WORKSHOP: "Proposal Development Workshop" will be offered to the MU research community from 1-5 p.m. in E125 Veterinary Medicine. Registration required, call 882-9500.

Friday, October 8

COMPUTING COURSE: "Introduction to Excel" will be presented today from 9 a.m.-noon. Registration required, call 882-6006.

TAI CHI CLASS: "Learning Amazing Grace—the Benefits of Tai Chi" will be held at 10 a.m. at the Columbia Senior Center, 1121 Business Loop 70.

Monday, October 11

RADIATION SAFETY COURSE:

"Radioisotope Workshop (NE 302)" will be offered today-Oct. 15 from 12:30-4:30 p.m. in the Environmental Health and Safety classroom in the Research Park Development Building. Registration required, call 882-7018.

Tuesday, October 12

COMPUTING COURSE: "Intermediate Excel" will be presented from 9 a.m.-noon today. Registration required, call 882-6006.

Wednesday, October 13

ACCOUNTING SERVICES TRAINING:

"Basic Form Preparation," with a prerequisite of Account Types and Subcodes class, will be presented from 9-11:30 a.m. Oct. 13, Nov. 4 and Dec. 2 in the second-floor conference room in Turner Avenue garage.

Registration required, call 882-3051.

"FRS on the Web" will be presented from 9-11 a.m. today, Nov. 10 and Dec. 1 in the second-floor computer lab in the Turner Avenue garage. Registration required, call 882-3051.

COMPUTING COURSE: "Power Point," a course that covers creating an automated presentation using AutoContent Wizard, will be held today from 2-4 p.m. Registration required, call 882-6006.

HUMAN RESOURCES WORKSHOP:

"Develop a Desk Manual" is a three-session course that starts today from 9-11 a.m., and continues Nov. 3 from 9 a.m.-noon and Nov. 17 from 9-11 a.m. For locations and enrollment, call 882-2603.

LIBRARY DATABASE WORKSHOP:

"MEDLINE Searching Workshop" will be presented from 3:30-5 p.m. today and Dec. 2, and from 10-11:30 a.m. Nov. 3 in 126 Lottes Health Sciences Library. For more information, call 882-6141.

MIZZOU TELECOM COURSES:

"Using Telephone Features Effectively" will be held from 9-11 a.m. today, Nov. 10 and Dec. 8.

"Using Voice Mail Effectively" will be held from 1:30-3:30 p.m. today, Nov. 10 and Dec. 8. Both courses will be held in Room 215 Telecom Building. Registration required, call 882-2090.

Thursday, October 14

ACCOUNTING SERVICES TRAINING:

"Account Types and Subcodes" will be presented from 9 a.m.-noon today, Nov. 11 and Dec. 9 in the second-floor conference room in Turner Avenue garage. Registration required, call 882-3051.

COMPUTING COURSE: "Advanced Excel" will be presented today from 9 a.m.-noon. Registration required, call 882-6006.

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 from 9 a.m.-4 p.m. Monday to Friday.

MUSEUM OF ART AND ARCHAEOLOGY:

Special Exhibits:

- "Fabrications: A Sampling of Multicultural Textiles" is on display through Dec. 19.
- "Figuring the Human in Twentieth-Century Art" is on display through Nov. 7.
- "Image and Imagination in African Art" is on display through 1999.
- "Jaguar's Realm: Ancient Art from Mexico to Peru" is on display through 1999.
- "Los Caprichos" is on display through next April.

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.

BINGHAM GALLERY: "Lár Crois/Fada Dán," a sculpture by Michael Shaughnessy, will be installed in the gallery Oct. 11-15, and the community is invited to participate in the installation. The sculpture will be on display through Nov. 19. Shaughnessy will give a public lecture at 6 p.m. Oct. 14 in Pickard Hall Auditorium, and an exhibition reception will be held from 4-6 p.m. Oct. 15 at the gallery. Bingham Gallery, in the Fine Arts Building, is open 10 a.m.-4 p.m. Monday-Friday and noon-4 p.m. Saturday and Sunday.

ROGERS GALLERY: "Brilliant Light, Kindling Shadows—Images from a Journey to Japan," photographs by associate professor of environmental design, Benjamin Schwarz, will be on display through Oct. 15 in 142 Stanley Hall. Rogers Gallery is open from 9 a.m.-4 p.m. Monday-Friday.

STATE HISTORICAL SOCIETY:

"Carl R. Gentry, Watercolors and Oils" 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 archive's 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"
- The archive's web site is at:
<http://www.system.missouri.edu/archives>

Films

Friday, October 8

MSA/GPC FILM SERIES: *Tango* will be shown tonight and tomorrow at 7 and 9:30 p.m. in Memorial Union Auditorium. Cost: \$1 with an MU ID.

Tuesday, October 12

MSA/GPC FILM SERIES: *Beautiful Things* will be shown at 8 p.m. in Memorial Union Auditorium. Free with an MU ID.

Thursday, October 14

MSA/GPC FILM SERIES: *Eve's Bayou* will be shown at 7 p.m. tonight in the Black Culture Center. Free with an MU ID.

Friday, October 15

MSA/GPC FILM SERIES: *Happy Gilmore* will be shown tonight at 7 and 9:30 p.m. in Memorial Union Auditorium. Cost: \$1 with an MU ID.

Lectures and Seminars

Thursday, October 7

INTERNATIONAL AFFAIRS LECTURE: Paul Wallace, professor of political science, will present "The 1999 Indian Elections and Social Change" from noon-1 p.m. in S16 Memorial Union.

Friday, October 8

CHEMISTRY COLLOQUIUM: Steve Rokita from the University of Maryland will present "Target-Induced Alkylation of DNA" at 4 p.m. in 103 Schlundt Hall.

ECONOMICS LECTURE: Van Pham, assistant professor of economics, will present "Female Labor, Technical Progress, and Development" at 4 p.m. in 212 Middlebush Hall.

GEOLOGY LECTURE: Martin Flower from the University of Illinois-Chicago will present "Significance of the Izu-Bonin-Mariana 'High Tide Mark'" at 3 p.m. in 108 Geological Sciences Building.

GEOGRAPHY LECTURE: Douglas J. Faulkner from the Department of Geosciences in the UM-Kansas City, will present "Holocene Alluvial Fans as Records of Landscape Evolution in the Central Great Plains" at 4 p.m. in 100 Stewart Hall.

Saturday, October 9

U.S.-LATINO LITERATURE LECTURE: William Luis from Vanderbilt University will present "Into the Millennium: Toward a Future of Latino-US Literature" from 12:15-1:15 p.m. in Room 7 Hulston Hall.

Monday, October 11

CARDIOVASCULAR SCIENCE SEMINAR: David Ford from the St. Louis

October 3-9

FIRE

SAFETY WEEK

Safety tips from Campus Facilities



Keep storage areas clean. Store combustible materials or ignitable fuels in proper storage cabinets. Keep corridors and stairwells clear.



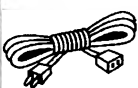
Know the evacuation routes for your building. If there's a fire, call 911 and evacuate the building. Don't use the elevator.



Know locations of fire alarm pull-stations. If you pull the alarm, you still have to call 911.



Know locations and types of fire extinguishers and how to use them properly.



Don't misuse extension cords.



Spreading Tiger joy

New MU program welcomes a generation of "Tiger Tots."

Newborns delivered at University Hospital now have more awaiting their arrival than the traditional swat on the backside. They can get their picture on the world wide web along with an outfit sporting none other than Truman the Tiger.

Since late summer, Babyfaces, the Health Sciences Center's online nursery at www.muhealth.org, has helped parents show off their bundles of joy with postings of photographs, first and middle names, and vital birth statistics. This is similar to a traditional birth announcement, only better, because it is

available to share with family and friends within a day after the baby's birth. And best of all it's a free gift to parents from University Hospital.

But that's not all. Another freebie for new arrivals and their parents stems from a partnership between the athletic department and the Health Sciences Center. All babies born at the hospital will be officially welcomed into the Tiger Tot program with one-piece pajamas imprinted with Truman the Tiger's image, and the words "Tiger Tots" on the front and a No. 1 on the back.

The program, which got under way Sept. 28, was conceived and developed by Mike Alden, director of athletics, who wanted to do something that was fun and would add joy to an already blessed event for new parents.



"Truman is one of the most recognizable mascots in the country and extremely popular with kids," Alden says. "We thought it would be fun to put something together with the hospitals."

This working relationship helps both departments reach out to families in the community in a new way, says Robert Churchill, interim dean of medicine, "The overwhelming majority of people around here gets excited about MU athletics and new babies. When Mike Alden approached us with this partnership, we saw it as a truly a winning combination."

And Alden sees another benefit to the program: "It's never too early to recruit a Tiger fan."

Athletic Director Mike Alden presents a newborn at University Hospital with official "Tiger Tots" onesie pajamas.

Matt Hadden photo

Calendar

From Page 6

University School of Medicine will present "Cardiac Membrane Phospholipids: the Good, the Bad, and the Ugly" from noon-1 p.m. in 133 Dalton Cardiovascular Research Center. For more information, call 882-7433.

GEOGRAPHY LECTURE: Dorothee Schuetz from the University of Pennsylvania will present "We Call it Pennsylvania Dutch: A Geolinguistic Approach to Language, Culture and Origins" at 3 p.m. in 100 Stewart Hall.

Tuesday, October 12

FINANCE LECTURE: Laurence H. Meyer, a member of the Federal Reserve System board of governors, will present "Productivity and Monetary Policy" at 4 p.m. in the Reynolds Alumni Center ballroom.

JOURNALISM LECTURE: Jorge Fascetto, president of the Inter-American Press Association and board chairman of *El Dia*, a newspaper in La Plata, Argentina, will present "Government Control, Drug Lords, Murder with Impunity: Problems of the News Business in Latin America Today" at 5 p.m. in Fisher Auditorium in Gannett Hall.

Wednesday, October 13

ANTHROPOLOGY LECTURE: Rebecca Martinez from the University of California-Irvine will present "Class, Morality and Hygiene: Perceptions of Cervical Cancer Risk in Venezuela" from 3-5 p.m. in 104 Tate Hall.

MIDDAY GALLERY EVENT: Jane Biers, curator of ancient art at the Museum of Art and Archeology, will present "Textiles in the Ancient Mediterranean World" at 12:15 p.m. in the museum in Pickard Hall.

Thursday, October 14

ENVIRONMENTAL ENGINEERING LECTURE: Ken Duzan from the Missouri Department of Natural Resources public drinking water section will present "Missouri Groundwater Virus Study" at 7:30 p.m. in N222/223 Memorial Union.

GENETICS SEMINAR: Steve Johnson from Washington University School of Medicine will present "How the Zebrafish Gets Its Stripes" at 3:30 p.m. in 18 Tucker Hall.

INTERNATIONAL AFFAIRS SEMINAR: Sead Numanovic, visiting professor of journalism, will present "Between Bosnia and Kosovo: A Report on the Former Yugoslavia" from noon-1 p.m. in S16 Memorial Union.

CHEMICAL ENGINEERING LECTURE:

Marvin Johnson from Phillips Petroleum in Bartlesville, Okla., will present "Catalysts for Petrochemicals—Endless Improvements" at 3:30 p.m. in Ketcham Auditorium in the Engineering Building East.

NUTRITIONAL SCIENCES LECTURE:

E.C. Henley from DuPont's consumer health department will present "Latest Research on Soy" at 1:30 p.m. in Memorial Union Auditorium.

Friday, October 15

ADMINISTRATIVE SYSTEMS

WORKSHOP: "The Administrative Systems Project Primer—a Lunch and Learn Opportunity" is a new outreach for staff to understand the purpose of the UM Systemwide Administrative Systems Project. Offered from noon-1 p.m. today and Nov. 17 in Room 20 Academic Support Center. Registration required, call 884-1770.

ECONOMICS LECTURE: Jeff Russell from the University of Chicago Graduate School of Business will present "Efficiency of High Frequency Data in Estimating Volatility: Effects of Nonnormality and Dependence" at 4 p.m. in 212 Middlebush Hall. For more information, call 882-0063.

Meetings

Thursday, October 7

FACULTY COUNCIL MEETING: The Faculty Council will meet today at 3:30 p.m. in S203 Memorial Union.

Wednesday, October 13

MU WOMEN'S NETWORK: The Women's Network meeting will begin at noon, with a program "Campus Child Care—a Universal Benefit" from 12:15-1:15 p.m. All events will be held in 234-235 Brady.

Thursday, October 14

STAFF ADVISORY COUNCIL MEETING: The Staff Advisory Council will meet today at 1 p.m. in S206 Memorial Union.

Special Events

EXERCISE AND NUTRITION

PROGRAM: A 12 week program that offers one-on-one support needed to stay on track with weight-loss effort. It is offered through the Health Connection in Parkade Plaza. For cost and information, call 882-1718.

INSURANCE COUNSELING: Medicare Health Insurance Counseling is available Monday-Friday by appointment in the

Health Information Center, Columbia Mall. To make an appointment, call 882-6565.

Thursday, October 7

MISSOURI BIOGRAPHY DAY: The University of Missouri Press and the Missouri State Historical Society will celebrate "Missouri Biography Day" from 6-8 p.m. at 600 Main Street, Jefferson City. Events include a reception featuring three of the four editors of the Missouri Dictionary of Biography, published by the University of Missouri Press. There will be remarks by the press, and a special appearance of Mark Twain. For more information, call 882-0180.

Saturday, October 9

FLU IMMUNIZATIONS: Drive-in flu shots will be available at the Hearnes Center east parking lot from 9 a.m.-1 p.m. today. In case of rain, go to the Health Information Center in the Columbia Mall. Cost: \$10 for those 13 and older, free for those 65 and older or in certain high-risk groups. Members of the University's HMO and POS medical insurance plans may receive free immunizations with by showing their insurance card.

Tuesday, October 12

LOREN REID LIBRARY OPENING: The University community is invited to celebrate the opening of the Department of Communication's Loren Reid Library, located in 103 Switzler Hall, today from 3-5 p.m. The new library is named in honor of Loren Reid, professor emeritus of communication, who will attend the opening. The event features refreshments and tours of the recently renovated classrooms in Switzler Hall.

Wednesday, October 13

FLU IMMUNIZATIONS: Flu shots will be available at the Health Information Center in the Columbia Mall. from 9 a.m.-noon and 3 p.m.-6 p.m. today and continues every Wednesday and Thursday through Nov. 24. Cost: \$10 for those 13 and older, free for those 65 and older or in certain high-risk groups. Members of the University's HMO and POS medical insurance plans may receive free immunizations with by showing their insurance card.



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The Classified Advertising Section is open to faculty and staff members, and retirees.

Mizzou Weekly Classifieds: Rates: 30-word maximum \$7.50. Make your check payable to University of Missouri and send to *Mizzou Weekly*, 407 Reynolds Alumni Center, Columbia, Mo. 65211. Attention: Will Miller.

Working from memory

Mizzou researcher studies youth and adult memory differences

Every parent has gone through it at some time. She asks her child to do a small task such as sending him to another aisle of the grocery store to pick up two kinds of bread, and the child returns with only one loaf.

In a new study published last week, an MU psychologist has uncovered reasons why this scenario is a normal part of human memory development.

"Prior to this research, the common view was that young kids differ from adults because they don't use the same kinds of strategies, such as mnemonic devices, that adults use to help them remember items," said Nelson Cowan, professor of psychology and author of the study. "I don't deny that this difference exists, but there are more fundamental differences that we have found. As a child develops, the brain is automatically able to hold more information than before. It's a matter of maturing."

Cowan studied short-term or working memory, which refers to the handful of items currently in mind, often needed to get a job done. According to Cowan, there are two different ways to use working memory.

First, the mind will retain various items even if the person is not paying attention to them. However, these items usually are not retained very long or very well.

Second, if the person is paying attention, the mind will process the information further and, many times, use

various strategies to save it longer.

Previous studies found that strategies become more refined during childhood. These strategies include mentally repeating words, and grouping items into clusters to remember them more easily. For example, telephone numbers are remembered more easily when split into a three-digit prefix and a four-digit extension. This way, a person only has to remember two "chunks" of information rather than seven individual numbers.

Adults excel at strategies such as mental repetition and grouping. Cowan developed a study to discover if children would perform as well as adults who were not allowed to use "memory" strategies. They didn't.

In Cowan's recent research, published in the September/October 1999 issue of *Child Development* with several co-investigators - MU students Lara Nugent, Emily Elliott, Igor Ponomarev and Scott Saults - a new approach was taken in order to eliminate strategies.

Instead of having subjects repeat numbers that they heard in rapid succession, a silent picture-rhyming computer game was used to distract subjects while they listened to lists of single-digit numbers through headphones. Every few minutes the computer game was interrupted and the subject was asked to recall the most recent list of numbers in order.

Subjects were so busy with the

rhyming task, which was to be carried out as quickly as possible, that there was insufficient time to use sophisticated strategies when storing the spoken numbers in memory. As a result, each subject could recall only a few items on each

trial, and it was the same small number of items regardless of the list length.

"We can do a test like this because humans have a remarkably rich, automatic memory for sound, though the memory doesn't last long unless it is attended to quickly after the sound is over," Cowan said.

"The memory was best for numbers at the beginning and end of the list, presumably because the spoken forms of these numbers are most distinct from the rest of the list in memory."

Although it is clear from other studies that the brains of children of all ages briefly save a vivid memory for recent sounds, Cowan's critical finding was that fourth-grade children and adults were able to draw more of these sounds into consciousness than first-grade children.

Thus, because the brain's memory functions are not fully developed, first-grade children have difficulty remembering tasks, such as how many

"As a child develops, the brain is automatically able to hold more information than before. It's a matter of maturing."

Nelson Cowan, professor of psychology

and which kinds of bread to buy from a verbal parental command.

"Adults were able to recall about 3.5 of the numbers on average, whereas the young children could recall only about 2.5 numbers," Cowan said. "This may not seem like a big difference but it could matter a lot if one is

trying to understand a sentence that contains three independent ideas. Essentially, the results suggest that the most basic capacity of the mind may increase by about 40 percent between first grade and adulthood."

Continuing research will attempt to determine if the developmental trend seen here is the same for other types of materials for which strategies cannot be used, such as spatial layouts composed of colored shapes.

The research, which has been conducted for more than 15 years, began with a New Investigator Research Award. Since then, the research has been funded by the National Institute of Child Health and Human Development, one of the National Institutes of Health. The total award over the years adds up to more than \$2 million.

Drive away the flu!



University Hospital's Health Information Center is offering free flu immunizations to participants over age 13 in the University's HMO or POS health plan whose primary-care doctor is a University Physician. Immunizations are available to others for \$10.

Please bring your HMO or POS card with you to one of the following locations to receive a free flu immunization:

Hearnes Center, East Parking Lot	Health Information Center at Columbia Mall	Jesse Hall
Drive-In Flu Shots 9 a.m. to 1 p.m. Saturday, Oct. 9 (In case of rain, go to Health Information Center at Columbia Mall)	9 a.m. to noon and 3 to 6 p.m. Wednesdays and Oct. 13 to Nov. 24	8 to 10 a.m. Friday, Oct. 22, and Tuesday, Oct. 26

Free flu shots for University of Missouri Health Sciences Center staff members will be offered at various hospital and clinic locations. Watch *Slice of Life* for more details. Please call the Health Information Center at (573) 882-6565 for more information.



Cultivating collaboration

New Counseling Center director supports MU's academic mission.

Kathleen Boggs began her new role as director of MU's Counseling Center Oct. 1. She takes over for Richard Caple who retired this summer.

"We are delighted and thrilled to have Dr. Boggs join us as the new director for the Counseling Center," said Charles Schroeder, vice chancellor for student affairs. "She has had a long and distinguished career at the University of Utah and is one of the leading counseling psychologists in the nation. I am confident that Dr. Boggs will continue to improve upon the standard of excellence in service the Counseling Center provides to our students, faculty and staff."

Boggs most recently was the associate director and director of training for the University of Utah Counseling Center. She also served as an adjunct professor in the Department of Educational Psychology and as an adjunct associate professor in the departments of psychology and psychiatry for the university. She was recently elected secretary for the American Psychological Association's Division 17 - Counseling Psychology.

"As a director, I'm looking forward to the challenge and opportunity to develop a good counseling center into a center of excellence and to enhance its national reputation as a leader in the field," Boggs said. "I see the mission of the MU Counseling Center as supporting the academic mission of the University

through helping individuals develop skills, attitudes and behaviors to enhance their experiences at the University, and to prevent problems and remedy behaviors which interfere with their educational and personal objectives."

Boggs serves on the board of directors for the Association of Psychology Post-Doctoral and Internship Centers and is a liaison for APPIC to the Council of Counseling Psychology Training Programs, an organization of training directors in academic programs of counseling psychology on university campuses.

Her research, which focuses on training, supervision and career development related to transitions, has been published widely.

"I see the Counseling Center having a collaborative relationship with Student Affairs' agencies and academic departments to facilitate student growth and development," Boggs said. "The Counseling Center also must have a close affiliation with academic departments that educate and train students in mental health professions as the center serves as a practical training ground for students in these departments."

Coming together

When it comes to doing good for others through the United Way, University employees light the way. Last year, 24 percent of the faculty, staff and students, along with retirees, contributed \$380,000 to the Columbia Area United Way Campaign — 3 percent over the University's goal of \$372,000.

For 1999, the University has its sights set on beating that amount by 2 percent, for a total of \$393,500. However, some involved in the campaign believe the University could easily reach or surpass \$400,000 after the final tally. But to do so, more participants are needed.

"Every year the campaign goal goes up because the United Way agencies need more money to do what they are doing, and there are more and more people who need the services of these agencies," says Gary Smith, registrar and director of admissions and co-chair of the University campaign.

To put this into perspective, hungry Cooper County residents received 89,834 pounds of food from the Central Missouri Food Bank in 1998. In the first six months of 1999, Cooper County residents received 66,104 pounds of food, a 47 percent increase in need.

"There are lots of businesses in the area that have 50 percent to 90 percent of their employees contributing to United Way," Smith says. "We didn't have quite 25 percent last year, and it seems to me that we have some room for expanding."

Smith attributes the low participation rate to three things.

First, he says, the University hasn't done as good a job as it should in making sure everybody understands what agencies benefit and what those agencies do. "I just

can't help but believe that virtually everyone of us knows someone in the past year who has been helped by a United Way agency," Smith says.

"We need to convince everyone that the agencies do a good job. It's not the issue of the dollar, but that this is a worthwhile endeavor, and the agencies are valuable." Funds raised by the community stay at work in the community, he says, with 82 percent of the dollars going to local agencies and 18 percent going to Days of Caring and operations budget.

Second, Smith says for the campaign to be successful there has to be face-to-face contact. "You don't get people to participate by leaving the information and donation cards on the corner of their desk or by sticking it in their mailbox." This is where all the district/unit chairs and their contacts come in. Instead of taking the easy way out by mass mailing the information, Smith says he hopes they will take time to meet with employees in their areas and to field questions that will help employees make an informed decision about donating to the United Way. He also hopes the chairs will show this year's United Way video featuring some of the agencies, the kinds of services they provide and the kinds of people that are helped by these agencies.

Third, Smith says, "We need to make sure everyone understands this is not just for the citizens and residents of the city of Columbia, but for those who live in Boone and adjacent counties."

Contributions to United Way provides services such as child care and activities for children, assistance to working families who lack basic needs and much more throughout Mid-Missouri. A little



more than 99,000 people were served in 1988 in Boone and adjacent counties, Smith says.

Several options are available to make giving through the Columbia Area United Way convenient. With payroll deductions, employees may choose to have their contributions subtracted monthly from their paychecks or they can donate directly to United Way and be billed quarterly.

Gifts may be designated to a specific agency, and if contributors reside outside of Boone County, they may designate their gift to an agency in their hometown. For example, employees from Howard County may mark their dollars for the Family Counseling Center in Fayette, Mo.

In past years, departments who reported a 100 percent participation rate were rewarded with sweets [cakes]. This year, to sweeten the pot, Smith says UM System President Pacheco, Chancellor Richard Wallace and Athletic Director Mike Alden have offered up some of their choice basketball tickets to those areas that are so generous.

"We'll have a celebration sometime in November," Smith says, "and those with the highest percentage of participation and those that have the largest gift in different units will be in for favorable surprises."

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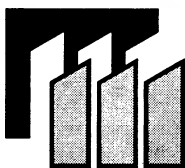
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Adding up to excellence

MU math department's growing prominence attracts top faculty, researchers and students.

"If you build it, they will come." While the saying may be associated with a baseball diamond built in an Iowa cornfield, it also holds true for MU's Department of Mathematics. But instead of attracting baseball legends from days gone by, the nationally ranked math department is attracting top class faculty and students, and the support of benefactors.

Construction on the math department's "field of dreams" began in the early 1990s when enhancement funds were appropriated. Since then, the department has grown larger and more prominent, building its reputation in the worldwide math community.

"There has been a considerable increase in the number of top-class research mathematicians interested in coming to our department," said Elias Saab, professor and chair of mathematics.

The latest mathematician to be attracted to the department is Charles Li, who joined the faculty this fall. Li came to MU after spending time at Princeton University's Institute for Advanced Study. Earlier this year, he was awarded a prestigious Guggenheim Fellowship for his work on chaos theory.

Established in 1925, the John Simon Guggenheim Memorial Foundation supports research in the areas of creative arts, humanities, and social and natural sciences. Li was one of only 179 Fellows to be chosen from among 2,785 applicants for awards totaling more than \$6 million.

"Earning the fellowship says a lot about Dr. Li's work," said Richard Schwartz, dean of arts and science. "Usually, they go to more senior researchers. We're delighted to welcome Dr. Li to our faculty."

By attracting top faculty members, the math department also is attracting top students like senior Greg Jones. In August, the math and physics student from Kirksville traveled to Providence, R.I., where he won first place in a national student problem-solving competition. The competition was sponsored by the Mathematical Association of America (MAA). Of all the competitors, only Jones was able to solve all the problems in the competition.

"Greg is an outstanding student. Last winter semester, he was part of our math team that won first place in the Missouri MAA Collegiate Mathematics Competition," said Saab. "All of the professors who have had Greg in class believe that he is a truly exceptional student. He has a great future ahead of him."

The department's attractiveness extends beyond faculty and students to include benefactors as well. Recently, the department received a \$108,000 endowment from the estate of MU alumna Phyllis Ann Heyssel, who passed away in 1997.

A retired software engineer in the McDonnell-Douglas Corporation's aerospace program, Heyssel graduated

"The enhancement money from the early '90s lifted everything up a notch. Today, we have a seamless process. The program attracts top faculty who attract top students and the support of generous benefactors."

Richard Schwartz, dean of arts and science

from MU with a bachelor of arts degree in 1953. "She was very much a pioneer in the mid-1950s as a woman who launched a career," said John Kay, Heyssel's attorney and distant relative. "Today we don't think it's unusual for women to pursue careers, but it was unusual then."

Always proud of her alma mater, Heyssel left the estate gift to establish a scholarship fund for students who demonstrate achievement and promise. Recipients of the MU Heyssel Scholarship will be selected annually by members of the mathematics faculty.

"The enhancement money from the early '90s lifted everything up a notch," Schwartz said. "Today, we have a seamless process. The program attracts top faculty who attract top students and the support of generous benefactors."

Giving second chances

University Hospital's heart transplant program celebrates a decade of providing new hearts and. Since its first heart transplant procedure on June 23, 1989, University Hospital has given 91 people a second chance for life.

The University Hospital and Clinics and the Division of Cardiothoracic Surgery celebrated the 10-year anniversary with transplant patients and their families on Oct. 2.

The anniversary luncheon celebrated not only the patients' lives that have been saved, but the success of the heart transplant program as well. Over a four-year time span University Hospital's patient survival rate is 84 percent as compared to the United Network of Organ Sharing rate of 72 percent. The program has served patients ranging from 16 to 69 years of age. These patients have come from as far north as Kirksville to as far south as Joplin.

"We are extremely proud of the transplant program that has given a second chance to so many people over the past 10 years," said Jack Curtis, chief of cardiothoracic surgery and director of the heart transplant program. "The success of the program is directly attributable to the hard work and dedication of every member of the transplant team. All of us have shared the ups and downs these patients and families have experienced. This anniversary is a cause for celebration for all of us."

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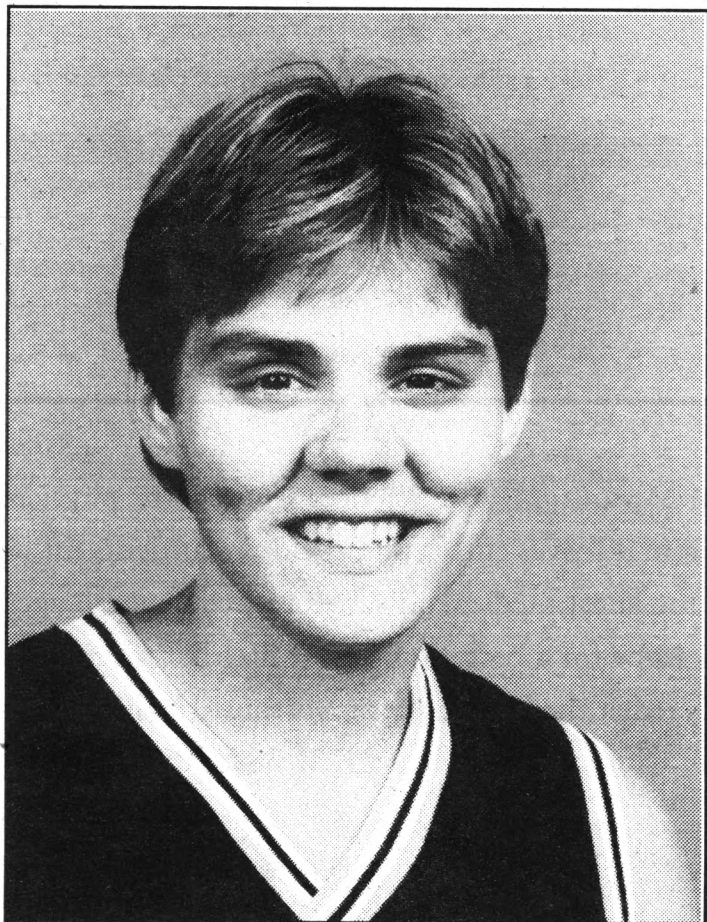
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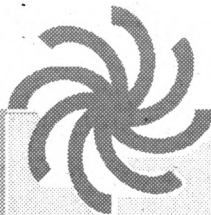
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