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A committee charged with considering policies, programs and initiatives to enhance Washington University's internationalization efforts has been formed by Chancellor Mark S. Wrighton.

The International Relationships Committee, which first convened Sept. 16, is made up of 10 University faculty members and includes representation from each of the University's schools. Each of the group's responsibilities are to assess opportunities to build the University's international impact and to make recommendations regarding the development of educational and research programs.

The committee also will provide faculty input on foreign policy issues ranging from business to research to human rights.

The formation of the committee is an outgrowth of the Project 21 planning process, which underlined the theme of the University's scope needs to broaden and better connect with the world beyond the United States.

Said Wrighton: "The charge to the committee is to look for opportunities to enhance Washington University's relationships with people and organizations throughout the world and to recommend guidelines for our future international commitments. Increased internationalization is a key concept stemming from our Project 21 planning for Washington University.

Serving on the committee are:

• Edward S. Maccsu, Ph.D., executive vice chancellor and dean of Arts and Sciences, who will serve as chair;
• Joseph H. Allen, Ph.D., associate professor of Chinese language and literature in Arts and Sciences;
• Dennis W. Choi, M.D., Ph.D., the Andrew B. and Gretchen P. Jones Professor of Neurology, head of the Department of Neurology, and a member of the Medical Center's board of directors;
• James T. Little, Ph.D., professor of economics and finance in the John M. Olm School of Business;
• Cha-Sung Shin, professor of social work;
• Marvin H. Marcus, Ph.D., associate professor of Japanese language and literature in Arts and Sciences;
• Jenny Spar, assistant dean and associate professor in the School of Art;
• Ts'ye-Jong Tarn, D.Sc., professor of systems science and mathematics and director of the Center for Robotics and Automation;
• Leila N. Sadat Wexler, J.D., L.L.M., D.E.A., associate professor of law; and
• Elia Mokdad Yadamah, Ph.D., associate professor of social work.

Advisory Council for Asia meets for first time

Several Washington University trustees and administrators are attending two premier events in Taipei, Taiwan — the first meeting of the University's International Advisory Council for Asia from Oct. 29-31 and "Business Practica in Asia," a Nov. 1-2 business forum sponsored by the University and by Chifon Group.

Hosting the meeting and participating in the forum is University Trustee and Advisory Council Chair Shi Hui Huang, M.D., who received his neurosurgical training at the School of Medicine and was a highly regarded practitioner for 25 years in the United States and in Japan before returning to his native Taiwan to lead the family business. Today, he is chairman of Chifon Group, which has businesses ranging from high technology, manufacturing, construction and financial services to trading and venture capital and which includes Sungying Industry Co., Ltd., a major manufacturer of Honda automobiles and motorcycles.

The advisory council, which reports to the Board of Trustees, will assist the University as it prepares long-range plans to strengthen the University's international programs and activities, to advise and counsel on recruitment of international students, placement and internships, exchange programs, public relations, alumni relations, scholarships and other philanthropic programs; to help secure international speakers for campus programs; to create a network of alumni, parents and friends of the University that spans countries; and to help the University increase international recognition and visibility as one of the world's leading research and teaching institutions.

The advisory council's 28 members are leaders in industry, academia and the professions in the People's Republic of China, Hong Kong, India, Indonesia, Japan, the Philippines, Singapore, South Korea, Taiwan, Thailand and the United States. University trustees who are members are Huang; John F. McDonnell, chairman of McDonnell Douglas Corp.; and William K. Y. Tao, building systems consultant and retired founder of William K. Y. Tao & Associates, an international building and consulting firm. Many council members are parents of University alumni or students.

Chancellor Mark S. Wrighton said, "This council will play a key role in the next great phase of progress by Washington University, and its success will be a great asset for the University." Wrighton also stressed the important role business plays in fostering international understanding, cooperation and success in mutual ventures.

The business forum, designed with those aims, will feature Frederick F. Chien, Ph.D., speaker of the Taiwan National Assembly; Shih-Chin Yang, Ph.D., minister of state, Executive Yuan, People's Republic of China; and Chi Schive, vice-chair, Taiwan Council for Economic Planning and Development. Panel discussions will include McDonnell and Stuart I. Greenbaum, Ph.D., dean of the John M. Olm School of Business. Attendees will include business, economic and academic leaders representing prominent Asian and U.S. entities.

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Researchers to develop technology that will help us understand the human brain with unprecedented detail
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Ernst Zimmer, Ph.D., uses laboratory models to examine the genetic material of a grass to study stellar evolution
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Four students traveled to San Diego this month to capture the last presidential debate on tape

University outlines advantages of MetroLink expansion

Chancellor Mark S. Wrighton this week sent a letter to residents of nearby neighborhoods explaining the advantages of a MetroLink light-rail expansion along Forest Park Parkway. The following is the full text of that letter:

Dear Neighbor:

Expanding the MetroLink light-rail system has been under discussion by community leaders and citizens' groups for several years. I am writing to explain why Washington University favors expansion of MetroLink along Forest Park Parkway.

In our view, continued expansion of MetroLink is vital to the future health and well-being of the entire St. Louis region. Connecting the major employment and retail centers of the region with the neighborhoods in which people live is important to supporting economic viability and civic life. The existing light-rail system is just the first phase of building the modern mass-transit infrastructure necessary for St. Louis to meet the transportation needs of its citizens. Expanding our system of roads and highways and adding additional bus service cannot meet these needs. Wider roads and more highways would encourage more vehicles, thus increasing traffic congestion and air and noise pollution.

St. Louisians already face serious air-quality problems, especially high ozone levels in the summer months. The health of the residential areas surrounding the Hilltop Campus and the health of Washington University are intricably bound together. We support the proposed Forest Park Parkway route primarily because of the advantages it offers to the people who live and work in our area. The stability and future viability of our neighborhoods require convenient access to major regional employment and cultural/entertainment centers.

MetroLink will provide that access. Equally important, a MetroLink line serving our area will anchor the local centers of economic activity along the route.

In the spring of 1995, the Executive Committee of Washington University's Board of Trustees directed former Chancellor William H. Danforth and University
Design team targets enhanced administrative services

Defining schoolwide standards for service delivery consistent, high-quality clinical service to patients, referring physicians and health insurance providers is the key focus of the practice plan recently announced by the School of Medicine. But improving the efficiency of administrative services that support the medical school is just as important in the practice plan's overall efforts to improve the medical school's competitive position in a rapidly changing, cost-conscious health-care market.

During the past year, members of the Administrative Services Design Team have reviewed benchmark data and analyzed opportunities to improve productivity across all clinical departments.

The team also has projected cost savings and service improvements achievable through re-engineering department operations, general productivity improvements and the sharing of support services across departments.

Functions examined by the team included purchasing, information systems support, registration, scheduling, support services, clinical support, transcription, accounting, general administrative personnel and payroll. Of the functions examined, farming holds the highest potential for significant cost savings, said Samuel A. Wells Jr., M.D., the Bisphoy Professor of Surgery and head of the Department of Surgery. Wells is a member of the Practice Plan Steering Committee and chair of the Administrative Services Design Team.

In addition to purchasing, the Administrative Services Design Team determined that support services also offer a significant opportunity to restructure, improve service and lower costs. The team's recommendations include consolidating mail services and shipping and receiving, outsourcing laundry operations and consolidating security services.

In reviewing the clinical support services, the team determined that improvements in this area would be crucial to the support of the medical school's practice standards and plans for a new Ambulatory Care Center. It recommended that a core level of direct patient-care services and their associated staff be aggregated by site. To do this, staff may be shared across departmental lines and through cross-training. Skills-mix analyses will need to be conducted.

In planning for the Ambulatory Care Center, it was assumed that support staff would be shared across department lines to the fullest extent possible. Additionally, the design team recommended that a staffing-to-demand analysis be conducted for all outpatient sites to identify opportunities for flexible staffing and that the skills mix be analyzed within those operations. "It is crucial as we move forward into designing the model for our clinical support functions that we find the right mix of skills, performance and efficiency to maintain and enhance our service to our patients," Wells said.

Cost savings and improved service also can be achieved in the area of information systems, team members said, by consolidating all basic networks within the School of Medicine. The team's recommendations for information systems include a centralized management infrastructure — including application support, program development and standardized platforms — as well as the integration of the School of Medicine's information systems with hospital and Hilltop Campus systems.

Additionally, the team recommended that the medical school's student body be supported by a fully integrated electronic medical record which would be designed to link data from the clinical departments, BJC Health System and campus hospitals.

Re-engineering teams currently are formulating to address the above-mentioned areas in administrative services, as well as other areas. For more information or to join one of these teams, call Joan M. Podleski at (314) 362-1062. Other design teams' work will be covered in subsequent issues of the Record. This article and others in this series will be available on the World Wide Web at http://www.wustl.edu/record/record.html.

Michael W. Vannier
associate professor of radiology, assistant professor of surgery and principal investigator of the grant. "The problem is that the brain is so complex and its shape is so difficult to work with that current technology is unable to separate variation from disease processes."

More detailed image-analysis capabilities also would improve our understanding of the normal structure and function of the brain, Vannier said. Ultimately, the researchers hope to create a malleable, virtual template of the human brain that may be customized for exquisitely neurological profiles of patients.

A better, more precise method for mapping the brain invariably will improve surgical techniques by giving surgeons a more detailed road map for locating and treating trouble spots, such as tumors.
Zinner traces the stellar origins of 'stardust'

Ernst Zinner, Ph.D., works with physics research associates Xia Gao, Ph.D., left, and Sachiko Amari, Ph.D.

"He has the unique ability to teach how one does good science."

Larry Nittler

Neil, who has worked with Zinner for the past four years, said: "Ernst explains things well and has a great scientific sense, which he conveys to his students. He has the unique ability to teach how one does good science."
Exhibitions


October 31-Nov. 9

Calendar

Friday, Nov. 8

7 p.m. Indian vocal concert. Sponsored by the Dept. of Music, the Gallery of Art and the Sangha Foundation. Columbia College, 4950 Children's Hospital. 935-6527.

Music

Thursday, Nov. 7

8 p.m. Student recital. Graham Chapel. Contact: Auditorium, 935-4533.

Friday, Nov. 8

7 p.m. Indian vocal concert. Sponsored by the Dept. of Music, the Gallery of Art and the Sangha Foundation. Columbia College, 4950 Children's Hospital. 935-6527.

Performances

Friday, Nov. 1

8 p.m. Talent show. Part of the Black Arts and Sciences Festival. The Gargoyles, Mallinckrodt Center. 935-5994.

Saturday, Nov. 2

1:30-3 p.m. Book arts workshop. "How to Make a Book." Sponsored by the Women's Building and the Visual Arts Centre. Information: please call (314) 935-4926. The deadline for all entries is noon Tuesday, Oct. 23.

Sunday, Nov. 4


Wednesday, Nov. 6


Calendrier gouvernemental

Events sponsored by the University — its departments, centers, institutes, and recognized student organizations — are published in the Calendar. All events are free and open to the public, unless otherwise noted.

October 31-Nov. 9


Wednesday, Nov. 6


Oct 31–Nov. 9

Calendar highlights


Friday, Nov. 8

7:30 p.m. Office of Continuing Medical Education event. "Rupert B. Turnbull Memorial Lectureship and Surgical Grand Rounds." (Continues Nov. 2.) Steinberg Amphitheater, Barnes-Jewish Hospital. Contact: information preferred. 935-5891.

Friday, Nov. 1

7:30 p.m. Office of Continuing Medical Education event. "Rupert B. Turnbull Memorial Lectureship and Surgical Grand Rounds." (Continues Nov. 2.) Steinberg Amphitheater, Barnes-Jewish Hospital. Contact: information preferred. 935-5891.

Thursday, Nov. 7

11:30 a.m.-1 p.m. Halloween luncheon for faculty and staff. Located in the Krannert Center. Tickets costed for best costumes. Wohl Student Center. Contact: 55 S. 50 to make the reservations by Oct. 25.

Friday, Nov. 1

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Wednesday, Nov. 6

Conference addresses study of presolar grains

A bout 110 researchers from around the world will gather from Oct. 31 to Nov. 2 in St. Louis to discuss the laboratory study of presolar grains. These grains, or "stardust," are found in primitive meteorites and are providing new insights into the formation of the elements and the evolution of stars.

The McDonnell Center for the Space Sciences in Arts and Sciences and NASA are co-sponsoring the Conference on the Astrophysical Implications of the Laboratory Study of Presolar Materials. During the past nine years — since preserved stardust grains from Earth were discovered — members of the McDonnell Center have been playing leading roles in analyzing these grains and in interpreting the results.

By studying the isotopic compositions of grains, researchers are gaining new information on nuclear and chemical processes occurring during the formation of the solar system.

Ernst Zinner, Ph.D., research professor of physics and of earth and planetary sciences, and a fellow of the McDonnell Center, will open the conference at 8:30 a.m. Thursday, Oct. 31, with a historical overview of the microanalytical study of presolar materials.

Zinner co-organized the conference with Thomas Bernatowicz, Ph.D., research professor of physics and of earth and planetary sciences, and Robert M. Walker, Ph.D., the McDonnell Professor of Physics and director of the McDonnell Center.

Among the topics to be discussed during the conference are: the discovery of preserved isotopes in solar system solids; the mixing of solar system materials with meteorites and computer models; the formation of dust grains around stars; and astrochemical observations of dust grains in the outer disk of the solar system.

For information, call (314) 935-6463.

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Six alumni, two other individuals to be honored at Founders Day

Six individuals will receive Distinguished Alumni awards, and two others will receive the Alumni Faculty Award. Roy B. Kokolski, Jr., Business 1957, and Leonard W. Joseph, M.D., Business 1959, will be honored at the 1996 Founders Day banquet.

Dr. R. Karl Johnson, professor of dermatology at Washington University School of Medicine, will receive the Alumni Faculty Award. Johnson, a 1963 graduate of the University, has been an active member of the University’s community. He has served on the University’s Task Force on the Alliance between the University and its Community.

Joseph is a former trustee and a board member of the University. He has a bachelor’s degree in business administration and was a member of the University of Chicago’s Class of 1946.

The annual banquet commemorates the University’s 1853 founding and is sponsored by the Washington University Alumni Association. In addition to the annual presentation of the banquet, there will be a keynote speech by Pulitzer Prize-winning columnist David Broder.

The Distinguished Alumni awards will be presented to six individuals for their outstanding professional achievements, public service and exceptional service to the University. The recipients are: John D. Davidson, M.D., who has a bachelor’s degree in Arts and Sciences from the University in 1948 and a medical degree in 1952; Donald R. Frahm, who earned a bachelor’s degree from the John M. Olin School of Business in 1953, Koji Fujii, M.D., who was a house staff member at Washington University School of Medicine in 1966; Jean C. Hamilton, J.D., L.L.M., who earned a degree from the School of Law in 1971; Judy Pfaff, who earned a bachelor’s degree in Art and Design from the University in 1951 and a medical degree in 1962; and Robert S. Huang, M.D., who earned a bachelor’s degree in business from the University in 1961.

The Robert S. Muddings Award, presented by the Board of Trustees, will be given to two individuals who have demonstrated the leadership and personal qualities consonant with the alliance between the University and its community. The recipients are Shi Hui Huang, M.D., a current member of the Board of Directors, and a former house staff member at the medical school, and Edward Vincent Wolff, president of Wolff Construction Co.

John D. Davidson, M.D., was born in St. Louis and received both undergraduate and medical degrees from the University and completed his residency training in radiology at the Washington University School of Medicine. Davidson received his M.D. degree in 1952 from the University of Chicago.

David R. Frahm, a graduate of the University, is chief of radiology at the St. Louis Children’s Hospital and a professor of radiology at the Washington University School of Medicine. Frahm received his M.D. degree from the University in 1956 and completed his residency in radiology.

Koji Fujii, M.D., is a former member of the University’s faculty and a director of the University’s School of Medicine. Fujii received his M.D. degree from Osaka University in 1966 and completed his residency in internal medicine at the University of Chicago.

Donald R. Frahm received his B.A. degree from the University of Chicago and his M.B.A. degree from the University of Chicago. Frahm is a former member of the University’s faculty and a director of the University’s School of Medicine. Frahm received his M.D. degree from the University of Chicago in 1952 and completed his residency in internal medicine at the University of Chicago.

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S h i H u i H u a n g , M . D., b o t h a n M.D. and a former house staff member at the medical school, and Edward Vincent Wolff, president of Wolff Construction Co.

Washington University is just one of many organizations that benefit from the generosity of Edith Waldman Wolff. The School of Medicine has benefited from the generosity of Edith Waldman Wolff.

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Hospitals have some immediate preschool programming taught by teacher. These centers offer developmental evaluation and early education.

Four students experience debate frenzy in San Diego

They put countless hours of preparatory work into their projects in anticipation of the set for the final PBS Special Edition National Affairs debate at Washington University on Sept. 25. But Lewis and Harris watched their efforts drop helplessly onto the cutting-room floor at the announcement of the St. Louis debate's cancellation.

"When we found out that it was off, that was the most depressing day in my life," Lewis said.

Both projects, however, were resurrected from the brink of destruction. Harris' trip to California, along with cameraman Chris Kuebler, a senior in the John M. Olm School of Business, was financed by the Commission on Presidential Debates. American Airlines picked up the transportation tab for Lewis and Adam Pogach, a senior political science major, to make their trip.

"The whole weekend was a thought of everyone there and the fact they're extremely grateful for the gracious attitude," Brown said. "We were coming back." Brown said. "We were new to finding out what the media go through to get a story."

The length of journalism goes to get a story is part of the story. Harris plans to tell in his documentary about the behind-the-scenes making of a presidential debate and the media's influence on politics.

Child-care centers have preschool openings

The child-care centers at Barnes-Jewish and St. Louis Children's hospitals have some immediate preschool openings.

Rikk Jouett, right, director of training and development in the Office of Human Resources, explains the purpose of a Tinkertoy exercise to Washington University employees who toured the new training and development center at West Campus on Oct. 21. The Tinkertoy exercise, which calls for participants to build a tower that is 2 feet or taller, is part of a personal-empowerment session. The Tinkertoy exercise demonstrates the effects various management styles have on employee productivity. The new training center, which is located at 7507 Forsyth Blvd., offers all employees training and development sessions in one location. For more information, call Jouett at (314) 935-8047 or Jane Brown, training specialist, at (314) 935-5934.

Tinkertoy task

Rick Jouett, right, director of training and development in the Office of Human Resources, explains the purpose of a Tinkertoy exercise to Washington University employees who toured the new training and development center at West Campus on Oct. 21. The Tinkertoy exercise, which calls for participants to build a tower that is 2 feet or taller, is part of a personal-empowerment session. The Tinkertoy exercise demonstrates the effects various management styles have on employee productivity. The new training center, which is located at 7507 Forsyth Blvd., offers all employees training and development sessions in one location. For more information, call Jouett at (314) 935-8047 or Jane Brown, training specialist, at (314) 935-5934.

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School of Medicine recognizes employees for years of service
The School of Medicine recognizes the following employees for their years of service. Employees who have reached or will reach milestones in their years of service are listed below.

40 Years of Service

30 Years of Service

25 Years of Service

20 Years of Service

15 Years of Service

10 Years of Service

8 Years of Service

6 Years of Service

4 Years of Service

3 Years of Service

2 Years of Service

1 Year of Service

Readings to remember death of Saro-Wiwa

Hymen Minsky, professor emeritus of economics

O’neil the Death of Ken Saro-Wiwa: Readings in Recognition of the Nigerian Writer” will feature William H. James Gayle King

Obituaries

Hymen P. Minsky, Ph.D., professor emeritus of economics in Arts and Sciences, died of pancreatic cancer on Thursday, Oct. 24, 1996, in Rhinebeck, N.Y. He was 77.

Minsky, a leading authority on monetary and financial theory, had been a member of Washington University’s Department of Economics for 25 years before retiring in 1990. He also was a member of the boards of both the Mark Twain Bancshares and The Jerome Levy Economics Institute of Bard College in Annandale-on-Hudson, N.Y. He joined the Levy Institute as a distinguished scholar in 1985, following his research and writing there until a few months before his death.

Minsky’s groundbreaking work on the recurring instability of the financial system in the field of international economics and finance had been acknowledged and acknowledged exemplified standards of scholarship. In 1992, the University received the Minsky this year received the prestigious Veblen-Commons Award, which is given by the Association for Evolutionary Economics. The award recognizes the contributions of an outstanding scholar in the field of evolutionary institutional economics and acknowledges excellence in scholarship and research, public service and research. Prior to his University appointment, Minsky was a professor at the University of California in Berkeley, California, Brown and Harvard universities. He also was a principal investigator at the National Science Foundation. He also served on the faculty at the Center for Studied Economics in Advanced Study, Italy, in 1989.

He received a bachelor’s degree from the University of Chicago in 1941. He earned a master’s degree in public administration from the University of Chicago in 1958 and a doctorate in economics from the University of Chicago in 1962.

He is survived by his wife, Esther; a son, Alan Minsky of Los Angeles; and six grandchildren.

A memorial service will be held at 11 a.m. Monday, Nov. 4, in the Van denburgh-McKelvy Chapel in the Center for Religious Development.

In lieu of flowers, contributions should be sent to the Minsky Service Fund, c/o the Department of Economics, Washington University, 1 Brookings Dr., St. Louis, MO 63130.
MetroLink expansion will mean better access to regional centers of activity — from page 3

right-of-way on our property under these conditions.

MetroLink must run below grade on the campus and in major intersections so that students and faculty, visitors, and people on the sidewalks and other public places can access to and from Forest Park Parkway.

MetroLink must not adversely affect the appearance of our campus and the surrounding neighborhoods. The University will work to improve the appearance of campus and the permanent design. MetroLink is being designed and constructed.

MetroLink operation must not detract from University activities and the day-to-day life of the surrounding communities.

If these conditions are met, then the community surrounding the campus will enjoy the advantages of easy access to public transportation.

MetroLink will all be able to travel through the University. Students, faculty and staff, and the general public will have the opportunity to take no requiring of residential property. The University would be the future of Clayton's business/government center connecting with the I-170 north-

The bus stop would be part of the Clayton, Missouri, 63105. Please note that the normal bus service hours are 9:00 AM to 9:00 PM Monday through Friday. The routes will be covered during normal business hours. One of the major universities in the region — Saint Louis University and the University of Missouri-St. Louis, which are already served by light rail.

The University stands to gain any financial advantage at the expense of taxpayers in providing a right-of-way for MetroLink. The University will take no further action until such a plan is presented. We do expect to see some reduction in traffic and parking problems for the St. Louis, Missouri 63105. Please note that the normal bus service hours are 9:00 AM to 9:00 PM Monday through Friday. The routes will be covered during normal business hours. One of the major

Maya T. Shanker, the University's MetroLink campus coordinator and vice chair of the Board of Trustees, stated that he hopes to see the participation of all last year's contributors, as well as participation by new donors.

Sincerely yours,
Mark S. Wright

United Way campaign ends Nov. 4

We are only at 18 percent (participa-
tion)," Barkdell said. "Therefore, we all need to make a real effort if we are to meet the goal.

All employees in late September to determine their participation. Their participation United Way contributions benefit from more than 146 agencies serving the community. The University has supported the United Way since 1924 and its inception more than 25 years ago.

For more information, call Gloria W. Whelan, Director of Development at (314) 864-8046 or John D. Dredge (314-8487) on the Clayton, Missouri, 63105. Please note that the normal bus service hours are 9:00 AM to 9:00 PM Monday through Friday. The routes will be covered during normal business hours. One of the major universities in the region — Saint Louis University and the University of Missouri-St.

MetroLink expansion will mean better access to regional centers of activity — from page 3

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The University, which last year had pledged $246,619 in contributions — about 39 percent of the $610,000 goal, has exceeded its campaign goal of $396,000. Another $1 million was raised by the United Way participation among University employees.

Clarence C. Barkdell, the United Way's MetroLink campus coordinator and vice chair of the Board of Trustees, stated that he hopes to see the participation of all last year's contributors, as well as participation by new donors.

Sincerely yours,
Mark S. Wright

United Way campaign ends Nov. 4

We are only at 18 percent (participa-
tion)," Barkdell said. "Therefore, we all need to make a real effort if we are to meet the goal.

All employees in late September to determine their participation. Their participation United Way contributions benefit from more than 146 agencies serving the community. The University has supported the United Way since 1924 and its inception more than 25 years ago.

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The University stands to gain any financial advantage at the expense of taxpayers in providing a right-of-way for MetroLink. The University will take no further action until such a plan is presented. We do expect to see some reduction in traffic and parking problems for the St. Louis, Missouri 63105. Please note that the normal bus service hours are 9:00 AM to 9:00 PM Monday through Friday. The routes will be covered during normal business hours. One of the major universities in the region — Saint Louis University and the University of Missouri-St.

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