Washington University Record, February 12, 1998

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Total Quality Schools program applies management tools to public education

The phrase isn’t catchy, but the Total Quality Schools approach of applying total quality management (TQM) principles to public schools is catching on in the St. Louis area as two more schools — Columbia Accelerated Community Education Center in the city and University City’s Brittany Woods Middle School — join those already associated with the program. Concepts such as customer focus, leadership and empowerment, continuous process improvement and effecting culture change — long applied at Motorola, Federal Express, Xerox and other corporations — are moving from the boardroom to classrooms in public schools. The vehicle is the Total Quality Schools course offered jointly by the John M. Olin School of Business and the George Warren Brown School of Social Work.

Through the course, senior undergraduate business students, graduate students in the master of business administration (MBA) degree program and students in the master of social work (MSW) degree program work as a team with teachers, students, administrators and parents at local schools to make improvements using TQM tools. The University students act as facilitators for partner-school teams, guiding them in using techniques such as data collection, process mapping, affinity diagrams and brainstorming.

“The issues the teams address can be as big as improving discipline and reducing absenteeism as well as re-engineering the lunchroom line,” explained Ashley George Gill, assistant dean and director of external relations at the business school and coordinator of the TQS program. “The overriding goal, however, is to improve the educational process.

Corporations and schools face similar organizational challenges: communication, buy-in and involvement of stakeholders. ‘It doesn’t matter if you’re selling computers or trying to teach fifth-grade math,’” Gill said. “‘The quality concepts are the same.’”

The consultant team and its partner-school teams take extensive training in TQM, led by Dean Kropp, Ph.D., associate dean and the Dan Byrnes Professor of Operations and Manufacturing Management at the business school, and Deborah Paulstrud, lecturer at the social work school. The training includes a session on meeting facilitation led by staff from Ernst & Young LLP and donated by the Ernst & Young firm.

The idea is not so much to find and fix specific issues in schools as to learn a method or framework for continuous improvement. “TQS is not a project,” said Paulstrud, who co-teaches the course with Kropp. “It’s a way of thinking, believing and behaving.”

Brainstorming to find solutions is part of the process, she added, “and students usually learn quickly that it’s the people who are part of the system who come up with the best solutions. Student consultants are there to support and facilitate. They’re not experts sent in to ‘fix’ problems.”

This semester, there are 27 University students in the course — 12 from GWB and 15 from Olin — and each works in a team with one or two other students. The teams are partnered with one of 11 participating schools, representing six school districts in the St. Louis area.

Chancellor Mark S. Wrighton announced Tuesday a new program designed to increase participation of minorities and women on campus construction projects. The program will take effect immediately.

The goal of Washington University is to foster minority and women participation in its construction projects at a level that would reflect the population profile of the St. Louis metropolitan area. According to the most recent census information, the St. Louis region is about 18% minorities and 52% women.

The program was developed over the past year and stems from recommendations by the Committee to Review Policy and Procedures for Engaging Women and Members of Minority Groups on Washington University Construction Projects, appointed by Wrighton to complete its work in 1997.

Expanding minority contracting on campus is plan’s goal

Washington University is committed to providing equal opportunity for all who come to work and study on its campuses, Wrighton said. “This commitment includes undergraduates, graduate and professional student admissions; financial aid; and employment opportunities for faculty and staff and now extends to construction contractors and subcontractors and all people working for the University.”

The following is the official statement released by Washington University.

The University must ensure that construction companies engaged in...
A new test to detect prostate cancer wins recommendation of FDA panel

A new test to detect prostate cancer wins recommendation of FDA panel

Team led by William J. Powers, M.D., an associate professor of neurology and of radiology, has received a five-year $3.7 million grant from the National Institute of Neurological Disorders and Stroke.

Powers and colleagues will determine whether the brain runs short of oxygen after traumatic head injury or a type of stroke called intracerebral hemorrhage, which results from a burst blood vessel. Brain cells die when they are deprived of oxygen for more than a few minutes, and they cannot be replaced. "The idea that it is blood flow reduced so much that insufficient oxygen is delivered to the brain, it might be possible to intervene and prevent some of the subsequent damage," Powers said.

The researchers also will find out whether widely used treatments for the two conditions help or hinder oxygen delivery to the brain.

Little is known about the relationship between oxygen delivery and oxygen need in the brain of people with traumatic head injury or intracerebral hemorrhage because such patients usually are too sick to be moved from intensive care to a PET scanner. PET — positron emission tomography — is the only technique that can simultaneously measure cerebral blood flow and oxygen consumption in different brain regions.

The Medical Center has a PET scanner in its neurointensive care unit, how- ever, and researchers have been able to attract someone with the necessary expertise.

Heather M. Bossin has been named executive director of Washington University Shared Billing and Collection Services (WUSBCS). Lee Fetter, chief operating officer of the Faculty Practice Plan, announced the appointment.

"I am especially pleased that we have been able to attract someone with Heather Bossin's outstanding credentials and experience to assume this challenging position," Fetter said. "She has an impressive track record of both internal and external customer service.

"WUSBCS is a joint billing and collection operation designed to better serve both the clinical departments and the patients of the School of Medicine. In her new position, Bossin will plan, organize and direct the billing and collection activities, reimburse ment analysis, department relations and system maintenance. She will oversee cash flow from clinical services and business operations within WUSBCS.

Since 1994, Bossin has served as an inside sales representative at Medimetic, Inc., a company that manufactures and markets medical instruments. Beginning in 1990, she served as a consultant to the St. Louis-based Lillian Strauss Fund, which was established by Malcolm Strauss and his wife, Lillian.

"In addition to the standard PSA test, which involves measuring the total amount of PSA in the blood, they measured "free PSA," the percentage of PSA that is not bound to other proteins. Previous studies had shown that PSA produced by cancerous prostates is particularly likely to bind to other proteins. Therefore, a low percentage of free PSA could be a sign of cancer.

Researchers discovered that almost all of the patients who had free PSA levels that made up less than 25 percent of the total PSA detected. If physicians had been told to use these patients, they would have caught 95 percent of the tumors and cut down the amount of negative biopsies by 20 percent. The small group of patients who had cancer but exceeded the 25 percent cutoff were generally older and had lower-grade tumors. "For these patients, the benefit of action is oftenwatched waiting," Catalona said. "The free PSA test helps identify the patients who could really benefit from surgery or other treatments.

Catalona believes physicians should still use the standard PSA test for prostate cancer screening. The patients in the gray area of 4 to 10 should then take the free PSA test instead of automatically undergoing a biopsy, he said.

A prostate biopsy costs about $1,200, so widespread use of the new test could lead to huge savings. Catalona said. It is not known how much the free PSA test, officially called the Tandem Free PSA test, will cost. Like the standard PSA test, the latest version of the test was developed by Hybritech Inc., which funded the free PSA test research.

— Chris Woodson
Harris exploring cell biology's frontier

A small band of researchers in the Cancer Research Laboratory at Columbia University, M.D., Ph.D., huddled around a radio this past October to hear maverick researcher Stanley Prusiner talk about winning the Nobel Prize. Just 15 years earlier, Prusiner had raised scientific eyebrows by suggesting that proteins could do more than simply serve as foot soldiers for genetic material to cause all infectious diseases. Prusiner's seminal work showed that certain proteins can act themselves, without help from DNA or RNA, to cause deadly neurological diseases such as scrapie in sheep and the infamous mad cow disease, a recently identified variant of Creutzfeldt-Jakob disease. Mad cow disease is thought to be responsible for more than a dozen British deaths since 1996.

Despite the award, major questions remain. No one has determined the function of the normal versions of the protein Prusiner calls prions, involved in these diseases, which are known as spongiform encephalopathies for the sponge-like pattern of holes they produce in brain tissue. And the factors triggering metamorphosis of these normal proteins into a shape that causes nerve cell death still need to be pinned down.

Harris, an associate professor of cell biology and physiology, has become a leading researcher unraveling the intricate pathways for handling the normal and rogue proteins inside cells. His discoveries not only add weight to Prusiner's theory but also illuminate a new way of thinking about whole classes of diseases that were once thought to be limited to humans.

"Harris has made tremendous contributions in the study of prion cell biology, which is an important area for understanding these diseases," said Byron Conger, Ph.D., a prion researcher and a senior investigator at the Laboratory of Persistent Viral Diseases of the National Institute of Allergy and Infectious Diseases in Hamilton, Mont.

Harris' parents nurtured his early interest in science, helping him set up a laboratory in the corner of the family's house in Los Angeles. A passionate uncle provided additional equipment so Harris could perform glade experiments in his backyard. He even studied prion proteins in the laboratory. "I started to realize that I was pretty good at this — that I could actually get a lot of satisfaction from sciencematical experiments." he said.

Probing the mysterious prion

After completing an M.D./Ph.D. degree at Columbia University in 1983, he ignored the advice of medical school colleagues to do residency training. He instead chose to pursue research by taking a postdoctoral position in neurobiology at the university. The chance to combine medical and research interests in the study of prions occurred by happenstance after Harris moved to the lab of Gerald Fischbach, M.D., former director of the Washington University School of Medicine's Department of Anatomy and Neurobiology.

Harris joined Fischbach's lab in 1986 to isolate a protein that helped form connections between neurons and muscles. Harris simultaneously isolated a chicken prion protein as a candidate. But early hopes for its role at neuromuscular junctions vanished when another protein took the honors. By then, Harris' interest in prions had intensified, and he started a lab in 1990 to study these enigmatic cell surface proteins. "Prions provided an opportunity to investigate a human disease, but from a very basic, cellular and biochemical level," he said.

Like all proteins, a prion made inside a cell travels through the cell's membrane, which is made of two layers of plasma membranes. Within these membranes, prions are thought to involve thousands of copies of the prion protein. These copies may form complexes with other proteins, which can then join pockets of the inside of the cell to form prions.

"Prions provide a window into the cell, the ways in which the cell is organized and how it's put together. In addition, we can now start to think about how prions might act inside the cell. This is an important step in understanding the way prions act."

Results in mice have added to Harris' excitement. Mice that had been modified to express the prion genes produced prion proteins with the same two biochemical hallmarks as infectious prions. Harris is waiting to see if the mice develop full-blown spongiform encephalopathies and if their brain tissue can infect other mice.

"If he can generate infectious material, it will be a very exciting model for both inherited and infectious forms of disease," Conger said.

Regardless of whether the connection pans out, Harris' cell culture work has revealed another aspect of prions that might be significant in understanding the normal versions, these proteins are tough to cleave off the surface of cultured cells. The finding suggests an important difference in the way the malformed proteins interact with the cell's plasma membranes.

How soon does this membrane change occur? In one theory, proteins called chaperones that normally help newly formed proteins fold correctly may actually steer prions down the wrong path. In fact, other researchers have found a bacterial and a yeast chaperone that can speed up the shape change of animal prions in test-tube experiments.

Harris said the timing of the earliest change in mouse prions fits this theory. Other experiments have added weight to Prusiner's hypothesis that prions do their work by changing the normal proteins they attack. "The finding suggests that prions might be able to infect cells without help from DNA or RNA."

"We've done is introduce DNA that encodes this mutant protein into cultured cells," Harris said. "And for the first time ever, we produced a prion molecule from scratch with some characteristics of the infectious form."

Implications for Alzheimer's disease

Harris also has expanded his research to include Alzheimer's disease, which is thought to be caused by infectious prion diseases despite being non-infectious. Leonard Berg, M.D., professor of neurology and former director of the Alzheimer's Disease Research Center at the medical school, and other colleagues say Harris readily applies his extensive knowledge of cell biology to this area as well.

"Harris is very thorough, with a very inquiring mind. He often challenges scientists in other fields to look at their work in a different way," Berg said.

Harris shares his open-minded, systematic approach to science with an international array of professional fellows in his laboratory. Sylvain Lehmann, M.D., Ph.D., a former fellow who is an investigator at the French national biomedical research agency, Inserm, said: "I'm now trying to run a prion research group as well as Harris does. He is always open to new ideas and can change his strategy and focus rapidly, if needed.

In his spare time, Harris listens to classical and jazz music, and reads widely, including novels, short stories and non-fiction works. He also enjoys spending time with his family — son Josh, 12, daughter Rachel, 8, and his wife, Monica Ulman.
Exhibitions

“Alberta Meta: [process] [material] [design].” Through Feb. 15, Givens Hall, 9:31-6260.

“Art of the ‘80s: Modern to Postmodern.” Through April 15, Gallery of Art, upper gallery, 935-4523.


Selections from the Washington University Art Collection. Gallery of Art, lower galleries, 935-4523.

Lectures

Thursday, Feb. 12

2 p.m. Note: Seminar.


Thursday, Feb. 19

7 p.m. Arts & Sciences performance. A Musical Conversation.” (See story on page 7.)

Friday, Feb. 20

8 a.m. number Chair of WU with SLU Choral concert. Music from the Renaissance to 20th Century. Graham Chapel, 935-4461.

Saturday, Feb. 14


Sunday, Feb. 15

12:30 p.m. Cancer Center Student Center Newman Lecture Series. “The Faith of a Sicilian.” (See story on page 6.)

Monday, Feb. 16

8 p.m. Brown Bag Seminar Series. “Does Entrepreneurship Pay?” (See story on page 7.)


Tuesday, Feb. 17


Wednesday, Feb. 18


Wednesday, Feb. 19


Thursday, Feb. 10


Saturday, Feb. 21


Performances

Friday, Feb. 13

9 p.m. OPATIONS! Series performance. “Un Coeur en Hiver” (1992). Room 7:45 p.m. French and Francophone Film Series. (See story on page 5.)

8 p.m. Performing arts dept. production. “Savage in Limbo.” (Also Feb. 14, 19, 20 and 21, 7:30 p.m.). (See story on page 5.)

Saturday, Feb. 14


Tuesdays, Wednesdays, Thursdays

3 p.m. Noon. Mathematics Analysis Seminar. “VQCD and Experiment Determine Vc.” (See story on page 6.)


Monday, Feb. 16


Thursday, Feb. 19


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Monday, Feb. 16

Historically black colleges, universities topic of Assembly Series lecture Feb. 18

William Gray, former congress- man and now head of the United Negro College Fund (UNCF), will deliver the Council of Students of Arts and Sciences Lecture at 11 a.m. Wednesday, Feb. 18, as part of the Assembly Series. The lecture, titled "The Role of Historically Black Colleges and Universities," will be the first in a series of lectures and programs and services. In October 1995, The College Fund concluded its most ambitious capital drive, "CAMPAIGN 2000: An Investment in America's Future," which raised $280 million. Gray has been instrumental in the relocation of The College Fund's headquarters to the Washington, D.C., area and in the development of a new technology center to link UNCF offices and member colleges.

Eliot Trio presents 'A Musical Conversation'

Washington University's Eliot Trio, made up of three prominent St. Louis musicians, will present "A Musical Conversation" at 7 p.m. Thursday, Feb. 19, as part of the Assembly Series. The event, which has been instrumental in the relocation of The College Fund's headquarters to the Washington, D.C., area and in the development of a new technology center to link UNCF offices and member colleges, is free and open to the public.

The Eliot Trio consists of Seth Carlin, professor of music and director of the piano program in Arts and Sciences at the University, David Halen, concertmaster for the St. Louis Symphony Orchestra, and John Sant'Ambrogio, the orchestra's principal cellist. The trio will discuss and perform Maurice Ravel's 1914 "Piano Trio," the composer's only work in that genre and a classic among 20th-century works for piano trio.

The trio's Feb. 19 concert will replace a performance previously scheduled for March 15. For more information, call 935-5285.

Women make history

Women make history Running records fall athletics program, access the Bears' Web site at rescomp.wustl.edu/athletics.

Women's basketball tops Chicago

The second-ranked women's basketball team rolled through a historic week during which the Bears extended their winning streak to 11 games. Senior guard Amy Schweizer became the University's all-time leading women's basketball scorer in a 95-51 victory over MacMurray College Feb. 3 at the WU Field House. Schweizer, who scored 15 points in the game, has scored 1,379 points as the most prolific scorer in women's basketball history.

Current Record: 19-1 (9-0 UAA)

This Week: 6 p.m. (EST) Friday, Feb. 13, at Carnegie Mellon University (UAA), Pittsburgh, Pa.; 3 p.m. (EST) Sunday, Feb. 15, at Emory University (UAA), Atlanta, Ga.

Running records fall

Junior Claudine Rigaud posted an NCAA Division III automatic qualifying time and a pair of school records Saturday as the track and field teams competed at the Knox College Invitational. Rigaud placed second in the 55 meters in 7.27 seconds, breaking her own school record and registering an automatic qualifying time for the national meet. She won the 55-meter hurdles in 8.84 seconds and placed third in the 55-meter dash with a time of 6.51 seconds.

Junior Emily Richard also posted an automatic qualifying time in the 5,000 meters. This Week: 5 p.m. Saturday, Feb. 14, at Augustana College Invitational, Rock Island, Ill.

Women's tennis opens

Coming off its most successful season in school history, the women's tennis team opened its 1998 season over the weekend, competing at the Kittredge Invitational in Mallinckrodt Center. The tournament included members of Circus Flora's tumbling troupe, the St. Louis Archies, is recommended for children older than 6 who have some prior tumbling experience. Cost is $5.

‘Savage in Limbo’ probes life’s turmoil

The A.E. Hotchkiss Studio Theatre will be transformed into a Brown bar when the Department of Performing Arts and Sciences presents Joseph Patrick Stanley’s 1984 drama “Savage in Limbo” this weekend and next. Performances are at 8 p.m. Friday and Saturday, Feb. 13 and 14, and 2 p.m. Sunday, Feb. 15. They continue next weekend at 8 p.m. Feb. 20, 21 and 22. The A.E. Hotchkiss Studio Theatre is located in Mallinckrodt Center. “Savage in Limbo” tells the story of Denise Savage, a “wild-haired, strong, intelligent, determined, dissatisfied and scared” 32-year-old virgin who passes a tumultuous evening with four old acquaintances in a decrepit New York bar.

In many ways, this is just another Monday night at the bar,” said Director Annamaria Pileggi, a seventh-year artist in residence in the department. “The characters arrive in a state of transition and leave in a state of turmoil and transition. Though we’ve seen major events unfold in their lives, very little is actually resolved. Yet this is also a very hopeful play. I think that, for all the turmoil we’ve shown, the audience leaves with a renewed faith that these people will be able to survive whatever their futures hold in store.”

Tickets are $10 for the general public and $7 for senior citizens and University faculty, staff and students and are available at the Edison Theatre box office, 935-6543, and all MetroTix outlets, 534-1111. For more information, call 935-5858.
Cleopatra & Calliope: Dr. Margaret M. Olin Seminar Series

Washington University in St. Louis hosts a series of seminars by distinguished and accomplished guest speakers who discuss topics that tie in with public policy and families. The seminar series is sponsored by the Olin School of Business.

The next upcoming seminar will be held on Monday, March 7, from 12:30 to 1:30 p.m., in the Student Center Ballroom.

Talk: "The Dynamics of Social Change and Economic Development in the Western Black Volta River Region"

Speaker: Carl Banks, South Carolina State University

**Abstract:**

The seminar will focus on the dynamics of social change and economic development in the Western Black Volta River region. Dr. Banks will discuss the impact of globalization on local communities and the strategies they employ to adapt and thrive.

**Contact Information:**

For more information, please contact 368-9848 or mmpeters@wustl.edu.
Law students advance to national mock trial competition in March

The 1998 Midwest Regional champions — second-year law student Becky Hessel and the law school's 211-year-old legal team, composed of senior Megan Nettleton, 11th-year law student Stephen Palley — successfully conducted four two-and-a-half hour trials during the three-day competition. They will represent the law school at the national finals March 5-7 in San Antonio, Texas.

Team members said extensive practice — often several hours a day, five to six days a week — helped them clinch the regional title.

A second University team, composed of third-year law students Patrick Chavez, Melissa Masson and Michael McVane, made it to the final round of regional competition, placing third overall.

The regional competition tested students' advocacy skills and knowledge of both evidence and trial court procedures, as they present their cases before actual judges and members of the legal community.

A student-run organization co-chaired by third-year law student Reuben Johnson III and second-year student Kim Curran, helped administer this year's regional competition at the law school, held Jan. 29 through Feb. 1. The regional competition, coordinated by Yasko, consisted of 94 judges and evaluators and 125 witnesses and bailiffs — comprising faculty, staff, alumni and members of the local bench and bar.

Two law school alumni, who were themselves successful regional, national and regional champions, the Hon. David Mason (JD '83) and St. Louis lawyer Mark Rudder (JD '84), co-chaired the competition.

Student Kim Curran, helped administer the regional competition, coordinated by Yasko, consisted of 94 judges and evaluators and 125 witnesses and bailiffs — comprising faculty, staff, alumni and members of the local bench and bar.

Memorial set for poet John Nelson Morris

A memorial tribute to John Nelson Morris, Ph.D., a distinguished poet and professor emeritus of English in Arts and Sciences, will be held March 12, beginning at 4 p.m. at the Missouri School of Law and the law school's Regional Law Center.

The event, held at the Director's Guild of America, drew about 400 prospective students and their parents wanting to learn more about the University. Speakers included Chancellor Mark S. Wrighton; James E. McLeod, vice chancellor for students; John Nelson Morris; and Williams.

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Hilltop

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lunchroom line more quickly to opening

Primary responsibility is to assist with

Primary Coordinator 980210. Admissions and Development—Requirements associate's degree, minimum

Hilltop

Admissions Operations Manager 980201. Admissions Operations—Requirements; bachelor's degree or equivalent experience with budget development, management, and planning activities; strong interpersonal and organizational skills and abilities; ability to work effectively with people from diverse cultural backgrounds; attention to detail; ability to handle multiple projects simultaneously; ability to manage time and prioritization.

Contract and Grant Coordinator 980202. Admissions Operations—Requirements; bachelor's degree with successful experience managing grants and contracts. Experience in budget and financial planning. Excellent computer and interpersonal skills; strong organizational and project management skills; ability to work and communicate in a team setting. Additional knowledge of technologies related to grant and budget administration.

Admissions Operations Accountant 980203. Physiological—Requirements: bachelor's degree in business administration, accounting, or related academic discipline. Knowledge in Excel; excellent communication and organizational skills; ability to work and communicate in a team setting. Additional knowledge of technologies related to grant and budget administration. (Macs and PCs) and minicomputers use and programming of computers; systems management. Knowledge of computer systems management is helpful. Experience in technology management and implementation is helpful. Additional knowledge of technologies related to grant and budget administration. Additional knowledge of technologies related to grant and budget administration. Additional knowledge of technologies related to grant and budget administration.

Exhibits Manager 980207. Admissions Operations—Requirements: bachelor's degree in graphic design or related field. Candidate must be proficient in Adobe Creative Suite and have a working knowledge of HTML and CSS.

Residential College Director 980010. Advisory—Requirements: bachelor's degree in any academic discipline. Experience in college admissions. Knowledge of student development, conflict resolution, and leadership training and organizational skills. Knowledge of college student management. Experience in helping to develop programs and services for students. Knowledge of the residential college community. Knowledge in supervising a team. Experience in working with both students and staff.

Panel finds computer upgrade needs —from page 1

One thing is clear: improving student experience is key to attracting and retaining students. To support this goal, the University has invested in new technology across the campus, including learning management systems, virtual classrooms, and online advising tools. These investments have helped improve communication between faculty and students, as well as providing more opportunities for students to connect with one another and faculty.

In addition to technology improvements, the University has also focused on physical improvements to the campus. New buildings have been constructed, and existing buildings have been renovated to create spaces that are more conducive to learning and collaboration. Additionally, the University has made significant investments in sustainability efforts, including the use of renewable energy sources and the implementation of energy-efficient technologies.

Overall, the University's efforts to improve student experience have had a positive impact on the campus community. Students report feeling more connected to their institutions, and faculty report increased satisfaction with their work environments. As the University continues to invest in these areas, it is likely that we will see continued improvement in student experience.