Welcome to Mizzou:
An Introduction for New Faculty

August 11-13, 2010
Reynolds Alumni Center
# Contents

## August 11, 2010

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Office of Sponsored Program Administration Organizational Chart .......A–2

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</table>
Research Overview and Welcome

Slides........................................................................................................... B-1
The Research Ecosystem at MU

R.V. Duncan, Ph.D.
New Faculty Orientation
August 11, 2010

Concept / Outline

We plan, and we adapt to unexpected situations. In uncertain times the former is important for situational awareness, and the latter is important for operational survival. So let’s ask:
- What ecological constraints are we adapting to?
- How do we adapt more efficiently?
- How do we change these constraints to our favor?

Issues:
Resources
Innovation / Regulation Strategies
Regional Emergence
First, what is MU?...
Last year, University of Missouri Health Care admitted 20,260 patients, performed 19,222 surgeries, recorded 510,897 clinic visits and 42,995 emergency-center visits. MU is one of only six public universities in the country with medicine, veterinary medicine, law, engineering and agriculture all on one campus.

MU makes major investments in interdisciplinary research centers, such as the BLSC, MURR, Dalton, RBL, I²NM², and others. MU’s 2009 total budget was $1.8B
Total C&G Awards 2009

Externally awarded dollars (millions)

<table>
<thead>
<tr>
<th>Category</th>
<th>Dollars (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>150</td>
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<tr>
<td>IPS</td>
<td>86</td>
</tr>
<tr>
<td>SFA</td>
<td>200</td>
</tr>
<tr>
<td>Academic Enterprise</td>
<td>138</td>
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</tbody>
</table>

FY 2009 Total $574 million

‘Academic Enterprise’ includes Fee-for-service contracts to Units and facilities normally involved in Research & IPS
IPS = Instruction and Public Service
SFA = externally sponsored student financial aid

Unprecedented Research Growth

Based on data from the National Science Foundation, MU ranks No. 2 among all institutions in the Association of American Universities in growth of federal research funding from 1995 to 2005.

New Research + IPS Contract and Grant Awards in 2009 totaled $236M, up $70M over 2004 level.

MU attracts 73 percent of the federal research dollars flowing to Missouri’s public universities.

MU's total FY09 C&G funding is up by 11% over FY08, and up 38% over FY05
2009 Fall Enrollment

- Record enrollment of 31,314 (up 3.7%)
- Students represent every Missouri county, every state and 100+ countries
- Quality – 25.6 ACT (highest in 8 years)
  25% of freshmen come from top 10% of high school classes
- Retention – 85.3%
  (2nd highest in history)
- Graduation – 67.7%

Technology Commercialization

- Rapid growth in Intellectual Property Licensing Revenues, Disclosures, and Licensing Deals
- Licensing revenues grew from $4.7M in FY07 to $10.1M in FY09, representing a 600% ROI in 2009.
- Licensing revenues total almost $50M from nearly $1B in gross sales by companies that licensed MU technology
  - Missouri Life Sciences Business Incubator at MU
  - Dedicated in May, 2009
  - Jake Halliday, Executive Director
  - Almost full!
Change in Core Funding Sources

Core budget for on-campus teaching and support services

- 100% Core budget for on-campus teaching and support services
- 40%
- 60%
- 80%
- 70%
- 27%
- 39%
- 3%
- 7%

State Support Falls Short of Inflation

2001-10

- Inflation & Enrollment Adjusted
- Inflation Adjusted
- Actual Received

- 2010 shortfall: $130M
- Shortfall since 2001: $728M
**How Do We Adapt Better?**

Compete where it really counts -- against the coastal universities -- and not against each other.

There is a huge amount of funding in the Arts and Humanities, but it is mainly in the private sector. How do we prove our value?

Work together toward a comprehensive regional translational medicine and drug discovery effort that competes world-wide.

Yes we can!! How?...

**How Do We Adapt More Efficiently?**

Regionalism For Real! But we really mean it this time.

Shared Core Research Facilities
- Flow Cytometry with KU Med
- DNA sequencing with Wash U
- Missouri SU in Springfield, MO
- Truman SU in Kirksville, MO
- Transgenic technology USA-wide
- Project: Mizzou with industry

Regional Bioscience Computing
- CIO’s Meeting through KCALSI
- Frank Lee’s presentation
- MU’s IBM SUR Grant
Can We Change the Game?

Regulate where appropriate, Innovate where appropriate. C.D. Mote’s Point (2008): For every 1 engineering degree / 25 law degrees / 50 MBAs

Aggressively explore interesting science, especially if it doesn’t make sense. Michael Brooks, 13 Things That Don’t Make Sense

Develop art that reflects regional pride and natural beauty

Stay disruptively creative!

Let’s Work Together

Visit us online at research.missouri.edu

Rob Duncan, Ph.D.
Vice Chancellor for Research @ MU
(573) 882-9500
rvduncan@missouri.edu
Compliance and Ethics

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Research Compliance Personnel Directory .................. C-11
Campus IRB Frequently Asked Questions ..................... C-13
Animal Care and Use ................................................. C-19
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Exporting MU: More than Just the Mail! ....................... C-39
COMPLIANCE & ETHICS
Office of Research
Office of Compliance

http://research.missouri.edu/
web_research/compliance/index.html

Research Compliance Personnel

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Office of Research
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Jennifer P. May, J.D.
Compliance Officer
Office of Research
203 Jesse Hall
882-3841 FAX: 884=8371
MayJ@missouri.edu
Office of Research Compliance
Committees Contact Information

- **Institutional Review Boards**
  - Michele Kennett, JD, LLM, RN; 882-3182
    Director, Human Subjects Protections

- **Animal Care and Use Committee**
  - Sara Wolff; 884-6758
  - Holly Rice; 882-1746
    Coordinators, Institutional Animal Care and Use Committee

- **Conflict of Interest**

- **Embryonic Stem Cell Oversight**
  - Jennifer May; 882-3841
    Compliance Officer

Environmental Health and Safety
Committees Contact Information

- **Radiation Safety Committee**
  - Jack Crawford; 882-5032
    Radiation Safety Officer

- **Hazardous Materials Management Committee**
  - Ed King; 882-7018
  - Assistant Director, EH&S

- **Institutional Biosafety Committee**
  - Mary Reichel; 882-7923
  - Environmental Health Technician
Human Subjects Research
Institutional Review Board Functions

- Protect the rights and welfare of human subjects involved in research projects conducted at or sponsored by MU.
- Review, approve, require modification, or disapprove all research activities involving the use of human subjects.
- Approve changes in previously approved research.
- Provide continuing review for all research activities involving human subjects.
- Oversee HIPAA as it affects research.

Institutional Review Board (IRB)

- All research involving human subjects at MU must be approved by the IRB prior to initiation of the project.
- Any changes in the protocol, consent form, or survey instruments must be approved by the IRB.
- Applies regardless of funding source.
  - CRR 410.010
  - FWA
Definitions

- **Research**
  A systematic investigation, including research development, testing & evaluation, designed to develop or contribute to generalizable knowledge.

- **Human Subject**
  A living individual about whom an investigator (whether professional or student conducting research) obtains
  - Data through intervention or interaction with the individual
  - Identifiable private information

Health Sciences Institutional Review Board (HS IRB)

- Apply to the HS IRB if the PI is employed at any of the following:
  - School of Medicine
  - University Hospital and Clinics
  - Ellis Fischel Cancer Center
  - Rusk Rehabilitation Center
  - Truman Memorial Veterans Hospital
  - Charles & Josie Smith Sinclair School of Nursing
  - School of Health Professions
  - College of Veterinary Medicine
  - Missouri Institute of Mental Health
  - Missouri Rehabilitation Center
  - Columbia Regional Hospital
Health Sciences
Institutional Review Board (HS IRB)

☐ Apply to the HS IRB if any of the following apply:
  - The subject population includes patients (either in-patients or out-patients) in any of the institutions above.
  - The research involves physical stress to the subjects (e.g., exercise physiology projects).
  - The research involves any collection of human blood or tissue.
  - All other investigators must apply to the Campus IRB.

IRB Processes

☐ All investigators must obtain an Education & Training Certificate prior to IRB approval.

☐ The HS IRB and Campus IRB have somewhat different review processes and forms. General questions can be answered at our web pages:
  - http://research.missouri.edu/
  - web_research/compliance/human_subjects.html

☐ Internal and external funds cannot be released until approval, if required, has been given by the appropriate IRB.
IRB Contact Persons

Michele Kennett @ 882-3182
HS IRB
Betty Jo Wilson @ 882-3182
Campus IRB
Janelle Greening @ 882-9585

Animal Care and Use
General Policy

- MU policy is to foster the humane care and use of vertebrate animals in research and to adhere to applicable laws, standards, and policies.
- This is a product of AWA and PHS mandates.
- It is applicable to all vertebrate animals used in research or teaching (including rats, mice, birds).
- MU policy applies regardless of the funding source
  - CRR 400.020
Animal Care and Use - Structure

**Office of Research**
- Institutional Official (Dr. Rob Duncan)
- Research Compliance Officer (Dr. Rob Hall)

**Animal Care Quality Assurance (ACQA)**
- Dr. Bill Dale (Director)
  - 882-3681
  - WBC 106/107 in ASRC

**Office of Animal Resources (OAR)**
- Dr. Lon Dixon (Director)
  - 882-8485
  - East Campus Drive

Animal Care and Use
Getting Started…

- **Training**
  - Basic training is required.

- **Occupational Health & Safety Program**
  - Enrollment is required.

- **Protocol Application**
  - Must be approved by ACUC before ordering animals.
Conflict of Interest

- Two UM policies apply
  - 330.015 – General Policy
  - 420.030 – Conflict with Federal Grant Agencies
- Disclosures of potential conflicts required
- Review by Conflict-of-Interest Committee
- Annual Report of Consulting Activities via FAS
- Overseen by Deputy Chancellor

Research Integrity

- UM policy 420.010 applies
- New DHHS policy and procedures
- Definitions of research misconduct
  - Falsification, fabrication, or plagiarism
- Standing Committee on Research Responsibility
- Campus Research Integrity Officer
- Assurance with ORI—eligibility for federal funds
- PHS initiative in Responsible Conduct of Research
Export Controls

- Non-U.S. citizens/non-permanent residents affected
- Not new rules, but emphasized post-9/11
- Commerce, State and Treasury oversee.
- Commerce considering amendments to EAR
  - “Deemed exports”
  - “Fundamental Research Exclusion”
  - “Use of equipment”
- DoD has also proposed contract clauses

Export Controls

- Issues
  - Foreign travel
  - Foreign students, faculty, researchers
  - Services to foreign nationals
  - Export licenses
- Compliance Officer (Jennifer May) oversees Export Controls program
- Cf. Biological Safety program
  - Select Agent oversight through EHS
Classified Research

- Typically sponsored by federal government or by defense contractors
  - Institutional security clearance
  - Clearances for appropriate researchers
  - Some foreign nationals may be excluded

- Campus Facility Security Officer (Leon Hoffsette) oversees
  - Clearances and physical security

- May implicate overseas programs in embargoed locations
RESEARCH COMPLIANCE PERSONNEL
2010-2011
www.research.missouri.edu/complia

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Holly Rice
Coordinator, Institutional Animal Care and
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Welcome to Mizzou
RESEARCH COMPLIANCE PERSONNEL
2010-2011

www.research.missouri.edu/complia

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Michael Middleton, Deputy Chancellor

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**Hazardous Materials Management Committee Chair**
George Rottinghaus, PhD

**Institutional Biosafety Committee Chair**
Michael Rovetto, PhD

**Radiation Safety Committee Chair**
Silvia Jurisson, PhD

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John Ernst, CHP
Associate Director
ernstj@missouri.edu

**MURR Radiation Safety Committee Chair**
Gary Ehrhardt, PhD
1. **What activities are subject to IRB review?** The University of Missouri has determined that any activity meeting the Department of Health and Human Services definition of “human subject” and “research” will be subject to IRB review. Please contact the IRB to determine if your activities are subject to IRB review.
   a. **Research:** A systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalizable knowledge
   b. **Human Subject:** a living individual about whom an investigator (whether professional or student) conducting research obtains (1) data through intervention or interaction with the individual, or (2) identifiable private information.

2. **What human subject research activities are subject to the Health Sciences IRB review?**
   a. The Principal Investigator is employed at any of the following:
      - Children's Hospital
      - Ellis Fischel Cancer Center
      - Howard A. Rusk Rehabilitation Center
      - Missouri Rehabilitation Center
      - University Hospital and Clinics
      - Columbia Regional Hospital
      - School of Medicine
      - School of Health Professions
      - Charles and Josie Smith Sinclair School of Nursing
      - School of Veterinary Medicine
      - Harry S. Truman Memorial Veterans Hospital
      - Missouri Institute of Mental Health
      - Thompson Center for Autism and Neurodevelopment Disorders
   b. The subject population includes patients (either inpatients or outpatients) in any of the institutions listed above;
   c. The research involves physical stress to the subjects (e.g., exercise physiology projects);
   d. The research involves a delivered fetus or neonate;
   e. Research falling under VA or FDA regulations.
   f. Blood collection exceeding the amount qualifying for Expedited review.

3. **Where is the Campus IRB located?** The Campus IRB is located in 483 McReynolds Hall. The main telephone number is (573) 882-9585. The fax number is (573) 884-0663.

4. **What is your website?** [http://www.research.missouri.edu/cirb/index.htm](http://www.research.missouri.edu/cirb/index.htm)

**APPLICATION PROCESS**

5. **How do I submit an application for consideration?** Go to [http://irb.missouri.edu/eirb/](http://irb.missouri.edu/eirb/)

6. **How do I know which application to submit?** Once it has been determined to be human subject research, you should
   a. Contact our office for guidance.
b. Review and complete the Campus IRB Exempt Application to determine if you activities are Exempt.
c. If your activities are not Exempt, you will need to complete the Expedited/Full Board Application.

7. What documents do I need to upload with my application?
   a. Exempt Studies: Please upload all instruments and any other documentation so the IRB can make an accurate Exempt determination.
   b. Expedited or Full Board Studies: The Campus IRB will need to review all documents relevant to the research project proposed. The list may include, but is not limited to, survey instruments, focus group or interview questions, consent documents, recruitment materials, grant proposals, permission letters, etc.

8. Do you accept hard copies? No. The Campus IRB utilizes an automated online application process called “eIRB.” The system permits the IRB to review all information submitted by the investigator through the online system. http://irb.missouri.edu/eirb

9. How do I complete the educational training requirement? The Campus IRB is required to assure all key personnel receive education and training in human subject research prior to project review or approval. An investigator must complete human subjects training every two years by either successfully completing the online Campus IRB CITI Human Subject Training Program, attending a live presentation conducted by the Campus IRB, or comparable training certification at an approved institution.
   a. CITI TRAINING: The online training can be accessed at www.citiprogram.org
   b. LIVE TRAINING: Please contact the Campus IRB to schedule a live training session.

Re-certification Requirements
Certifications are valid for two years. The CITI refresher course will have to be completed if you wish to continue research activities.

10. What is the “level of review?” Proposed human subject research at the University of Missouri is reviewed in accordance with the federal regulations and Campus IRB policies at either the a) exempt b) expedited; or c) full board level.
   a. Exempt: The Campus IRB has a new EXEMPT Application. The new process permits the investigator to identify the category of exemption for their proposed activities, submit the application, and receive approval shortly thereafter.
   b. Expedited review means the activities must be reviewed by the chair or a designated voting member and not pose greater than minimal risk. Activities meeting this criterion must be categorized in accordance with regulatory guidelines for certain activities and subject to the requirements set forth in 45 CFR 46.
   c. Full Board review means the activities must be reviewed by the convened IRB board. The application must be submitted by the 1st of the month of the respective meeting. The application must be complete for review consideration.

   NOTE: Prisoner research and some activities involving children cannot be Exempt.

11. If I am a student, what is my advisor’s role in the application process? The advisor is responsible for monitoring the student during the research. The advisor will be required to complete the Education and Training requirements. The advisor must review/approve the application prior to its submission to the IRB. The advisor must 1) be listed on the IRB application; and 2) complete the Advisor Approval Form located under the IRB Forms link on
the “Main Menu.” The Campus IRB will not review an application submitted by a student investigator without a completed Advisor Approval Form.

12. **How can I check on the status of my Expedited or Full Board review?** To check the status of your application, you may contact our office or review the “eIRB” online system and go to: OPEN SAVED IRB PROJECT section of the main menu.

13. **What if I am experiencing technical problems with the online application?** Please complete a feedback form located at the web address below. (Copy the web address and place it in your browser):
https://www.research.missouri.edu/webapps/feedback/Default.php?module=Feedback&action=ProductFeedback&pid=2&personkey=&projectnum=&reviewkey=&formid= to alert the Office of Research Computer Analyst, who will contact you regarding resolution of the problem. The analyst will follow up with you and our office to resolve the matter. This link is also available on every page of the eIRB website. You may also contact the Campus IRB for assistance.

14. **I received IRB approval from another institution; do I need to reapply for approval at this institution?** The federal regulations require our institution to assure the safety of all human subjects involved in research projects at cooperative sites. However, the Campus IRB has the authority to review the previously approved IRB materials from the cooperative site and determine if it meets the standards set forth by our governing policies, procedures and regulations. If it meets our standards, we may rely on their approval.

15. **I would like to conduct a research project at another institution. What do I need to do?** You will need to contact their IRB to see if approval is required at their institution. If IRB approval is required, you will need to submit the approval to our office for Expedited and Full Board Studies prior to receiving full approval.

16. **What information will the IRB need from offsite co-investigators?** This will be determined on a case-by-case basis. Federal regulations require that our institution assures the safety of all human subjects involved in research projects at cooperative sites. The Campus IRB will need information regarding the key personnel involved at the cooperative site, and their role in the research process as it relates to the human subject participants.

17. **What elements are required to be included in the consent form?** The required elements of consent are listed on our website: http://research.missouri.edu/cirb/consent.htm. We also have a consent form template that may be helpful when developing your consent form.

18. **What documents do I need to upload for international research proposals?** As indicated previously, the federal regulations require that our institution assures the safety of all human subjects involved in research projects at cooperative sites. This requirement holds true for international research. For Expedited and Full Board Studies, the Campus IRB will need information regarding the key personnel, research methodology and its relationship to the human subject participants. The investigator should call a Campus IRB Compliance Specialist at (573) 882-9585 to discuss the proposal, recruitment and consent process, documentation, and any cultural issues that may impact the IRB process. If subjects are non-English speaking, translated documents must be uploaded to the IRB application in addition to the English versions.

19. **How long does approval take?** The approval process is determined on a case-by-case basis.
basis. Under normal circumstances, when an application is complete (add documentation provided), the Campus IRB makes every attempt to review applications as efficiently as possible. Typically, application turn-around-time is as follows:

a. Exempt Applications: 1 business day
b. Expedited application: 5-10 business days
c. Full board application: Meetings are held monthly

20. **How can I avoid submitting an incomplete application?** You may contact the Campus IRB office to make an appointment with a Compliance Specialist if you need assistance in understanding the IRB process and requirements. Also, answer every question in the application and upload all supportive documents to your Expedited/Full Board Application.

21. **The application inquires about whether a conflict of interest exists. What constitutes a conflict of interest?** A conflict of interest exists if a competing issue exists between anyone involved in the research project (i.e., this may include, but is not limited to, the researcher/any team member, the funding source, institution, subject, IRB board member) that could alter or impact the subject’s understanding of the participation agreement, willingness to participate, or the IRBs review/approval process. Examples may include financial, institutional, professional, or personal gains. The University of Missouri and Federal agencies have specific disclosure requirements for “Financial Conflicts of Interest.” Please contact the Campus IRB if you have a question regarding whether or not a conflict of interest exists.

22. **What if I have an urgent matter that needs immediate attention?** The Campus IRB office serves a large number of investigators and makes every attempt to efficiently meet the needs of the research community and to assure compliance. Please be advised that the best mode of communication for "urgent matters" is by TELEPHONE (573-882-9585) rather than email. Feel free to leave a message and our office will contact you as soon as possible. You may also feel free to stop by our office at 483 McReynolds Hall.

**CONTINUING REVIEW**

23. **What is a Continuing Review Status Report?** Federal regulations require an IRB to obtain a status report for all approved Expedited and Full Board research projects at least at a minimum of at least 12 months. It is the responsibility of the investigator to timely submit the report to the Campus IRB to avoid expiration. The Campus IRB will make an attempt to notify the investigator via a courteous reminder approximately 60 and 30 days prior to the approval expiration date, and requests that the report be submitted within 60 days to avoid expiration of approval. However, it is the responsibility of the investigator to take the appropriate steps to assure the IRB doesn’t lapse.

24. **Do I need to complete a Continuing Review Status Report if the IRB has determined my research is EXEMPT?** NO. Exempt projects must complete an abbreviated annual report to the IRB, but not a Continuing Review Status Report.

25. **My consent form was supplied with my original application, why do I need to upload it with my Continuing Review Status Report?** If the investigator proposes to continue to collect data, they must submit a copy of the current Informed Consent document so that it can be compared with the one previously approved.
26. **If I want to close or withdraw my project, what do I complete?** You will be required to submit the Completion/Withdrawal Report.

27. **What if a subject complains or requests to withdraw from the study?** Please contact the IRB for subject complaints to determine if further information is required. Also, complete the relevant information on the Continuing Review Status Report report along with a detailed explanation of the nature of the complaint or reason for withdrawal. If you have the complaint in writing, please upload a copy with the report.

**MODIFICATIONS**

28. **What do I do if I want to modify my study?**
   a. **Exempt Studies:** Submit the Exempt Amendment Form.
   b. **Expedited or Full Board Studies:** Submit the Amendment Application and supportive documents. The Campus IRB must review and approve ALL changes to research projects PRIOR to implementation to assess the risk to the subjects.

29. **What form do I complete if I want to add or remove someone from the project?** Complete the Project Personnel Change form.

30. **What form do I complete if I just want to add a research site to the project?** Complete the Site Additions form and upload the corresponding permission letter.

**ADVERSE EVENTS**

31. **What is an adverse event?** This is an “unexpected” event. Adverse events are unforeseeable outcomes that arise during the course of the research process.

32. **What should I do if an adverse event occurs?** If an adverse event occurs, the investigator should take every precaution necessary to assure the safety of the human subject participant and then immediately contact the Campus IRB for further directives and complete the “Event Report” located under the “IRB Forms” link on the main menu.

**UNANTICIPATED PROBLEMS**

33. **What is an unanticipated problem?** Any information, event, or activity that at the time of its occurrence is either (1) unexpected; or (2) unforeseeable based on the information that was proposed or previously provided to the IRB.

34. **What should I do if an unanticipated problem occurs?** If an unanticipated problem occurs, the investigator should take every precaution necessary to assure the safety of the human subject participant and then immediately contact the Campus IRB for further directives and complete the “Event Report” located under the “IRB Forms” link on the main menu.
35. What is noncompliance? This involves any research activity that is “not in conformance” with the federal regulations or internal policies governing human subject research. The Campus IRB considers a breach of compliance as one of the areas of highest risk to subject participants.

36. What should I do if I suspect a breach of compliance involving a human subject? Contact the Campus IRB immediately at (573) 882-9585.

37. What is the IRB process for the noncompliance? Each case is reviewed independently. The investigator shall notify the Campus IRB and complete the Compliance Breach Report. The investigator will be notified of directives on how to proceed. The investigator may be required to STOP all research immediately.

38. What if a researcher has a concern or question about the IRB process? The Campus IRB has an open door policy. Investigators are free to stop by the office to ask questions, or submit email inquiries or concerns. The office hours are open 8-5pm Monday through Friday to receive telephone calls. Summer hours are 7:30-4pm. It is the policy of the Campus IRB to provide the investigator with an opportunity to address concerns about the IRB process by also addressing anonymous complaints.

39. Are there special procedures required to address complaints or concerns? YES.
   a. The Informed Consent process MUST provide prospective participants with contact information for a research team in the event they want to ask questions and voice concerns or complaints to the investigator.
   b. The Informed Consent process MUST also provide prospective participants with contact information for the Campus IRB, as a person independent of the research team, in the event the research staff can’t be reached; or the participant wishes to speak with someone other than the research team about question/concern/or complaints about the research team.

40. What if a research participant has a complaint or concern about the research process? The investigator shall make every attempt to mitigate the circumstances and address the subjects concerns immediately. The Campus IRB offers outreach opportunities to participants to facilitate the understanding of the IRB process. The researcher may guide the subject to the Campus IRB website for general inquiry questions. Concerns that rise to the level of a complaint are deserving of more immediate attention and resolution. The Campus IRB requires the researcher to make every attempt to address the subjects concern. The subject may complete a “Complaint, Comment or Concerns Form” (located on the website) and submit it to the Campus IRB.
POLICY
The University of Missouri policy on the care and use of animals is a product of the Animal Welfare Act and Public Health Service mandates. MU’s policy is to foster the humane care and use of vertebrate animals in research and teaching, and to adhere to applicable laws, principles, standards, guidelines and policies affecting such care and use. This policy applies in all situations and activities of the University where vertebrate animals are used in research, instruction or other activities regardless of the source(s) of financial support. It applies equally whether the supporting funds are from outside or from within the University, whether separately budgeted or unbudgeted.

The complete MU policy on the Care and Use of Vertebrate Animals as Subjects in Research and Teaching may be accessed via the Animal Care Quality Assurance (ACQA) homepage at http://www.research.missouri.edu/acqa/.

STRUCTURE
The Office of Research and the Vice Chancellor for Research promote open communication and cooperation among MU units and individuals involved in animal care and use, and they strive to ensure a clear, visible chain of authority for the program. There are two administrative offices that participate in oversight of animal care at MU:

Animal Care Quality Assurance (ACQA) Office
Primary contact: Dr. Bill Dale, Director; 882-3681; dalew@missouri.edu; 107 WBC, Animal Sciences Research Center

Responsibilities of the ACQA office are:
- to assure campus-wide compliance with applicable federal and state laws regarding the use of animals in research and teaching
- to develop and deliver training programs for the MU campus
- to administer and assist MU's Animal Care and Use Committee in the performance of their duties

Office of Animal Resources (OAR)
Primary contact: Dr. Lon Dixon, Director; 882-8485; dixonl@health.missouri.edu; 1720 East Campus Loop

Responsibilities of the OAR office are:
- to coordinate maintenance of AAALAC accreditation and provide advice on animal resources and care
- to develop animal care policies, provide veterinary care, and oversee business practices
- to coordinate repairs, renovations, and preparation of facility improvement grants for all facilities

A flow-diagram illustrating the overall structure for animal care and use at MU is provided on the following page.
The ACQA office provides training for all animal users. All MU employees who work with animals are required to complete the web-based training module entitled Basic Training in Animal Care and Use. Re-training is required every three years and this is accomplished by completing the web module titled Continuing Education Program in Animal Care and Use. Both training modules can be accessed through the ACQA homepage at <http://www.research.missouri.edu/acqa/>. Also, if survival surgery is performed, it is required that personnel complete the training module titled Introductory Training Program in Animal Surgery that is found at the ACQA website. Finally, the ACQA office in conjunction with veterinarians and technical personnel from the Office of Animal Resources offer optional rat and mouse handling and technique workshops on a regular basis. Pre-registration is required and registration forms can be found on the ACQA website.

An occupational health and safety program for personnel who work with animals promotes a safe workplace and is required by Public Health Service Policy. Every MU employee (faculty, staff, students, volunteers and visitors) who works with vertebrate animals, or animal tissues, fluids, secretions, and/or excretions, or who handles contaminated caging and related equipment must enroll in the program. The employee’s supervisor initiates program enrollment by submission of a Hazard Evaluation Form that is available at the Office of Environmental Health and Safety website (<http://ehs.missouri.edu/bio/ohsp.html>).

The membership of MU’s Animal Care and Use Committee meets the requirements of both the Animal Welfare Act Regulations and Public Health Service Policy. Currently, there are 13 full-members including 2 non-affiliated members, 2 non-scientist members, and MU’s Attending Veterinarian (Dr. Lon Dixon, OAR Director). Other committee members are faculty scientists who represent the various schools and colleges across the MU campus. Representatives from the ACUC make semiannual inspections of all animal housing facilities and use areas (i.e., laboratories) as required by federal law. Reports on the inspections and evaluation of the facilities are filed with the Associate Vice Chancellor for Research who serves as the Institutional Official. The ACUC will make recommendations in their reports concerning deficiencies, with a timetable for corrections, to the Institutional Official.
**ANIMAL PROTOCOL APPLICATION**

**Primary contact:** Ms. Sara M. Wolff, ACUC Coordinator; 884-6758; WolffSM@missouri.edu; WBC 106, ASRC

**Application:** Animal use protocol applications are submitted and processed electronically using the Topaz system. Contact the ACQA office (882-1746) for help in getting started using Topaz.

**Form help:** The ACQA office will be happy to provide help in completing the application form.

**Turnaround time:** Approval of a protocol takes ~3 weeks following submission depending upon the complexity of the application. Please contact Sara Wolff (884-6758), Holly Rice (882-1746) or Bill Dale (882-3681) in the ACQA office if you have specific deadlines that must be addressed.
Environmental Health and Safety
New Faculty Orientation
August 2010

EHS provides leadership in working with the campus community to provide a safe and healthful environment.

- Phone: 882-7018
- Fax: 882-7940
- email: ehs@missouri.edu
- Web site: http://ehs.missouri.edu
Welcome to Mizzou

Environmental Health and Safety
http://ehs.missouri.edu

Environmental Health and Safety Administration

- Peter Ashbrook, Director
- Jack Crawford, Assistant Director EHS, Radiation Safety Section
- Todd Houts, Assistant Director EHS, Environmental Management Section
- Roger Riddlemoser, Assistant Director EHS, Biological Safety Section
- Dennis Elmore, Manager, Industrial Hygiene/Occupational Health Section
- Rebecca Bergfield, Training and Development Coordinator, Training and Administrative Support Section
Environmental Health and Safety Organization

- Biological Safety
- Environmental Management
  - Hazardous Material Services
  - Environmental Compliance Services
- Radiation Safety
  - Laser and Radiofrequency Safety
- Industrial Hygiene/Occupational Safety
  - Occupational Safety
  - Fire, Asbestos, PPE, and Hazard Assessments
- Training and Administrative Support

Emergency Response

- Regular Business Hours: 882-7018
- After Hours, on Weekends, or Holidays call MU Police: 882-7201
- In case of fire, explosion, injury, or medical emergency: 911
Safety Orientation

- EHS has created an on-line Safety Orientation for all University employees.
- Please take this as soon as convenient. Your participation will be registered at EHS.
- The class can be found at http://ehs.missouri.edu/train/online/safety-orientation/

Security Issues

- Regulatory agencies continue to be very concerned with security issues.
- Special security requirements apply to radioactive materials, select (biological) agents, and some chemical materials.
- EHS expects that there will be additional security requirements for persons working with these materials.
Security Issues
Radiation Safety

- All radioactive materials must be secured or directly supervised by a person who understands that they are responsible for security of the material.

Security Issues
Environmental Management and Biological Safety

- Use the same discretionary approach to security issues when dealing with hazardous (chemical) and biohazardous materials.
Regulatory Agencies

EHS serves as the campus liaison with these regulatory agencies:
- Centers for Disease Control and Prevention (CDC)
- Department of Transportation (DOT)
- Department of Homeland Security (DHS)
- Environmental Protection Agency (EPA)
- Food and Drug Administration (FDA)
- Missouri Department of Health and Senior Services (DHSS)
- Missouri Department of Natural Resources (DNR)
- Nuclear Regulatory Commission (NRC)
- National Institutes of Health (NIH)
- United States Department of Agriculture (USDA)

Safety and Environmental Certifications

- Some funding agencies require safety and/or environmental certifications.
- EHS provides these.
- EHS needs an abstract, title, and the name of the Principal Investigator.
- We request one week’s notice, but try to turn around requests within 24 hours.
Radiation Safety

- Program is overseen by Radiation Safety Committee and executed by the Radiation Safety Officer (Jack Crawford)
- EHS has developed a Radiation Safety Manual outlining policies and procedures [http://ehs.missouri.edu/rad/manuals/radsafety.pdf](http://ehs.missouri.edu/rad/manuals/radsafety.pdf)
- All Principal Investigators who plan to use radioactive materials must register as Authorized Users (AU) of radioactive materials, or conduct work under a previously approved AU as an approved radiation worker.

Radiation Safety

- All radiation workers must be trained.
- All purchases must be approved by EHS, shipped to the Radiation Safety office, and then be delivered by our office.
- All AU's must understand the contents of the Radiation Safety Manual which include
  - Safe handling of radioisotopes
  - Spill preparedness and response
  - How to dispose of wastes
  - Restrictions on transportation
  - Security of radioisotopes
Radiation Safety
Becoming an Authorized User (AU)

- On the web go to http://ehs.missouri.edu/rad/forms.html
- Fill out application; send to EHS.
- An EHS Health Physicist will communicate with you and review your application.
- AU status is granted based on approval by the Radiation Safety Committee.
- All new AUs need 20 hours of radiation safety training, unless previous experience and training has been evaluated and approved.

Radiation Safety
Laser Safety

- All class 3B and Class 4 lasers must be registered with the Radiation Safety office.
- Class 3B and 4 users must complete MU specific laser training prior to use.
- Contact the Laser Safety Officer (Jack Crawford) at EHS for more details
Environmental Management
Hazardous Materials Program Structure

- Hazardous Materials Management Committee provides policy guidance.
- All Principal Investigators who plan to use and/or store hazardous chemical materials must register as a Registered User (RU) or conduct work under a previously approved RU as an approved chemical worker.

Environmental Management
Hazardous Material Program Elements

- Registered Users are responsible for safety and regulatory compliance.
- Procedures for disposal of unwanted materials.
- EHS monitoring program to assist with safety and regulatory compliance.
- Spill preparedness and response.
Environmental Management
What is a Registered User (RU)?

- Registered User (RU): Principal Investigators or Supervisors, who have primary responsibility for campus locations where hazardous chemical materials are used.

Environmental Management
Becoming a Registered User

1. Follow the process on the Registered User home page:
   http://ehs.missouri.edu/haz/registered-user.html
2. EHS will arrange an on-site visit to discuss the Hazardous Materials program at MU with specific attention to your work.
3. You must identify and maintain a list of trained Chemical Workers. Training schedule and on-line registration available at:
   http://ehs.missouri.edu/train/index.html
Environmental Management
Mercury Reduction Program

- Since 1999 EHS has actively worked with RU’s to identify and replace as much mercury as possible on campus.
- Please do not purchase mercury containing material without first contacting EHS
- If you have mercury or mercury-containing equipment, contact EHS to discuss our replacement program.

Environmental Management
Transportation (DOT) Issues

- There are complex regulations for transportation of hazardous materials (including Dry Ice and the return of purchased chemicals back to the supplier).
- Contact EHS if shipping, transferring, or transporting potentially hazardous materials via outside carriers, over city roads, or between buildings on campus.
- Complete information is available at http://ehs.missouri.edu/haz/shipping.html
Biological Safety Program Elements

- Biosafety Manual:
  http://ehs.missouri.edu/bio/manuals/biosafety.pdf
- Institutional Biosafety Committee
- rDNA Subcommittee
- Biohazard Subcommittee
- Occupational Health and Safety Program for Animal Care Personnel (OHSP)
- Select Agents and Toxins
- Biohazard Emergency Preparedness
- Biohazard Waste Disposal

Biological Safety Recombinant DNA, BSL2 & BSL3

- Research must be authorized by the Institutional Biosafety Committee.
- All research must be tracked.
- Fill out a Institutional Biosafety Committee Application and submit to EHS.
  http://ehs.missouri.edu/bio/forms/bio-material.doc
Biological Safety
Occupational Health and Safety Program (OHSP) for Animal Care Workers

- All persons with animal exposure (contact with animals or animal materials such as tissues, arthropods, diagnostic samples, etc.) must be registered under the OHSP.

- OHSP also serves persons with Bloodborne Pathogens exposure (contact with human blood, tissues, or cell lines).

- Program requirements and the necessary forms can be found at http://ehs.missouri.edu/bio/ohsp.html.
Industrial Hygiene/Occupational Safety
Personal Protective Equipment (PPE) - Safety Glasses

- Non-Prescription Safety Glasses
  - Talk to your supervisor.
  - These are commonly available from online vendors. (e.g. Lab Safety Supply or Fisher Scientific)
  - Contact EHS if you have immediate needs or questions.

- Prescription Safety Glasses
  - Contact your supervisor.
  - Get an Essilor Order Form from your Department Contact.
  - Get your prescription.
  - Go to University Optical and place your Order.
  - Be prepared to make a co-pay at the time of your order. The department pays a portion of the expense.
Industrial Hygiene/Occupational Safety
PPE - Safety Glasses

- University Optical
  - 1 Hospital Drive
    (In main level of University Hospital)
  - 884-7710
  - http://ehs.missouri.edu/ppe/safety-glasses.html

Other PPE

- Faculty and staff working with hazardous materials or in hazardous situations may need specific PPE such as gloves or safety shoes.
- Contact EHS Industrial Hygiene/ Occupational Safety section for an on-site hazard assessment and recommendations.
Industrial Hygiene/Occupational Safety
Other Programs and Services

- Occupational Safety
- Fire Safety training and inspections
- Ergonomics (office and laboratory)
- Indoor Air Quality
- Other Health and Safety issues

Training

- EHS offers training courses in several areas and will design classes to fit your needs.
  - Contact the Training Coordinator
- Examples: Defensive Driving, CPR/First Aid, Ergonomics, Laboratory Safety, Office Safety, and many others.
- More information and a schedule of upcoming classes can be found at http://ehs.missouri.edu/train/index.html
EXPORTING MU: MORE THAN JUST THE MAIL!

The U.S. Government regulates the distribution of strategically important products, services and information to foreign nationals and foreign countries for reasons of foreign policy and national security under rules collectively called “Export Controls.” But what does that mean for you and your work at MU? This information will help you determine what areas may involve the application of Export Control regulations and how to get help in maintaining compliance.

WHAT IS AN “EXPORT” ANYWAY?

The U.S. Government defines an “export” much more broadly than just a package heading out in the mail. An “export” is “the transfer of controlled technology, information, equipment, software or services to a foreign person in the U.S. or abroad by any means.” For example, an export could include an actual shipment outside the U.S., a visual inspection in or outside the U.S., or a written or oral disclosure of controlled information. The bottom line is: Export Control regulations apply to ALL activities, Not just sponsored research!

Thankfully, there is no effect on the majority of university research and activities; however there is a potential impact on:
- Ability of foreign students to participate in research involving an export-controlled technology/items
- Ability to provide services (including training on export-controlled equipment) to foreign nationals
- Ability to send export-controlled equipment/items to foreign countries

The Million-Dollar Conversation

In addition to working with and shipping certain pieces of equipment, federal laws also regulate the transfer of controlled technical information by any method to a foreign national in the U.S. or abroad. Such transfer is “deemed” to be an export to that individual’s country of citizenship and, depending on the technology discussed and the country involved, a license may be required prior to that conversation. This is called the “Deemed Export” rule.

Methods of transfer include, but are not limited to, a fax, telephone discussions, e-mail communications, computer data disclosure, face-to-face discussions, training sessions, or tours which involve visual inspections.

To avoid a major fine (potentially up to $1 million!), an exclusion, exemption or exception to the requirement for a license must be available. The one most often employed in the academic setting is the Fundamental Research Exclusion, which generally states:

   No license is required to disclose to foreign nationals information which is “published and which is generally accessible or available to the public [through, for example] fundamental research in science and engineering at universities where the resulting information is ordinarily published and shared broadly in the scientific community.”
EXPORTING MU: MORE THAN JUST THE MAIL!

However, it is important to remember that the provision of “things” (e.g. tangible items) and “services” (e.g. training) are not included under this exclusion and thereby may still require a license when controlled items or information is involved. Also, to maintain our ability to invoke this exclusion, MU cannot accept any contract clause that forbids the participation of foreign nationals, gives the sponsor a right to approve publications resulting from the research, or otherwise operates to restrict participation in research and/or access to and disclosure of research results. Finally, “side deals” between an investigator and sponsor not only violate University policy but also eliminate our ability to use the Fundamental Research Exclusion.

So how do I know if I need a license? (a.k.a. Red Flags)

Ask yourself the following questions:

1) Does your work involve:
   a. Shipping materials to a foreign country?
   b. Collaborating with foreign colleagues in foreign countries?
   c. Training foreign nationals in using research materials?
   d. Working with a country subject to a U.S. boycott?

2) Is the “Request for Proposals” marked “Export Controlled”?

3) Is the sponsor demanding pre-approval rights over publications or the participation of foreign national persons?

If the answer is yes (or “I’m not sure.”) to any of the above questions, a determination needs to be made as to the application of Export Control regulations to your work.

Where can I get help?

The Office of Export Controls Compliance is available to assist with any questions regarding the application of Export Control regulations to your work. Additionally, we are happy to provide educational information for you, your staff and faculty. Please contact Jennifer May, Chief, Export Controls Compliance, for more information.

Phone: 882-3841   Fax: 884-8371   Email: mayj@missouri.edu

Additional MU Export Control information, along with a detailed “Decision Tree,” is available on the web at the following address:

http://www.research.missouri.edu/complia/export.htm
Office of Undergraduate Research

150 Bond Life Sciences Center
undergradresearch.missouri.edu ~ 882-5979

Office of Undergraduate Research Staff

- Dr. Linda Blockus, Director
  BlockusL@missouri.edu
- Brian Booton, Program Coordinator
  BootonB@missouri.edu
- Pam Monroe, Admin. Asst.
  MonroeP@missouri.edu
- Angela Wilson, Graduate Asst.

Funded Undergraduate Research Programs 2010-2011

- College of Agriculture, Food, and Natural Resources On-campus Research Internship Program
- College of Arts & Science Undergraduate Research Mentorship Program
- College of Engineering Undergraduate Research Option
- Honors College Discovery Fellowship Program
- Life Sciences Undergraduate Research Opportunity Program
- McNair Scholars Program
- NSF Math Life Sciences PRiSM Program
- Freshman Research in Plant Sciences (FRiPS)
- Missouri Space Grant Consortium (in conjunction with NASA)
- NIH Exposure to Research for Science Students (EXPRESS) Program
- School of Health Professions Undergraduate Research Assistantship Fund
- Sinclair School of Nursing Research Fellowship Program
- Thompson Center Undergraduate Research Opportunity Program
- Undergraduate Mentoring in Environmental Biology
- HHMI Research Apprentices
- HHMI Research Fellows

Take-Home Message: There are a lot of different (but specific) programs for undergrads.
How Do I Get Involved?

- Identify how students can fit into your research
- Find students to work with you
- Clarify student’s role
- Explore funding sources
- Give us student stories to profile and highlight
- Encourage your undergraduate researchers to participate in the Undergraduate Research and Creative Achievements Forum
- Encourage your colleagues to include undergraduates in their research projects
- Visit our web site
  - undergradresearch.missouri.edu
  - Faculty FAQs on web site
  - Post a job/research opportunity
- Talk to us!

What We Can Do for You…

- Highlight students working with you
- Provide supporting letters for grant applications
- Provide text sections or budget recommendations to incorporate undergraduate research in grant applications
- Collaborate on research opportunities or on other ideas
- Job postings on our website!
2010 Undergrad Research Forums

- Spring: April 26
  - Abstract Due: March 15
- Summer: July 29
  - Abstract Due: July 20
Internal Funding Programs

Slides............................................................................................................. E-1

2009–2010 Internal Funding Deadlines ....................................................... E-12

2009–2010 Internal Funding Links ............................................................... E-13

UM Research Board Guidelines ............................................................... E-14
MU Internal Grants Programs: Grants, Fellowships, & Leaves

Melissa H. Baldwin
Office of Research
Melissa@missouri.edu
882-9500  FAX: 884-8371

Overview of Options

□ MU Campus – Office of Research
  ▪ Research Council committee programs
    o Faculty International Travel awards
    o Research Council grants
    o Research Leaves
    o Summer Research Fellowships
  ▪ PRIME Fund

□ UM System
  ▪ UM Research Board
Web Site Addresses

- **Internal Funding Home Page**
  http://www.research.missouri.edu/funding/internal.htm
- **eFunding**
  https://www.research.missouri.edu/efunding/

Faculty International Travel Grants

- **Purpose and Requirements**
  - Provide partial support for travel outside the US to participate in professional research meetings, give performances, hold exhibitions, etc.
  - Presentation invited or highly selective, or the presenter will play a MAJOR role in conference
  - Meeting important in advancement of career
  - Conference truly international in scope

- **Application Timeframe**
  - May apply before or after the meeting
Faculty International Travel Grants

- **Eligibility**
  - Tenure-track faculty who have not been awarded this grant in the past 24 months

- **Deadlines**
  - September 1, 2010, April 4, 2011

- **Type of Travel Support**
  - Maximum award is $1,500
  - Support is for airfare, lodging, transportation, and meals

Research Council Grants

- **Purpose**
  - Assist initiation of new projects
  - Provide “seed” funds that will lead to applications for external funding
  - In disciplines where external funding is difficult to obtain, cover costs of research projects

- **Preference**
  - Faculty who have not received Council Funding in past five years
Research Council Grants

- **Eligibility**
  - All faculty, Assistant Professor and above who do not have an active Research Council grant or who have not received 3 in the past 5 years

- **Deadlines**

- **Support Level**
  - Small Grant (up to $1,000)
  - Large Grant ($1,000-$7,500)

Research Leave

- **Purpose & Requirements**
  - Provide teaching replacement funds for one or two semesters and research related companion funding

- **Eligibility**
  - Tenure-track faculty (non-tenure track ranked research faculty in special cases) who have not received two Research Leaves and/or Development Leaves in the past five years
  - Research Leave is not usually granted to faculty who have not received tenure prior to the requested start of the leave

- **Support Level**
  - Teaching replacement
Research Leave

- **Deadline**
  - October 1, 2010 for 2011-2012 academic year

- **Review Process**
  - Council seeks to identify and support the most worthy applications, regardless of discipline. The Council gives preference to applications from faculty who have not received a Research or Development Leave in the last five years.

Summer Research Fellowships

- **Purpose & Requirements**
  - Dedicate a block of time during the summer to original, scholarly research that will produce publications or other creative accomplishments
  - Full-time commitment to project during this time

- **Preferences**
  - Junior faculty
  - Individuals who have not received a fellowship from this program in past year
Summer Fellowships

- **Eligibility**
  - Tenure-track faculty, 9-month appointment
  - Have not received more than the maximum Summer Research Fellowship award over any two consecutive summers

- **Deadline**
  - January 18, 2011

- **Support Level**
  - Typically $3,500 for four weeks or $7,000 for eight weeks

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Contact Information for Research Council Programs

- **Jim English, PhD**
  - Faculty Fellow, Office of Research
  - EnglishJ@missouri.edu
  - 882-9500  FAX: 884-8371

- **Melissa H. Baldwin**
  - Office of Research
  - Melissa@missouri.edu
  - 882-9500  FAX: 884-8371
PRIME Fund

- PRIME
  - Program for Research Infrastructure & Matching Expenses
- Intended to provide cost-sharing for
  - External research proposals
  - External instructional research proposals
- Eligibility
  - All faculty
- Deadline
  - Two weeks prior to external grant deadline

Support Level
- Typical award is in the range of $20,000-$100,000/year.
- PRIME request must be at or below 25% of the external budget.
- PRIME requests must be equal to or less than the amount requested from departments and/or divisions.

Review Process
- Evaluated by Vice Chancellor and Associate Vice Chancellor for Research
Contact Information for PRIME

- Robert V. Duncan, PhD  
  DuncanRV@missouri.edu  
  882-9500 FAX: 884-8371

- Melissa H. Baldwin  
  Melissa@missouri.edu  
  882-9500 FAX: 884-8371

Research Board Grants

- Four-Campus Program

- Mission: to enhance long-term quality/quantity of scholarship by meritorious projects
  - Help promising new faculty initiate research
  - Seed money to test new ideas & gather preliminary data before submitting external grant proposal
  - Support in fields where external funding is limited
  - Matching funds required by external sponsors
  - Provide bridging funds

- The GOAL is to leverage external funds by
  - Supporting promising new faculty
  - Funding of high-quality new initiatives of senior faculty
Research Board

- **Eligibility**
  - Tenure or tenure-track faculty may apply as primary applicants
  - Non-tenured/non-tenured track faculty may serve as co-applicants, or as primary applicants -- if they have previously been approved as eligible by the Research Board

- **Columbia Campus Deadlines**
  - Precede UM System deadlines
  - September 27, 2010
  - February 7, 2011

- **Types of Support**
  - Individual/collaborative projects or publication subventions: $3,000-$50,000
  - Special opportunities: typically >$50,000

- **Research Board Grants May Support**
  - Summer salary/GRA/GTA/technicians, equipment, travel to research sites ONLY, publication costs, and other research project expenses

- **Current Application System**
  - Faculty must create an account at the following website: https://www.umresearchboard.missouri.edu/login.aspx
Research Board

- **Review Committee**
  - More than 20 faculty from four UM campuses in five subcommittees:
    - Engineering
    - Humanities & Fine Arts
    - Life Sciences
    - Physical Sciences & Mathematics
    - Social & Behavioral Sciences

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**Most Common Problems with Submissions**

- **Budget**
  - Lack of justification, or excessive verbiage
  - Projected expenses not placed in correct categories
  - ONLY travel is allowed to research sites

- **Narrative does not cover requested information**

- **Normally, attachments/addendums are NOT allowable.**

- **Failure to submit required award reports prohibits new applications.**
Columbia Campus
Research Board Representative

- **Sue Scott**
  ScottSJ@missouri.edu
  205 Jesse Hall
  882-9574
## Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Deadlines</th>
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<tbody>
<tr>
<td><strong>Faculty International Travel</strong></td>
<td>September 1, 2010 &amp; April 4, 2011.</td>
</tr>
<tr>
<td><strong>Purpose:</strong> To provide partial support for travel to destinations outside the United States to participate in professional meeting, give performances, or hold exhibitions.</td>
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<tr>
<td><strong>Eligibility:</strong> Tenured and tenure-track faculty</td>
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<tr>
<td><strong>PRIME Fund</strong></td>
<td>Two Weeks Prior to External Grant Deadline</td>
</tr>
<tr>
<td><strong>Purpose:</strong> To provide cost-match monies to promote external research proposals for any expenses associated with research including instructional research.</td>
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<tr>
<td><strong>Eligibility:</strong> All faculty (regular and non-regular)</td>
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<tr>
<td><strong>Research Board</strong></td>
<td>Columbia Campus Deadlines: September 27, 2010 &amp; February 7, 2011</td>
</tr>
<tr>
<td><strong>Purpose:</strong> To enhance the long-term quality and quantity of scholarship throughout all of the University of Missouri campuses by supporting research and creative activity of regular faculty.</td>
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<tr>
<td><strong>Eligibility:</strong> Primary applicant must be regular (tenured or tenure-track) faculty. See the guidelines for application information about non-regular faculty.</td>
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<tr>
<td><strong>Submit:</strong> The Research Board application process is mostly an on-line submission. One completed copy of a printed proposal must be processed through your campus official’s office for signatures.</td>
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<tr>
<td><strong>Research Council</strong></td>
<td>September 1, 2010; November 1, 2010; February 1, 2011; &amp; April 4, 2011.</td>
</tr>
<tr>
<td><strong>Purpose:</strong> To support research, scholarship, and creative achievement. Support categories include, but are not limited to: personnel costs, equipment, travel, supplies and computing.</td>
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<tr>
<td><strong>Eligibility:</strong> Regular and non-regular faculty</td>
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<tr>
<td><strong>Research Leave</strong></td>
<td>October 1, 2010</td>
</tr>
<tr>
<td><strong>Purpose:</strong> To allow faculty to devote a specific period of time (no more than 12 months) to intensive research, free of their academic and/or administrative responsibilities.</td>
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<tr>
<td><strong>Eligibility:</strong> Tenured and tenure-track faculty</td>
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<tr>
<td><strong>Summer Research Fellowship</strong></td>
<td>January 18, 2011</td>
</tr>
<tr>
<td><strong>Purpose:</strong> To provide summer salary for original, scholarly research, and creative activities that will result in publications, exhibitions, and other scholarly and creative accomplishments.</td>
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<tr>
<td><strong>Eligibility:</strong> Tenured and tenure-track faculty, at the rank of Assistant Professor or above</td>
<td></td>
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</tbody>
</table>
**Faculty International Travel**

**Purpose:** To provide partial support for travel to destinations outside the United States to participate in professional meeting, give performances, or hold exhibitions.

**Eligibility:** Tenured and tenure-track faculty

**Guidelines and Electronic application (eFunding):**
http://research.missouri.edu/funding/researchcouncil.htm

**PRIME Fund**

**Purpose:** To provide cost-match monies to promote external research proposals for any expenses associated with research including instructional research.

**Eligibility:** All faculty (regular and non-regular)

**Guidelines and Electronic application (eFunding):**
http://research.missouri.edu/funding/prime.htm

**Research Board**

**Purpose:** To enhance the long-term quality and quantity of scholarship throughout all of the University of Missouri campuses by supporting research and creative activity of regular faculty.

**Eligibility:** Primary applicant must be regular (tenured or tenure-track) faculty. See the guidelines for application information about non-regular faculty.

**Submit:** The Research Board application process is mostly an on-line submission. One completed copy of a printed proposal must be processed through your campus official's office for signatures.

**Guidelines and Electronic application:** http://research.missouri.edu/funding/board.htm

**Research Council**

**Purpose:** To support research, scholarship, and creative achievement. Support categories include, but are not limited to: personnel costs, equipment, travel, supplies and computing.

**Eligibility:** Regular and non-regular faculty

**Guidelines and Electronic application (eFunding):**
http://research.missouri.edu/funding/researchcouncil.htm

**Research Leave**

**Purpose:** To allow faculty to devote a specific period of time (no more than 12 months) to intensive research, free of their academic and/or administrative responsibilities.

**Eligibility:** Tenured and tenure-track faculty

**Guidelines and Electronic application (eFunding):**
http://research.missouri.edu/funding/researchcouncil.htm

**Summer Research Fellowship**

**Purpose:** To provide summer salary for original, scholarly research, and creative activities that will result in publications, exhibitions, and other scholarly and creative accomplishments.

**Eligibility:** Tenured and tenure-track faculty, at the rank of Assistant Professor or above

**Guidelines and Electronic application (eFunding):**
http://research.missouri.edu/funding/researchcouncil.htm
Research Board Guidelines

Deadlines
- Oct. 4, 2010
- Feb. 14, 2011
  (Campus deadlines may be one week earlier!!)

Application Deadlines
The deadlines for the 2010-2011 academic year are listed below. Applications must be received by the designated campus official no later than 5 p.m. on the deadline date. Late submissions will be held for the next deadline.

Grant Application Receipt Deadlines
Oct. 4, 2010 and Feb. 14, 2011, CAMPUS RESEARCH OFFICES MAY HAVE AN EARLIER DEADLINE!!!

Research Board Meeting Dates
December 2010 and May 2011: dates to be determined

Research Board Members
Nahkle H. Asmar, Ph.D. (2009-2011)
Professor of Mathematics, UMC
Kevin Fritsche, Ph.D. (2009-2011)
Professor of Animal Sciences, UMC
Vellore Gopalaratnam, Ph.D. (2007-2011)
Professor of Civil and Environmental Engineering, UMC
Elizabeth Kellogg, Ph.D. (2009-2011)
Professor of Biology, UMSL
Kathleen V. Kilway, Ph.D. (2009-2011)
Professor of Chemistry, UMKC
Vijay Kumar, Ph.D. (2009-2011)
Professor of Computer Science/Electrical Engineering, UMKC
David Mandy, Ph.D. (2006-2010)
Professor of Economics, UMC
L. Marvin Overby, Ph.D. (2007-2011)
Professor of Political Science, UMC
Patricia G. Parker, Ph.D. (2007-2011)
Professor of Biology, UMSL
Kent Peaslee, Ph.D. (2008-2012)
Curators' Professor of Materials Science & Engineering
Anthony Persechini, Ph.D. (2009-2011)
Professor of Biological Sciences, UMKC
Richard B. Schwartz, Ph.D. (2009-2011)
Professor of English, UMC
A. Mark Smith, Ph.D. (2008-2012)
Curators' Professor of History, UMC
Timothy Trull, Ph.D. (2009-2011)
Professor of Psychological Sciences, UMC
Da-Ming Zhu, Ph.D. (2007-2011)
Professor of Physics, UMKC
General Guidelines
The University of Missouri research board consists of over 20 faculty members appointed by the president for two-year terms. Its mission is to enhance the long-term quality and quantity of scholarship throughout the university by supporting meritorious research projects.

The Goal is to leverage external funds by
- supporting promising new faculty
- funding of high quality new initiatives of senior faculty

This support is intended to:
- help promising new faculty initiate their research
- provide seed money to test new ideas in their preliminary stages before enough data have been gathered to submit a proposal for external funding
- provide modest resources for excellent scholarship in fields for which external support may be quite limited
- provide bridging funds, and
- for Special Opportunity Proposals, provide matching funds sometimes required by external sponsors.

The Board considers these key factors in the review of projects:
- quality of the proposed research or creative activity
- importance and probable impact the proposed work may have on the field
- potential of the project to obtain future external funding
- potential value for enhancing the stature of the university
- project design and procedures
- resources and environment available to carry out the project
- value for development of the applicant’s research potential and progress
- quality, productivity, and current research funding of the applicant, and
- budget appropriateness in terms of the project and the board’s resources, including consideration of need and availability of external support.

The Board has established programs for:
- individual or collaborative projects
- special opportunities and
- book publication subventions

No funds are set aside for specific programs or for specific types of proposals. Inter-departmental, inter-campus collaboration and new cross-disciplinary research initiatives are encouraged and may strengthen a proposal and serve as a positive factor in its evaluation. A commitment of partial support for a project from the campus, college or unit is not required, but it may be a positive factor in the review.

Awards are not renewable. The research board will not serve as a source of continuing support for specific projects or facilities. Awards normally are for a one-year period, but longer terms (up to a maximum of two years) are permitted if fully justified in the proposal.
The Board will NOT provide certain types of support. These include:

- faculty may not receive summer salary as PI and Co-PI from two active RB grants at the same time
- academic salaries for faculty on 9 or 11-month appointments
- student tuition or fees
- graduate research assistantship appointments for greater than 50 percent time
- stipends for graduate students not enrolled at the University during the academic year
- salaries for emeritus professors in excess of $10,000.
- travel to meetings and symposia, or to principal sabbatical leave destinations
- book publication subventions for non-refereed or commercial presses
- computer time or data ports on University computers
- dissertation preparation costs (copying, typing, binding)
- construction and remodeling of facilities, equipment maintenance costs
- indirect costs
- secretarial support
- general departmental supplies

Types of Support

Individual or Collaborative Projects

The range of awards is $3,000 to $50,000 for individual/collaborative projects or publication subventions. Proposals may request salaries for personnel who are integrally involved in performing the research or creative activity. These include:

- graduate research assistants
- postdoctoral associates
- visiting scholars
- undergraduate assistants
- technicians and
- special assistants.

Both the primary applicant and a co-applicant(s) are each eligible to receive one summer salary stipend. A summer stipend is limited to one summer during the project period. A summer stipend is allowed in the amount of 2/9 of the academic year salary, up to a maximum of $10,000. Two summer stipends for one individual are not allowed. Faculty, including non-tenure-track faculty, on 11/12-month appointment are **not eligible** for salary support (Postdocs are the exception).

Calculate fringe benefits at no more than 30 percent for benefit eligible employees; 0 percent for students; 8 percent for part time employees. Equipment, including multi-user equipment, supplies, costs associated with travel to research sites, and other justified research expenses may be requested.

Teaching replacement costs will be considered when there is a justified need for the applicant to be released from teaching during the academic year. With this support, recipients of any academic rank will be replaced by a teaching assistant or other qualified instructor. The maximum rate accepted by the Board is $5,000, **including benefits** per course, per semester. Arrangement for teaching replacement must be with the department chair. Normally requests should be for one semester. Requests exceeding two semesters will not be awarded. Teaching replacements are intended to meet the need for only limited amounts of release time. The Board will normally make such awards for projects that have reached a stage at which
concerted effort and relatively uninterrupted time is especially important. Teaching replacement costs will not be awarded unless a minimum of three years has elapsed since the end date of the last award.

Requests for other types of support will be considered if the request represents a critical research need or offers an important opportunity to promote scholarship and creativity. Some examples include:

- a special library acquisition might have important implications for a particular faculty research effort
- a workshop or conference might be needed to discuss an important new technology or to consolidate a substantial faculty group effort
- expenses associated with special performances and exhibitions may be needed in the arts.

These examples are intended to be illustrative, not all-inclusive. Applicants are encouraged to present and justify only their most critical needs, recognizing that the research board's resources are limited in relation to the needs for research support.

The Board will NOT supplement continuing externally funded projects, but it may provide funds to bridge a gap in external funding. Other types of support that are normally excluded are listed in the box above.

Special Opportunity Projects (Revised June 2010)

Although the UM research board has limited resources and has as its focus opportunities made available through Individual and Collaborative projects, the Board will consider Special Opportunity Proposals that have: a) outstanding promise for enhancing the quality, stature, and recognition of scholarship at the University of Missouri, and b) budgets higher than those typical of Individual and Collaborative Projects. Special Opportunity proposals must clearly demonstrate how research board support will be uniquely enabling, thereby allowing an opportunity that cannot otherwise be funded. The potential for leveraging additional investments (monetary or scholarly) and the commitment of matching support will be critical factors in evaluation of Special Opportunity proposals. Prospective applicants who have received a Special Opportunity award may apply again for a Special Opportunity project no sooner than one year from the official end date of the most recent award. Prior funding and outcomes derived from the previous Special Opportunity project will be considered when reviewing the application.

As examples, special opportunities applications may involve:

- a high-risk proposal involving multiple campuses or investigators that could lead to a large pay-off in the future
- a workshop or conference to outline a new area of scholarship or research
- matching funds to purchase uniquely enabling major equipment that would improve research productivity or expand research into important new areas
- sponsorship of an international chamber music festival for which a strong case for the "investment potential" and lasting benefit to the University can be made,
- the acquisition of a rare book collection for the library that would significantly enhance the scholarly potential of a group of faculty and increase the stature and importance of the library.

Special Opportunity proposals from department chairs for start-up funds for new faculty will not be considered, except in unusual cases when such an investment would allow recruitment of a scholar of the highest international stature for a faculty position at the University. In such a
case, a Special Opportunity proposal would be appropriate only at an advanced stage of negotiations with a specific individual.

Approved funds for an application will be held in escrow until documentation of commitments for all other proposed support are submitted to the Board. Special Opportunity commitments are usually valid for a period of one year.

**Expedited Review:** Under unusual circumstances that involve a request for matching funds and a time constraint, the Board will consider expedited review of Special Opportunity applications. For such review, the applicant must submit an accompanying letter to the research board Office documenting a compelling reason for urgent consideration. Such requests may be submitted at any time. The applicant must complete the online submission as well as submit one hard copy of the proposal through your Campus Official Office. The Board will review the proposal as promptly as feasible. If the proposal is for matching support to an external agency, the narrative portion of the application to the external agency may be substituted for the narrative portion of the research board application.

**Book Publication Subventions should be submitted as an Individual/Collaborative Project**
The research board will provide book publication assistance to faculty in cases where the publisher:

- is a non-commercial press
- uses a peer-review mechanism for selecting books to publish, and
- stipulates that a subvention is necessary for the book to be published, as in the case where the anticipated sale is too small or too slow to permit timely recovery by the publishers of the initial production expense.
- Authors should not suggest the possibility of a publication subvention in their communications with publishers.

The research board's policy for publication subventions requires that:

- The Board requires that they be provided a copy of all peer reviews available and specific terms of the proposed contract between author and publisher, including the subvention required and the terms under which any revenue generated by the sale of the work shall be returned to the author.
- Please scan both the peer reviews you have received and the proposed contract and append to the end of your narrative. Your narrative may still be 10 pages in length with the peer reviews and contract as additional pages.
- The author shall provide a copy of the book or a copy of a CD ROM to the research board for its inspection. The Board will then donate the book to the library on the author's campus.

**Designated Campus Officials**

**Columbia Campus**
Robert V. Duncan, Ph.D.
Vice Chancellor for Research, Office of Research
205 Jesse Hall
(573) 882-9574 telephone
(573) 884-8371 fax
**Eligibility**
Applications must be initiated by faculty to fill a specific need for support. Each proposal must have a primary applicant (or principal investigator) responsible for conducting the project and submitting a final report. Collaborative projects may have one or more co-applicants. Tenured or tenure-track faculty members are eligible to apply as primary applicants. Non-tenure-track faculty whose eligibility has been approved previously by the board may also apply. Non-tenure track faculty may serve as co-applicants. In exceptional cases that present advantages for the university, emeritus faculty may be considered for support. To see Non-Tenured Track Faculty Eligibility Requirements, please click here (PDF 10KB). (Forms being revised)

Only one proposal from a primary applicant will be considered in any review cycle. If an applicant is a co-applicant on a different proposal in the same review cycle, the Board will take into account the multiplicity of requests to fund the same applicant and this may have a negative effect in the review process.

**Revised Proposals:** Proposals revised in response to a previous review will be considered, but repeated submission of the same proposal is discouraged. The maximum number of resubmissions of the same project is limited to two over a five year time period. Revised applications judged to have little or no change may not be sent out for peer review. Primary applicants who have received a research board award may apply again no sooner than one year from the official end date of the most recent individual/collaborative award (except those that support meetings and special opportunity projects). In reports accompanying subsequent applications, primary applicants who have been funded must demonstrate explicitly the impact of previous support on their scholarship and grant seeking activity.

**Administration of Awards**
Recipients of research board awards are expected to manage the funds awarded to them. The amount and type of support awarded by the board is outlined in the award notice. Projects should begin within six months of the award notice. PS Chartfields are requested by the appropriate campus representative with the primary applicant as the responsible person. Research Board funds may not be used for any other purpose, and no expenditure should be incurred before the start date. Unspent balances in research board awards will be returned to the board 90 days after the project end date.

**Budget Revisions**
Rebudgeting of funds into summer salary or teaching replacements funds is not permitted. Most modifications in the use of funds (e.g., purchasing supplies, using equipment funds or substituting equipment items) within the guidelines in this document are permitted without prior approval. However, budget modifications which exceeds the amount approved by more than $1,000 requires prior approval from the designated campus official.

**Grant extensions**
The designated campus official may authorize a no-cost extension of the grant period for up to one year beyond the original termination date, provided the awardee submits a written justification for such an extension at least 30 days before the termination date. Only in extenuating circumstances will the board consider an additional time extension beyond the one year.
Reports and Acknowledgments

The financial report is submitted by the campus representative office within 90 days of the project’s termination. At that time, any unspent funds will be returned to the research board. A Research Board Award Report (technical report) is also required after one year following your project's end date. To complete your award report you will need to access the Research Board Grant Application System at https://umresearchboard.missouri.edu/Login.aspx. Once you have logged in, click on award report on the left side and follow the instructions. If you have any questions or problems, please contact your campus research office. Primary applicants agree by accepting the award to submit the required award report. The purpose of the report is to evaluate the research board’s program. It will be used to track publications, other relevant works, and external funding from awards. Research board support shall be acknowledged in all publications, exhibits and performances that result from research board support.

Application Process

The research board application process is mostly an online submission. One completed copy of a printed proposal with the campus required form must be processed through your campus officials office. To see who your designated campus office is, see earlier section in the Guidelines.

Applications, including application forms, narrative portion and detailed budget, must be completed and submitted to the research board web site before one of the designated deadlines. If primary applicant has received a previous research board award, a copy of your award report(s) MUST be included. Proposals not meeting the application guidelines will not be considered.

Each campus has designated an official who is responsible for certifying campus approvals for human subjects, vertebrate animals, recombinant DNA, etc., and for establishing and administering accounts. All applications to the research board must be signed by this campus official (or a designated representative) to certify the commitment of the campus to administer the project should an award be made.

Normally attachments/addendums are NOT allowable with the application. A few exceptions would apply for inclusion of CD or DVD of audio/visual materials which may be justified for some fine arts applications and should be sent to the Research Board Office with your application. The other exception would be letters from external sources who may plan to make donations to the project. Check with your campus official or the Research Board Office to see if what you would like to include is allowable. These types of materials should be forwarded electronically to the Research Board Office. Applicant should include a statement within the narrative indicating materials will be made available to reviewers through the Research Board Office. Applications with appendices other than those specified will be returned without review.

Review Process

The research board consists of members chosen for their scholarship, expertise and administrative ability. The members are all full-time faculty who are leaders in their field. The board’s executive secretary refers the applications to the board and administers its recommendations. If you have questions or desire guidance in the preparation of a proposal, please contact him at the research board office.

The board has organized itself into review subcommittees according to disciplinary areas. These are:
• Engineering
• Humanities and Fine Arts
• Life Sciences
• Physical Sciences and Mathematics
• Social and Behavioral Sciences

Each subcommittee is interdisciplinary and is composed of at least three research board members. The review subcommittee members select peer reviewers. Three peer reviews are sought for each proposal. Reviewers have access to the on-line version of the application and a copy of the research board's peer review sheet, listing the criteria for evaluating projects. Reviewers then return their evaluations and recommendations to the subcommittee in advance of board consideration of the proposal.

The subcommittees make recommendations to the entire Board based on the peer reviewers' comments and their own judgment. After consideration of the recommendations and discussion, a final decision is made by the board. Consideration of a proposal may be deferred if additional reviewers or information are needed. In such cases, the executive secretary will contact the applicant to explain what information is required. If supplementary materials are provided before the next application deadline, the proposal will be reconsidered at the next board meeting. If the requested information is not received, the proposal will be withdrawn from consideration. The board's decision, and the primary reasons for it, are communicated by email to the primary applicant. Copies of the award letters are emailed to the designated campus official. Copies of the peer reviewers' comments to the primary applicant are available on line. Peer comments are considered confidential and will not be provided to anyone other than the primary applicant unless specifically approved.

How to Submit Your Proposal
For all proposals, the total application must be submitted online as well as one paper copy of a completed proposal, with signatures, must be sent to your campus official's office.
Campus officials may require additional forms and additional copies of the proposal (see below).

UMC Applicants
An MU submission data form, which is located at:
http://www.research.missouri.edu/funding/board.htm is required.

UMKC Applicants
For all proposals, the total application must be submitted online. One paper copy of a completed proposal, with signatures, must be sent to your campus official's office.

Application Instructions

Application Form:
Requested information on the application form should be typed with normal capitalization. DO NOT CAPITALIZE NAME, ADDRESS, etc.

Summary and Support Form:

Proposal Summary
The summary of the proposed project must be kept within the designated space, but should be as descriptive as possible. It is critical to the success of an application. Supply major and specific objectives, the general approach and the significance to the area and to the stature of the university.
Support Information
Use "P" for Pending, "A" for Awarded, or "D" for Declined/Rejected to indicate status. Failure to provide the following information in the prescribed format will result in return of the proposal.

A. List other funding for this project and indicate any overlap with other funding in the format requested.

B. List all funding, including start up funds, for your other research and creativity activity in the format requested. If there are none, enter "NA."

C. Previous research board Applications/Support by Primary Applicant and All Co-Applicants

List any previous research board applications/support (as primary applicant or co-applicant). If primary applicant, you must include a copy of the award report; if co-applicant, list PI, title of project, and amount of award. Award reports for the past five years should be included in the award report section of the application. Additional accomplishments resulting from the award may be described in this section.

Suggested Reviewers
Applicants should LIST AT LEAST THREE appropriate reviewers. However, past and present collaborators of the applicant(s) and members of their primary department(s) are ineligible to serve as reviewers. External reviewers (non-UM) may be listed as well. DO NOT LIST REVIEWERS FROM YOUR HOME DEPARTMENT(S).

Biographical Sketch Forms
Complete an abbreviated 2 page biographical sketch form for each applicant directly involved on the proposed project (additional forms should be completed for co-applicants). Accomplishments section may not exceed two pages. No additional biographical information shall be submitted unless specifically requested by the board. Biographical information for non-university consultants may also be submitted in this section, but no other biographical information shall be included unless specifically requested by the board. SUBSTITUTION OF ANY OTHER BIOGRAPHICAL SKETCH FORMS IS NOT ALLOWABLE.

Narrative
Beginning with page 1, each page must be consecutively numbered. The narrative should be brief, yet consistent with critical peer review. Normally, the narrative will be at least two pages; however, it must not exceed 10 pages excluding the bibliography. The narrative must be double spaced (3 lines per inch); and you may not exceed 15 characters per inch. The narrative should have 1-inch margins. The references may be single spaced. If images/graphics are inserted into your narrative, we suggest that you convert to JPEG files before inserting. The narrative should address the following items:

• A statement of overall and specific objectives
• Significance of the project to research or creative activity in the specific field, and its potential value in enhancing the stature of the University
• Background and rationale
• Preliminary work/results
• Project design and procedures proposed to accomplish the objectives
• Resources and environment (describe relevant support facilities and services, intellectual resources, etc.)
• Explanation of the reason the research board is asked to support the project (is external support unavailable, insufficient, interrupted, etc.)
• Plans for future support for this or closely related projects; specifically, state how research board support would increase your potential to obtain extramural funding, and
• REVISED PROPOSALS should include your response to previous peer reviews. Your response should be on page one of your narrative and you will be allowed up to one additional page in your narrative for this section. Your rebuttal should explain how the proposal has been changed (or not changed) in response to the previous peer reviews.

Bibliography Section
A maximum of two pages is allowed for a bibliography as it relates to this project. Include full titles and may be single-spaced.

Budget Section and Justification
A detailed budget and justification must be included on the online Detailed Budget Page after the narrative with descriptive titles and names, if available. Specify salaries, fringe benefits (up to 30 percent of benefit eligible employees; 0 percent for students, 8 percent for part time employees), and number of months on this project. All personnel costs including teaching replacement costs are to be placed in the personnel section on the budget form. Indicate each item of equipment with detailed cost breakdown, categorize supplies (e.g., glassware, radioisotopes, canvas, oils), list costs associated with travel (research site only), computer software, etc. Travel costs (travel/meals/lodging) are ONLY allowed for visiting research sites or collaboration on the project. Expenses which are considered "other" could be for lab animals, animal housing, or participant costs, etc. Round all budget items to the nearest dollar. Proposed budget allocations to co-applicants must be specified. If project is multi campus, budget items must be specified in the budget justification section.

Compliance with Oversight Committees
If your proposal involves human subjects, vertebrate animals, rDNA or biohazards or export controls or select agents, approval must be obtained from the oversight committees on your campus. Verification must be received in the designated campus official's office prior to setting up an account.
Center for Arts and Humanities

The Center for Arts and Humanities (a Research Center of the MU Office of Research) is located on the second floor (rooms 202-204) of the Conley House, a restored 19th century building at the corner of Sanford and Sixth Street. The director is Dr. William Bondeson, Professor of Philosophy and Curators' Distinguished Teaching Professor, Professor of Family and Community Medicine, Adjunct Clinical Professor of Nursing, and Assistant to the Chancellor. Phone: 884-3128; email: bondesonw@missouri.edu or mucah@missouri.edu.

The Center has research-related discussion groups and presentations that will be of interest to new faculty in the arts and humanities, as well as disciplines that connect with the arts and humanities. We also schedule discussions, workshops, and other events for faculty, graduate students, visiting scholars, writers, and artists. Our website is http://cah.missouri.edu (do not type www); at this site you can find more information about Center events.

The Center provides small grants funding for MU tenure-track faculty in arts and humanities and related interdisciplinary research. Primarily, we provide funding to attend conferences, research, travel, art supplies and/or exhibits, or other activities for which funding is scarce for these disciplines. Our website outlines the procedure for applying for CAH funding. The website also has a list of past recipients for CAH funding. Please do not hesitate to contact us at mucah@missouri.edu if you have any questions about CAH events or funding opportunities.

CAH employs a grant writer, Mary Barile, Ph.D. who is on staff to help all faculty in Arts and Humanities seek funding from agencies and foundations. We are dedicated to collaborative, interdisciplinary work. We believe this is also the kind of research that can best be successful in writing good, fundable proposals. We stand ready to help you with your ideas for funding, from locating appropriate funding entities to providing grant writing support.

We look forward to hearing from all of you, learning about your teaching and research activities, and assisting you in securing funding for your work.

William Bondeson, PhD
DIRECTOR, Center for Arts and Humanities
204 Conley House
University of Missouri
Columbia, MO 65211

Mary Barile, Ph.D.
CAH Grant Writer
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Technology Transfer at Mizzou

Chris Fender, Director
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884-8296

The Office of Technology Management and Industry Relations works to identify, assess, protect, market and commercialize viable intellectual property developed at The University of Missouri.
University/Industry Interface

UNIVERSITY

Knowledge for Knowledge’s Sake
Teaching
Research
Service
Economic Development
Academic Freedom
Open Discourse

INDUSTRY

Management of Knowledge for Profit
Profits
Commercialization of New and Useful Technologies
Product R&D
Confidentiality
Limited Public Disclosure

OTMIR Organizational Structure

Office of Research - Dr. Rob Duncan, Vice Chancellor for Research

OTMIR Director

OTMIR Intellectual Property Licensing Units

OTMIR Industry Relations Unit

OTMIR Administration

OTMIR Intellectual Property Licensing Units

Department: Chemical Engineering

Senior Manager, Intellectual Property

Director of Licensing

Senior Associate Director of Licensing

Assistant Director of Licensing

Office Support Staff

Welcome to Mizzou
OTMIR Structure

- Intellectual Property Licensing Units (IPLU)
  - Strategically located in proximity to highest disclosing faculty
    - School of Medicine (ICATS)
    - College of Engineering
    - Bond Life Sciences Center

- Central OTMIR Administration
  - Coordination with UM System for database input and records storage and maintenance
  - Federal compliance reporting
  - IP docketing

Roles of OTMIR at MU

- Manage faculty disclosures, evaluations and patent decisions
- Manage patent prosecution with IP attorneys
- Develop technology marketing strategies
- Implement “best use” commercialization strategies
- Draft and negotiate licensing, material transfer and confidentiality agreements
- Manage existing licenses and partnerships
- Provide IP approval in research agreements
- Build strong relationships with industrial partners
Collected Rules & Regulations of the University of Missouri

- **Business Management**
  - Chapter 100: Patent & Copyright Law
    - 100.020: Patent & Plant Variety Regulations

- "**Invention**" is comprised of
  - Conception of the idea (mental element); and
  - Reduction to practice of the inventive concept (physical element).

- As used in these regulations, the term "Invention" means existence of either the completed mental element or both the mental and physical elements, whichever situation first occurs. (See footnote 1 at end of Section 100.020.)

Filing an Invention Disclosure

- **Form UM16C is available as a Word document**

- **Information to be included**
  - Details of the Invention
  - Invention History
  - Publications
  - Financial support (ie grants, research contract)
  - Inventors
  - Market potential
    - Advantages/disadvantages of invention
    - Potential commercial partners
Disclosure Management

Financial return is the result of effective technology management

MU technologies represent a public asset and require good stewardship

Maintain an accurate picture of the current industrial climate and licensing trends

Make timely decisions that are reflective of our goals and serve the needs of our stakeholders
How are we doing?

MU Licensing Revenue

How are we doing?

MU Invention Disclosures
How are we doing?

MU Licenses & Options Signed

Current FY2010 Metrics

- Licensing Revenue - $9,511,219
- Invention Disclosures – 73
- Licenses & Options Signed – 29
- Patents – 67 filed, 16 issued
Other Notable Metrics

- 112 disclosures inactivated in FY10
- 3 licenses to MU start-ups in FY10
- 23 licenses and options generating revenue in FY10
- 109 active licenses & options
- 260 MTAs processed in FY10
- 383 NDAs processed in FY10

Looking To The Future

- Building and maintaining a top notch team
- Strategic reinvestment of increased revenue to add value for our technologies
- Provide excellent service that exceeds our stakeholder’s expectations
The Office of Technology Management and Industry Relations (OTMIR) works to identify, assess, protect and market commercially viable intellectual property developed at The University of Missouri. It promotes economic development by facilitating the commercialization of intellectual property through a variety of innovative mechanisms.

**The OTMIR Mission**

is to identify commercializable technology resulting from research performed at MU. Our office legally protects intellectual property, while seeking income for the University and the inventor, as well as enhancing industrial relations and supporting regional economic development, benefiting the public.

**OTMIR is responsible for**

- Receiving invention disclosure forms and evaluating the inventions for novelty, utility and commercial relevance.
- Managing the intellectual property, reporting and compliance obligations of federal, state and industrial sponsored research contracts on all inventions created by faculty.
- Seeking intellectual property protection, identifying potential licensees and negotiating a variety of intellectual property related agreements for commercially viable technologies.

**OTMIR Director**
340a Bond Life Sciences Center  
573-884-8296  
Chris Fender, MS

**OTMIR Intellectual Property Licensing Units**

**Health Sciences IPLU**
N521 Health Sciences Center  
573-882-0470  
Paul Hippenmeyer, MBA, PhD  
Sr. Licensing Associate

**Christopher Fasel, JD**  
Licensing Assistant

**Engineering-Physical Sciences IPLU**
W1025 Lafferre Hall  
573-884-3302  
Wayne McDaniel, PhD  
Sr. Licensing Associate

**Brett Maland, MBA, JD**

**Agriculture-Life Sciences IPLU**
440a Bond Life Sciences Center  
573-884-0374  
Harriet Francis, MS, JD  
Sr. Licensing Associate

**Receiving**

**Sr. Licensing Associate**

**NDA/MTA Agreements/IP Review**
440b Bond Life Sciences Center  
573-882-5016

**Rhonda James**  
Executive Staff Assistant

**Carolyn Dawson**  
Administrative Assistant

**OTMIR Administration**
340 Bond Life Sciences Center  
573-882-6013  
Jing Sun, MS  
Administrative Associate

**John Rinck**  
Office Support Staff III
I'm Jennifer Duncan. It's my pleasure to work with the OSPA Team to positively impact the services provided to you by the Office of Sponsored Programs.

Your feedback is important to us as we work towards improving communication through outreach efforts. Our goal? To redefine excellence as we work to exceed your expectations in delivery of professional, courteous customer service.
OSPA Administrators - Black
PreAward Function

Black Team
Zeol Oden, Team Lead

Jill Senior
Truman Support Staff
573-882-3907

Behavioral Sciences
Karen Smith
Karen Smith

Health Sciences
Karen Wilcox
Karen Wilcox

Veterinary Medicine
Mary Meyer
Opioid

OSPA Accountants – Gold
Post Award Function

OSPA Accountants – Gold
Post Award Function

Clinical Trials, Pre/Post Award Processing- mechanic, Tiger Team, 882-4277
muwardenusa@mizzou.edu

Welcome to Mizzou
OSPA Accountants – Black
(Post Award Function)

The Tiger Team represents each major function within OSPA
- Submissions
- Pre-Award
- Post-Award
- Fiscal monitoring & oversight

This team works collaboratively with department customers to respond to audits and to pilot policies and procedures.

You’ll also find team members filling in across the campus for other OSPA team members.
OSPA – Truman Team
Administrative Support Team

Dawn Moorehead
Truman Team Lead

Customer Service is the lifeblood of any organization.

Everything flows from it and is nourished by it. Customer service is not a department . . . it's an attitude.

OSPA Responsibilities

- Assist PIs with proposal preparation
- Review proposal for institutional commitments
- Provide institutional endorsement
- Submit proposals to sponsors
- Negotiate awards
- Review expenditures
- Prepare financial reports
- Provide guidance on regulations, policies, & processes
- Provide training
OSPA – Your Resource
573-882-7560

- We want to meet you – please contact us
  - Faculty meetings
  - Staff training
- EVR periods – semi-annual certification
- Departmental affiliations
  - Satellite locations, Jesse Hall
  - Team leads
- OSPA training opportunities
- Audits – we work with you to respond
Welcome to Mizzou
### Office of Sponsored Programs Administration

**Departmental Assignments by Teams and Senior Grants and Contracts Administrators**

**Pre-Award Functions**

**Black Team**

**Zack Odem, Team Lead**

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<tr>
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<tr>
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<td>884-9443</td>
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<tr>
<td>Animal Sciences</td>
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<td>Farms/Centers Unit</td>
<td>Jeff Cirkl</td>
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<tr>
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<td>884-2518</td>
<td>OSPA8</td>
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<tr>
<td>Dean of Ag/International Ag</td>
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<tr>
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<td>Rachel Smith</td>
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<td>Campus HES</td>
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<td>Campus Prg Support</td>
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<td>VP Academic Affairs Office</td>
<td>Michael Schaben</td>
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<td>OSPA6</td>
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<tr>
<td>Civil/Environmental Engr</td>
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<tr>
<td>Ctr for Physical &amp; Power Elec</td>
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<tr>
<td>Dean of Engineering</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>ElderCare/Rehab Technology Ctr</td>
<td>Melissa Old</td>
<td>882-0170</td>
<td>OSPA1</td>
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<tr>
<td>Electrical and Computer Engr</td>
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<td>Industrial/Mfg Sys Engr</td>
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<td>Mechanical &amp; Aerospace Engr</td>
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<td>Computational Neurobiology</td>
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<td>OSPA8</td>
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INTRODUCTION
The Office of Research at the University of Missouri—Columbia has prepared this Guide as a summary of selected fundamental principles and policies that govern the manner in which sponsored activities are conducted at the University. This document is meant to inform both the University community and potential sponsors, in order to facilitate and expedite the negotiation of agreements between the University and sponsors.

LEGAL IDENTITY
The University of Missouri—Columbia (UMC) is a part of the University of Missouri System, and contractual (including grant and contract) agreements involving UMC are entered into on behalf of The Curators of the University of Missouri. All sponsored research, instruction and service agreements and related contractual agreements, including visiting scientist agreements, nondisclosure/confidentiality agreements, teaming agreements, material transfer agreements, licensing agreements, etc. must be executed by an authorized official of the University and in the name of The Curators of the University of Missouri. Individuals, departments, centers, research units, service operations, and academic divisions may not directly enter into sponsored agreements or otherwise legally bind the University.

SELECTED PRINCIPLES AND POLICIES GOVERNING SPONSORED ACTIVITIES AT THE UNIVERSITY OF MISSOURI—COLUMBIA

ACTIVITY PURPOSE
Routine tasks of a commonplace type that do not contribute to the advancement of knowledge or the University’s mission will not be undertaken. The University will not place its facilities or services in competition with services performed by the private sector. Therefore, tests, studies, and investigations of a purely commercial character are undertaken only when University facilities are unique for those services and no satisfactory facilities for such services exist elsewhere or are not reasonably available to the sponsor.

PUBLICATION POLICY
On behalf of its faculty, staff and students, the University retains the right to publish and disseminate all work done under sponsored agreements and cannot accept or undertake any sponsored project that provides for sponsor approval or undue control over the timing or content of University publications, or which prohibits the publication of the results of the project, except under limited and specialized circumstances. The University also recognizes the interest of sponsors in pre-reviewing potential publications, and the University routinely allows 30 days for such review and comment.

PATENTS AND OTHER INTELLECTUAL PROPERTY
Title to inventions and discoveries, including copyrightable software, made or conceived by the University under a sponsored agreement is retained by the University. The University will grant to the sponsor a time-limited option to negotiate a royalty-bearing license, whose terms will include the requirement that the sponsor shall bear the expense of securing and maintaining patent protection for any licensed invention or discovery, and retain for the University the right to use the intellectual property for its own internal educational and research purposes. Two limitations to this policy commonly are: 1) federally funded research which would be governed by appropriate federal regulations regarding data rights and patent rights and 2) research sponsored by nonprofit organizations, other universities, or
governmental agencies in which case the University normally grants the sponsor a nonexclusive royalty free license to use such inventions and discoveries for the sponsor’s internal noncommercial purposes only.

As a state of Missouri educational institution, the University does not normally engage in “work-for-hire” agreements in which the results of the project activities are owned by the sponsor. Such agreements require approval of the University President and sponsors must pay a minimum of 200% F&A costs.

BEST EFFORTS STANDARD OF PERFORMANCE
Research and creative endeavors are unpredictable and specific results cannot be guaranteed at the beginning of a project. Therefore, the University performs its sponsored activities on a “best efforts basis” with no stated warranties or guarantees. The University will not accept contract provisions that require a warranty or guarantee of the results, provide for penalties due to failure to make progress by firm deadlines, or provide for withholding of payment if the sponsor is not satisfied with the results.

USE OF THE UNIVERSITY’S NAME
It is a long-standing University policy that under no circumstances shall a sponsor be permitted to use its name in any publication or other published announcement to state or imply that the University approves or endorses any product or service of the sponsor. The University also requires that its name not be used in connection with any advertisement, press release, or other form of business promotion or publicity, or refer to a research agreement, without the University’s prior written approval.

INSURANCE AND INDEMNIFICATION
The University of Missouri is self insured for Worker’s Compensation Insurance. The University is unable under Missouri law to obtain Employer’s Liability, Comprehensive General or Public Liability, and Comprehensive Automobile Insurance. The Missouri Tort Claims Act provides for remedies against the State for legal proceedings for claimants in these areas.

The University, to the extent permitted by the Constitution and the laws of the State of Missouri and without waiving sovereign immunity, will agree to be responsible for the University’s own negligent acts or omissions in the performance of the sponsored project. The sponsor will be expected to indemnify the University from any liability arising out of the activities carried out pursuant to the obligations of the sponsored project and for the sponsor’s use of the results obtained from the activities performed by the University under the sponsored project.

TERMINATION
In the event that a funding agreement is terminated for any reason, the sponsor will be expected to reimburse the University for all costs incurred to the date of termination and for all noncancellable obligations.

GOVERNING LAW
As an agency and institution of the State of Missouri, the University of Missouri cannot accept a provision that provides that the agreement is governed by the laws of another state.

OFFICE OF SPONSORED PROGRAMS ADMINISTRATION
The Office of Sponsored Programs Administration (OSPA) serves as the coordinating office for externally funded project proposals submitted by the University of Missouri. All proposals to external funding sources for sponsored projects must be submitted through OSPA. All awards received for sponsored projects must be processed, negotiated (when negotiation is necessary), and executed by OSPA.
Grants & Contracts Support Group

Sharepoint, Distribution Listing – contact grantsdc@missouri.edu

Email grantsdc@missouri.edu to get on the distribution list and have access to resources from recurring meetings and special ad hoc collaborations. Stay abreast of changes that impact the proposal, submission, and award process.
### Applicant Organization

| Mailing Address      | The Curators of the University of Missouri  
|                     | Office of Sponsored Programs Administration (OSPA)  
|                     | University of Missouri  
|                     | 310 Jesse Hall  
|                     | Columbia, MO 65211-1230 |

| Telephone          | (573) 882-7560 |
| Fax                | (573) 884-4078 |
| E-mail             | grantsdc@missouri.edu |
| URL                | http://www.research.missouri.edu |

### Business Officers

| Awards to be sent to | Jennifer E. Duncan, Director, OSPA |
| Primary officials signing documents: | Karen Geren, Submissions Specialist, OSPA |

| Alternate officials signing documents: | Craig David, Lead Accountant, OSPA  
|                                     | Zack Odem, Lead Accountant, OSPA  
|                                     | Leeann Davenport, Sr. Grants & Contracts Administrator |

| Checks Payable to | The Curators of the University of Missouri |
| Checks mailed to  | University of Missouri AR  
|                   | PO Box 807012  
|                   | Kansas City, MO 64180-7012 |

| Financial Officer | Jennifer E. Duncan, Director, OSPA |

### Organization Type, Tax Exempt Status, Legislative Districts, & Agreement Numbers

| Organization Type | Institution of Higher Education and a Public Corporation under the laws of the State of Missouri (Sec. 172.020 R.S.Mo.) |
| Tax Exempt Status | Exempt by virtue of being an organization as described in Section 115 of the Internal Revenue Code of 1954; the University of Missouri is an instrumentality of the State of Missouri |

| Congressional District | 9th |
| County                | Boone |
| State Legislative District | House: 25  
|                       | Senate: 19 |

| Employer/Federal/Tax ID Number | NIH: 1 43-6003859 B4  
| All others: | 43-6003859 |

| Corporate & Gov’t Entity (CAGE) Code (Federal Agreements) | Columbia Campus – 9C156  
| UM System - | 9B964 |

| Data Universal Number System (DUNS) | Columbia Campus - 153890272  
| UM System and US Education - | 006326904 |

| NSP Institutional/Organization Code | 0025163000 |
| Missouri State Vendor Number | 436003859D7 |
| Nuclear Regulatory Commission Number | 24-00513-32 (Radio Isotopes) |
| SIC Code | 8221 |
| FICE number | 002516 |

### Office of Naval Research (ONR) Administrative Contracting Office

| Office of Naval Research, Chicago Branch | Main Office: (312) 886-5423  
| 230 South Dearborn, Room 380 | ONR Chicago@onr.navy.mil  
| Chicago, IL 60604-1595 | UIC: N62880 |
Lab Animal/IRB Approval (Must have current approval)

Animal Assurance Number: A3394-01
AAAALAC Accreditation Date: 10/15/2009 for all accredited areas of Columbia campus
Human Subject Assurance: Federalwide Assurance (FWA) number 00002876
IRB registrations: Expiration Date 09/2012
Misconduct in Science Assurance: 0578002 dated 02/16/05

Facilities and Administration Rates (applied to modified total direct costs*)

<table>
<thead>
<tr>
<th>Cognizant Agency - DHHS</th>
<th>DHHS F&amp;A Rate Agreement Date</th>
<th>Point of Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dated 06/12/09 effective 7/1/09 to 6/30/12</td>
<td>Henry Williams (214) 767-3600</td>
</tr>
</tbody>
</table>

For all projects except those funded by Missouri state agencies with Missouri state funds**

<table>
<thead>
<tr>
<th></th>
<th>On Campus</th>
<th>Off Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>51.5%</td>
<td>26%</td>
</tr>
<tr>
<td>Instruction</td>
<td>48%</td>
<td>26%</td>
</tr>
<tr>
<td>Other Sponsored Activity</td>
<td>30%</td>
<td>26%</td>
</tr>
</tbody>
</table>

For all projects funded by Missouri state agencies with Missouri state funds

<table>
<thead>
<tr>
<th></th>
<th>On Campus</th>
<th>Off Campus</th>
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<tbody>
<tr>
<td>Instruction</td>
<td>38.0%</td>
<td>20.6%</td>
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<tr>
<td>Research</td>
<td>40.8%</td>
<td>20.6%</td>
</tr>
<tr>
<td>Other Sponsored Activity</td>
<td>23.8%</td>
<td>20.6%</td>
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</tbody>
</table>

One of these negotiated rates must be used for all projects unless either:

1) The agency has a policy statement applying to all awards and specifically limits F&A costs; or,
2) A Request for University Contribution Form from the Principal Investigator has been approved by the Vice Chancellor for Research. The form may be found at: (https://research.missouri.edu/forms/forms_dept.htm#ospa)

Projects on which the sponsor retains ownership of Intellectual Property will incur an F&A rate of at least 200% of Total Direct Costs and must be approved by the UM President.

*Modified Total Direct Costs (MTDC) are total direct costs minus
- all capital expenditures (buildings, significant renovations, etc.)
- individual items of equipment with a single unit value of $5,000 or greater, and an estimated useful life of more than one year
- that portion of each individual sub-award (subcontract) in excess of $25,000
- all hospitalization and other fees (patient care costs) associated with patient care, whether the services are obtained from an owned, related, or third-party hospital or other medical facility
- all rental/maintenance of off-site activities (space)
- all student support costs (e.g., student aid, stipends, dependency allowances, scholarships, fellowships)
- animal care costs paid as a per diem based on OAR rates

**On Campus vs. Off Campus rates
Activities conducted in facilities NOT OWNED by the University of Missouri are considered off-campus. Projects with both on-campus and off-campus activities must have budgets allocated between those activities.

Travel and Meal Reimbursement Rates

<table>
<thead>
<tr>
<th></th>
<th>Reimbursement for travel by automobile</th>
<th>Maximum Meal Reimbursement</th>
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<tbody>
<tr>
<td></td>
<td>$0.47 effective 01/01/2010</td>
<td>Breakfast: $10.00 Lunch: $10.50 Dinner: $21.50 Total: $42.00</td>
</tr>
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</table>

Post Doc – FICA Exemption

All Post Doctoral students who receive a National Research Service Award (NRSA) fellowship are exempt from FICA. Each department must notify OSPA and request approval prior to contacting the Human Resource Department (HR) for the Post Docs to be set up for this exemption.

HR has requested OSPA to verify that there is an existing NRSA fellowship award before the Post Docs are set up to be exempt from FICA. The Tiger Team will now provide that verification and approval.

*It is recommended to incorporate annual increases into grant proposal budgets.

Fringe Benefits Rates

Personnel employed ≥ 75% FTE—Projected rates for budget purposes use 3% inflation rate.

<table>
<thead>
<tr>
<th></th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
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<tr>
<td>Federal Funding</td>
<td>28.87%</td>
<td>30.37%</td>
<td>31.28%</td>
<td>32.21%</td>
<td>33.18%</td>
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<td></td>
<td>29.05%</td>
<td>24.25%</td>
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<td>MU School of Medicine</td>
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<tr>
<td>Federal Funding</td>
<td>26.42%</td>
<td>27.53%</td>
<td>28.36%</td>
<td>29.21%</td>
<td>30.09%</td>
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<tr>
<td></td>
<td>26.25%</td>
<td>21.85%</td>
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<td>Hospital</td>
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<td>29.05%</td>
<td>24.25%</td>
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<tr>
<td>Personnel employed &lt; 75% FTE</td>
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<td>7.65%</td>
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UMC Graduate students Tuition and medical insurance (see rates below)

UMC Undergraduate students Exempt

Graduate Student Support Program (GSSP) Rates

Graduate Resident Educational Fees^1

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<th>Academic Year^3</th>
<th>Summer Session^4</th>
<th>Total Annual^5</th>
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<td>2010^2-2011</td>
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<tr>
<td></td>
<td>$306.80</td>
<td>$5,522.40</td>
<td>$1,227.20</td>
<td>$6,749.60</td>
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<tr>
<td>2011-2012^6</td>
<td>$316.00</td>
<td>$5,688.07</td>
<td>$1,264.02</td>
<td>$6,952.09</td>
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^1 not including fees for student activity, information technology, student health and recreation facility

^2 beginning SS2009

^3 based on 18 credit hours per academic year per student (9 in FS and 9 in WS)

^4 based on 4 credit hours per student for summer session only

^5 based on 22 credit hours per year per student (9 in FS, 9 in WS, and 4 in SS)

^6 estimated, based on a fee rate increase of 3% per year

Only the resident educational fees and the insurance subsidy are charged back to grants; the non-resident educational fees are covered by the Graduate School.

Incidental Fees (if applicable)

<table>
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<th>per credit hour</th>
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<tbody>
<tr>
<td>Exam only</td>
<td>$306.80</td>
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<td>Journalism:</td>
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<td>Nursing clinicals:</td>
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<td>$166.40</td>
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<td>HES:</td>
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<td>$38.50</td>
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<td>Engineering:</td>
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<td>$60.00</td>
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<td>Health Prof:</td>
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<td>$54.70</td>
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<td>Applied music fee:</td>
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<td><em>Science Lab</em>*:</td>
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<td>$11.10</td>
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<td>CAFNR:</td>
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<td>Business:</td>
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<tr>
<td>Educ (undergrad):</td>
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<td>$35.50</td>
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**Per credit hour charge for science courses with lab component in Biology, Chemistry and Physics in the College of Arts and Science and Molecular Microbiology and Immunology, Medical Pharmacology and Physiology, and Pathology and Anatomical Sciences, departments in the School of Medicine.

Institutional Minimum Graduate Research and Teaching Assistant Salaries

<table>
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<th>FTE</th>
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<td>25%</td>
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<tr>
<td>50%</td>
<td>$9,805.00</td>
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Hourly rate $12.57/hour (must be employed at least 25% FTE)

Annual adjustment for subsequent years 3%

Graduate Student Medical Insurance*

<table>
<thead>
<tr>
<th>FTE</th>
<th>Monthly</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td>$1,123.00</td>
<td></td>
</tr>
<tr>
<td>50%</td>
<td>$2,246.00</td>
<td></td>
</tr>
</tbody>
</table>

Post Doc – FICA Exemption

All Post Doctoral students who receive a National Research Service Award (NRSA) fellowship are exempt from FICA. Each department must notify OSPA and request approval prior to contacting the Human Resource Department (HR) for the Post Docs to be set up for this exemption.

HR has requested OSPA to verify that there is an existing NRSA fellowship award before the Post Docs are set up to be exempt from FICA. The Tiger Team will now provide that verification and approval.

*It is recommended to incorporate annual increases into grant proposal budgets.
## Non-exchange Transactions vs. Exchange Transactions

**General Guidance used by OSPA/Development**

<table>
<thead>
<tr>
<th>Gifts (Nonexchange Transactions)</th>
<th>Grants/Contracts (Exchange Transactions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The asset provider does not receive equal value in exchange.</td>
<td>The asset provider receives something of approximately equal value in exchange.</td>
</tr>
<tr>
<td>The University solicits an asset as a contribution.</td>
<td>The University seeks resources in exchange for specified benefits or services.</td>
</tr>
<tr>
<td>The asset provider affirms that a donation is being made to support the University’s programs.</td>
<td>The asset provider affirms that resources are being provided in exchange for specified benefits or services.</td>
</tr>
<tr>
<td>The asset provider determines the amount of payment.</td>
<td>The asset provider’s payment equals the value of the specified benefits or services, including the services’ cost plus any markup. The total payment is based on the quality of benefits or services to be provided.</td>
</tr>
<tr>
<td>The time or place of delivery of the assets provided by the University to a third-party recipient is at the discretion of the University.</td>
<td>The time or place of delivery of the assets provided by the University to a third-party recipient is at the discretion of the asset provider.</td>
</tr>
<tr>
<td>The University is not penalized for nonperformance. Any unspent assets are either retained or returned if specified by the donor.</td>
<td>The University is penalized for nonperformance.</td>
</tr>
<tr>
<td>The University delivers the assets to individuals or organizations other than the donor.</td>
<td>The University delivers the assets to the resource provider, or to individuals or organizations connected to the resource provider.</td>
</tr>
<tr>
<td>The fair value of the assets received by the University may be or is disproportionately greater than the goods or services provided.</td>
<td>Payment is for the normal cost of the goods or services.</td>
</tr>
</tbody>
</table>
Grant Writing and Publications

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Office of Foundation Relations ................................. I-15

The Grant Landscape ............................................... I-16

Foundation Research and Information Sources .......... I-17
Grant Writing Support and Tools

Mary Licklider, PhD, Director
Susan Hazelwood, Associate Director
Office of Grant Writing and Publications
Office of Research
202 Jesse Hall

- Grant Writer Network
- Proposal Planning
- Proposal Development Tools
Grant Writer Network

- Center for Arts & Humanities – Mary Barile
- Office of Research – Joann Messbarger
- College of Education – Larry Nossaman
- College of Business – Bob Glidewell
- MU Extension – Suzanne Hansford-Bowles
- College of Engineering – Shelley Hilton
- School of Health Professions - TBN
- Autism Center – TBN
- Mizzou Advantage - Sherri Sachdev
- Human Environmental Sciences – Elizabeth Miller
- Life Sciences Center – Sheryl Koenig
- School of Medicine – Cynthia Haydon
- Division of Information Technology – Diane Oerly

Grant Writer Network

- Professional development offerings
  - Brown bag sessions
  - Campus-wide workshops
  - Grant Writing Institute
  - Graduate courses
Grant Writer Network

- Collaborative problem solving
- Sharing expertise
- Awareness of campus initiatives
- Development of common tools
- Spreading out the “crunches”
- Email distribution list

Proposal Planning & Development

- Proposal planning
- Electronic forms
- Regulatory and compliance issues
- Policies and procedures
- Funder information
- Research collaborators
Proposal Planning

- Community of Science Expertise Database
  - http://research.missouri.edu/ogwp/faculty.htm
- NSF FastLane
  - Register at http://research.missouri.edu/ospa/nsf.htm
- MU Research Facilities
  - http://research.missouri.edu/division/centers.htm

Electronic Forms

- Internal forms
  - Internal Funding Applications
  - Human Subjects
  - Animal Care & Use
  - rDNA
  - Financial Disclosure
  - Conflict of Interest
  - Travel and Payment Vouchers
  - Consulting Agreement
  - PSRS
Electronic Forms

- External Forms
  - National Institutes of Health
  - National Science Foundation
  - National Endowment for the Humanities
  - US Department of Education
  - US Department of Agriculture
  - US Department of Energy

Regulatory & Compliance Issues

- Human Subjects
- Lab Animals
- Recombinant DNA
- Financial Disclosure
- Conflict of Interest
Policies and Procedures

- Grant Fact Sheet
  http://research.missouri.edu/ogwp/files/grantfactsheet.pdf

- Graduate Student Support Rates
  http://research.missouri.edu/ogwp/files/grantfactsheet.pdf

- Proposal Processing Procedures
  http://www.research.missouri.edu/funding/peoplesoft.htm

Policies and Procedures

- Subcontract Information Form
  http://research.missouri.edu/forms/files/ospa_subcontractinfo.pdf

- Financial Disclosure
  http://research.missouri.edu/forms/files/financialconflict.pdf

- Travel and Reimbursement Policies
  http://www.umsystem.edu/ums/departments/fa/management/travel/
Funder Information

- Searchable Databases
- Email Alerts and Listservs
- Linking Sites

Searchable Databases

- Community of Science
- Foundation Center
- Grants.gov
Email Alerts & Listservs

- Community of Science Funding Alert
  - Weekly delivery to your email box
  - Based on profile in the Expertise Database
  - Based on searches you define

- NIH Guide Weekly Table of Contents
- NSF Custom News Service
- EPA, NASA & USDA alert services
- Check within your discipline
Linking Sites

- MU Office of Research Links to Funder Information
  - http://research.missouri.edu/ogwp/info.htm

- The Foundation Center
  - Links to grantmakers on the web
    - http://foundationcenter.org/
  - Includes *A Proposal Writing Short Course*

Grant Writing Support and Tools

Mary Licklider, PhD, Director
Susan Hazelwood, Associate Director
Office of Grant Writing and Publications
Office of Research
202 Jesse Hall
MU Research Division http://www.research.missouri.edu
Regulatory and Compliance Issues http://www.research.missouri.edu/complia/index.htm
Proposal Development Processes and Help http://www.research.missouri.edu/funding/help.htm
Searchable MU Grant and Contract Award Database http://research.missouri.edu/annual_report/year/2007
Finding Funding http://www.research.missouri.edu/ogwp/info.htm
External Grant Forms http://www.research.missouri.edu/forms/forms_cat.htm#f5
MU Internal Grant Forms http://www.research.missouri.edu/forms/forms_dept.htm#intfund
Grant Fact Sheet http://www.research.missouri.edu/ogwp/files/grantfactsheet.pdf

Email Alerts and Listservs
Community of Science Funding Alert http://login.cos.com/
Federal Grants Information http://www.grants.gov/
NASA Space Science http://spacescience.nasa.gov/announce/listserv.htm#research
NASA Acquisition Alerts http://procurement.nasa.gov/cgi-bin/nens/index.cgi

Searchable Funding Opportunity Databases
Community of Science www.cos.com
GrantsNet http://sciencecareers.sciencemag.org/funding?CFID=1477796&CFTOKEN=98912406
Federal Register http://www.gpoaccess.gov/fr/index.html

Linking Sites
Grants.gov (grants management portal) http://www.grants.gov/
FirstGov (index to US government Web sites) http://www.firstgov.gov/
Federal Acquisition Jumpstation http://prod.nais.nasa.gov/pub/fedproc/home.html
Arts and Humanities Links http://www.research.missouri.edu/ogwp/info.htm#4
The Foundation Center http://foundationcenter.org/

Research Division Centers
Center for Arts and Humanities http://cah.missouri.edu
MU Research Reactor (MURR) http://www.murr.missouri.edu
Life Sciences Center http://bondlsc.missouri.edu/
Dalton Cardiovascular Research Center http://dalton.missouri.edu/
UM Bioinformatics Consortium http://umbc.rnet.missouri.edu/
Interdisciplinary Center on Aging http://aging.missouri.edu/
Health Activity Center http://hac.missouri.edu/index.html
The University of Missouri subscribes to COS services so that, whether your work is in the sciences or the arts, COS funding and expertise services can help support and advance your research. Update your profile now to take advantage of these services, and to help our institution promote its work.

COS Services

Make the most of your expertise using:

- COS Expertise—Profile tool for collecting and managing your professional information, to promote your work, and to find collaborators
- CV and BioSketch Generation—manage and output your information from one source.

Find all the funding you need using:

- COS Funding Opportunities—world’s largest listing of available grants, fellowships, prizes and more.
- COS Funding Alert—delivers relevant new opportunities to your desktop.

Search COS Funding Opportunities

Go to http://fundingopps.cos.com or choose the Search COS Funding Opportunities tab on your COS Workbench. Choose a search option, enter your search criteria (e.g., citizenship, desired activity location, etc.) in the appropriate fields, and click Search.

On the results page you can re-sort the results, view key information, and refine your search.

You can save searches to your COS Workbench and share them with other. You can also track individual record on your COS Workbench, tag and share them.

Manage Your COS Funding Alerts

Log in to your COS Workbench from http://www.cos.com. In the “Your Saved Funding Searches” section, you’ll see that an introductory search has been set. Follow the “Edit” link to change it.

To add a new alert search, simply create and run a new search in COS Funding Opportunities and click “Save Search” at the top of the results list. As prompted, name your search and select to receive email alerts for the search. Saved alert searches will run against the hundreds of records that are new or updated each week. You will receive results weekly via e-mail.
Search COS Expertise

Go to http://expertise.cos.com. Choose a search option, e.g., Main Search. Enter your search criteria, e.g., institution or person name, descriptive terms. Click ‘Do the Search.’ Click names in the results list to see a full profile.

Update Your COS Profile Now!

It’s as easy as 1-2-3 to get the benefits of COS services.

1. Login at www.cos.com
2. username:
3. password:
4. Click any section under ‘Manage Your Profile’ on the left
5. Edit a section, copying and pasting from other sources if desired, and save changes

Output Your CV

Log in to your COS Workbench from http://www.cos.com. In the ‘Export Your Profile’ section on the left, click “Produce a CV.” Choose which elements of your profile to include, in which order. Submit for processing. Save it to disk or open it in your word processing package.

Contact the Office of Grant Writing and Publications with any questions.

Mary Licklider, Director
COS Funding Opportunities

The single most comprehensive source to search for funding--much more efficient than googling

- 25,000 records representing $33 billion
- Easy to search -- interfaces for any level of user
- Covers the life sciences, social sciences, humanities, technology
- For many purposes: research, travel, collaborations, training, artistic pursuits, equipment, facilities, more
- International researcher residency and activity locations
- Sponsors from government, academic, private foundation, corporate sectors—even international
- Save and share up to 40 searches
- Track and share up to 200 records
- Access openly from any campus computer, or off-campus with individual log-ons

COS Funding Alert

Let the funding opportunities come to you. Just save a COS Funding Opportunities search and you’ll receive weekly alerts with new information -- emailed if you like.

- Delivers new and updated funding opportunities weekly
- Results based on only your search criteria
- Save up to 40 searches
- Choose whether to receive alert emails or just view alerts from your COS Workbench
- Select email in HTML or text format
- Results archived on your COS Workbench
- Also receive email alerts for Tracked Records when they are updated, i.e., new deadline announced

Contact the Office of Grant Writing and Publications with any questions.
Mary Licklider, Director
The University of Missouri subscribes to COS Funding Opportunities for all of our faculty and staff. If you are interested in finding money for research, curriculum development, scholarships, etc, please search at http://fundingopps.cos.com

COS Funding Opportunities is the single most comprehensive source of funding information available.

Much more efficient than googling, the database is an aggregation of funding information that is verified for accuracy, updated for currency and formatted for quick, targeted searching.

- 25,000+ records worth more than $33 billion
- Opportunities across the world, across all disciplines
- Flexible, easy-to-use search tools
- Search by keyword, residency requirements, activity location, deadline and more
- Faceted search results for quick analysis and one-click drill-down
- Save and share up to 40 searches, track, tag and share up to 200 records
- Records include title, sponsor, abstract, educational and professional requirements, contact information and more
- All data verified with sponsor and updated daily
- Weekly COS Funding Alert email also available

Contact the Office of Grant Writing and Publications with any questions.

Mary Licklider, Director

ProQuest
The University of Missouri-Columbia's Foundation Relations staff advances and manages the University's relationships with key private foundations. Private foundations and associations support some of MU’s most innovative programs in teaching, research, and service. During fiscal year 2009, the University received more than $42.8 million in external support from private foundations and associations:

- $10.5 M in Foundation “Grants”
- $11.3 M in Association “Grants”
- $21 M in Foundation “Gifts”

**Our Job: Managing Relations with Foundations**

- Assessment – intelligence, research, phone calls
- Cultivation – invitations, letters, foundation visits, site visits
- Solicitation – proposal submission
- Clearance – approve faculty applications to ensure coordination of solicitations
- Stewardship – thank yous, project reports review, visits to foundation, and site visits

**Our Job: Securing Foundation Sponsorship for Interdisciplinary Projects**

- Orchestrate calls/discussions with Program Officers
- Interpret guidelines and sponsor priorities
- Connect faculty with campus resources
- Facilitate collaboration
- Coordinate proposal development
- Organize tasks and timelines
- Arrange meetings
- **Edit/review narrative** – putting the “foundation” spin on a proposal

*Elizabeth Cogswell, Director:* cogswelle@missouri.edu – (573) 884-3578

*Lisa Schwartz, Assistant Director:* schwartzl@missouri.edu – (573) 882-5394
The Grant Landscape
Types and characteristics of grant giving agencies

<table>
<thead>
<tr>
<th>Federal agencies</th>
<th>Foundations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Success rates at federal agencies are between 4% and 20%, average 13%</td>
<td>Success rates at foundations are as low as 2%, average 10%</td>
</tr>
<tr>
<td>Publish specific guidelines that describe individual grant programs and how to apply, which are sometimes lengthy (~ 100 pages)</td>
<td>Provide less guidance; published guidelines if they exist may be 1-2 pages.</td>
</tr>
</tbody>
</table>
| Competitive review with open eligibility on who can apply. Reviewers are often “outside” and relationship with agency personnel does not directly impact review and scoring. | Two types:  
- “Foundation-defined project” calls—Published deadline and guidelines.  
- Applicant defined projects – Sometimes published deadlines. Lower success rate, limited funds  
- “Closed/by invitation only” calls—Relationship with the foundation is important—proposal is often the last step in the relationship building process. |
| Proposals are lengthy (~ 90+ pages) 20 pages of written text with lots of supplementary documents (resumes, lists of other funded projects, certification and assurance forms, budget forms and budget explanation) | Proposals often short, often less than 10 pages of written text with fewer supplementary documents.  
- Often a brief two page “letter of intent” is the first step. |
| You can find out about grant programs at no cost through [www.grants.gov](http://www.grants.gov), as well as through individual agencies’ websites. | Professional networks are an important source. Commercial search engines are available at a cost ([www.cos.com](http://www.cos.com), [www.foundationsearch.com](http://www.foundationsearch.com), [www.fdncenter.org](http://www.fdncenter.org)). |
| Individual federal agencies (Administration for Children and Families, Department of Justice, etc.) have different priorities and specific requirements, but the way to approach them is basically standard. | Many types of foundations (National; Regional or Community, Family, Special purpose; Operating (i.e., fund own work and some for grantees)  
- Foundations are as unique as individuals. Tone, priorities, culture are all very different based on Board composition, Executive Director, family, etc.  
- Investigative reporting skills helpful here – often website contains out-of-date priorities and funding areas. |
| Grant programs usually have contact person (“program officer”) you should contact to discuss your proposal before applying and you typically get review comments back after applying. | Contact with foundation part of strategy, discuss with Foundation Relations. It should be undertaken carefully. Typically do not get review comments back. |

Adapted from presentation with permission:
*Opening Gates, Opening Hearts—September 8, 2007*
*Suzanne Hansford-Bowles, MU Extension Grant Writer*
*Welcome to Mizzou*
FOUNDATION RESEARCH AND INFORMATION SOURCES

► Foundation Directory Online (paid subscription)—Available in Office of Research
   Foundation Center www.foundationcenter.org
   Foundation Finder (free-minimal information, access to 990 forms)
   Philanthropy News Digest (free news alerts each day/week about foundations)
   RFP Bulletin (free weekly online newsletter of new RFP’s)

► COS Database www.cos.org
   Especially suited for academic funding needs
   Includes government agency grant opportunities
   Good source for international funder information
   Most comprehensive keyword search terms
   Faculty can set up tailored “alerts” in their fields

GuideStar Database www.guidestar.org
   Information and tax forms for not only foundations, but for non-profit entities, including clubs, associations, and charities as well. Information on over 1,000 organizations in Columbia, MO alone, with summary of purpose and history, contact info. and links to tax forms provided free.

IRS Tax Form 990 (view multiple years for better understanding)
   Market Value of Assets
   Total Contributions paid
   Board Members/Officers/Highest Paid Employees and compensation amounts
   Highest Paid Contractors (Can include individuals or organizations contracted to conduct research)
   Persons who have become substantial contributors during past year (Part VII-A)
   Information on Gift/Grant Programs (restrictions, procedures, Part XV)
   Grants & Contributions Paid & Those Approved for Future Payment

European Foundation Centre http://www.efc.be

Funders Online http://www.fundersonline.org/
   Free online searches of foundations with headquarters in countries around the world, especially those in EU countries, with links to websites. Not comprehensive, but a starting point.

Fundsnet Services http://www.fundsnetservices.com/
   Free site allows you to search grant opportunities by categories (e.g. animals and wildlife; children, youth, and families; health services and research). Only a limited list of foundations included, and those without websites are excluded.

Council on Foundations Website www.cof.org
   Council on Foundation is a membership organization of more than 2,000 top funders worldwide. The website is primarily intended for foundation professionals (and grantees should not try to use the Council as an intermediary for contacting foundations). Particularly useful at this site is the list of affinity groups and their websites. Affinity groups are informal networks of foundations interested in particular issues, target populations, or foundation management functions. Affinity group websites are valuable sources of information on particular issues or target populations, the latest ideas and challenges of philanthropy in the given area, outcomes of various funders’ grants in this area, etc. The Council’s website also has a calendar of events and conferences for foundations with similar interests.
Affinity Group Websites

Disability Funders network  www.disabilityfundners.org
Environmental Grantmakers Association  www.ega.org
Funders Concerned About AIDS  www.fcaaidns.org
Grantmakers for Children, Youth and Families  www.gcyf.org
Grantmakers in Aging  www.giaging.org
Grantmakers in the Arts  www.diarts.org
Grantmakers for Education  www.edfunders.com
Grantmakers in Health  www.gih.org
Africa Grantmakers Affinity Group  http://www.africagrantmakers.org/
International Funders for Human Rights  http://www.hrfunders.org/
August 13, 2010
Resource Fair

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Academic Support Center

The newest equipment resources, technical expertise and creative development, are just a few services of the Academic Support Center. Your teaching or scholarly presentations can be enhanced to a level of professionalism and engagement which routinely impresses even long-time clients.

Auditorium/Classroom Equipment Maintenance .................. (573) 882-6703
Audiovisual Equipment Rental ........................................ (573) 882-3601
Audio Recording ........................................................... (573) 882-6718
Audiovisual Supplies ....................................................... (573) 882-3606
Digital Photography Services ........................................... (573) 882-2858
Equipment Installation and Specification Assistance ........... (573) 882-3321
Equipment Set-Up, Event Production Support .................... (573) 882-6718
Graphic Arts Services ..................................................... (573) 882-3607
Language Resource Laboratory ........................................ (573) 882-2857
Media Labs ................................................................. (573) 882-1570
Media Library ............................................................... (573) 882-3601
Multimedia Development Services ................................. (573) 882-6718
Telecourse Facilities ..................................................... (573) 882-6703
Video Production Services ............................................. (573) 882-6718
Video Program Duplication/Conversion .......................... (573) 882-3321
Video Teleconference (Satellite) Downlinks ....................... (573) 882-3321
Video Teleconferencing ................................................. (573) 882-6703
Webcasting/Streaming .................................................. (573) 882-6703

505 E. Stewart Rd.
Columbia, MO 65211
(573) 882-3608
asc.missouri.edu
Who We Are

- A self-funded and revenue-generating auxiliary unit of the university
- Providing assessment and research services to MIZZOU and the larger community since the 1930s
- 2 million assessments & surveys administered and received annually
- Located off Lemone (adjacent to printing services)

What We Do

- Course evaluations & classroom testing
- Program assessment (or “program review”) for MU campus
- K-20 Assessment – Provide testing products and scanning, scoring, and reporting services to school districts & universities
  - Score open-ended responses – up to 200 scorers at a time
- Research and evaluation services
Research Services for Faculty

- Program evaluation ("outside evaluator") or basic research
- Research design and coordination

Collect Data
- Qualitative: Focus groups, interviews, etc.
  - Surveys
- Surveys (web- or paper-based)
  - Item writing
  - Design
  - Printing (if paper survey)
  - Computer programming (if on-line)
  - Distribution
  - Scanning (if paper, 30,000 per hour)

- Data management
- Data analysis – qualitative and quantitative

Examples of Projects

- Program evaluations
  - eMINTS program in several school districts and statewide

- Surveys
  - Lawyers’ business practices (for the Missouri Bar Association)
  - Dove hunters (n = 25,000, through D.J. Case for Texas Parks & Wildlife)
  - End-of-life (Dept. of Family & Community Medicine)
  - Patient safety (Dept. of Family & Community Medicine)

- Focus groups
  - Patient Safety
  - MU Research Reactor
  - Consequences of NCLB (n = 24 focus groups and 17,000 surveys, presented at research conference)
Why collaborate with ARC?

1. Help to manage large-scale projects
2. More competitive proposals
   • experience
   • economies of scale → competitive pricing
3. Build on existing relationships
4. Save you time

How to begin

• When you begin a proposal, or just have an idea, contact ARC to discuss the project. ARC can collaborate as a subcontractor or serve as the evaluator on your research projects.

• If you have an existing project, contact ARC to discuss how we can help and obtain cost estimates for the services ARC would handle.

• Respond to invitations from ARC staff to participate in research proposals.

Contact:
Christi Bergin Ed.S, Ph.D, Associate Research Professor
882-4694, berginc@missouri.edu
website http://arc.missouri.edu
MU Faculty Services

Program Evaluation & Research Services

ARC can serve as the external evaluator on your next grant or program.

ARC can help you conduct research and secure external grants by serving as a partner in the following aspects of research:

**Research Design**  With expertise in many types of research and evaluation, our staff can assist with the design of your project.

**Sampling**  ARC will assure thorough and unbiased sampling methods to accurately represent your population. We can help you decide how many administration waves your project needs.

**Item & Questionnaire Design**  Our staff will help you decide which type of questionnaire best fits your needs and budget. We can recommend and produce a variety of questionnaires, including open-ended, scannable answer sheets with questionnaires, generic scannable forms, custom scannable forms, and scannable word processor documents.

**Online Surveys**  Talk to us about leveraging the power and convenience of the Internet to conduct your research. We can create a customized online survey for you that can be accessed via email or the World Wide Web.

**Paper Surveys**  ARC has wide experience in the administration of paper surveys from survey design, packet design, printing, mailing, and tracking to a final dataset.

**Scanning**  Using ARC’s scanning services can save you time and money while avoiding the error-prone process of manual data entry.

**Data Analysis**  Whether simple frequencies or regression analyses, we will conduct the analysis you need.

**Qualitative Research**  ARC can help with the collection and analysis of qualitative data, such as interviews, focus groups, and case studies.

**Focus Groups**  We can help define participant requirements, find individuals who match your criteria, and facilitate focus groups for your research project.

**Reports and Presentations**  Whether you need a written report or visual aids for your presentation, we can create the final product you need.

**Project Coordination**  Project logistics and paperwork can be overwhelming. Let us give you a hand.

Throughout each project, ARC works closely with faculty, helping define the shape of the study with shared goals and a clear budget in mind. ARC’s services are both affordable and timely.

If you are considering a research project, talk with us in advance. ARC will offer advice, suggest ways our services can contribute, and provide a cost estimate for our services, all at no charge and no obligation.

**Classroom Testing**

ARC offers scanning and scoring of classroom tests for MU instructors. Answer sheets may be picked up at our campus office located in 112 Townsend Hall, at the corner of Conley Avenue and 6th St. After you administer your exam, return the completed answer sheets to this same office. They will be scanned and ARC will produce your requested reports.

When the tests have been scored, you will receive an email with a link to a secure website where results can be viewed, printed and/or downloaded to your electronic grade book.

Assessment Resource Center
University of Missouri
College of Education

Classroom Testing: 112 Townsend Hall
Research Services: 2800 Maguire Blvd.
CWP Staff Profiles

**Jeff Rice, Director**

In addition to Directing the CWP, Jeff Rice is a faculty member in the English Department and former Director of Composition. He received his Ph.D. in Rhetoric and Composition from the University of Florida. He is the author of *The Rhetoric of Cool: Composition Studies and New Media*, co-editor of *New Media: New Methods: The Academic Turn From Literacy to Electracy*, and the author of numerous essays on writing, pedagogy, and new media. He teaches courses in rhetoric, writing, and new media. He is the author of *The Rhetoric of Cool: Composition Studies and New Media*, co-editor of *New Media: New Methods: The Academic Turn From Literacy to Electracy*, and the author of numerous essays on writing, pedagogy, and new media.

**Bonita Selting, Coordinator**

Dr. Bonita R. Selting received her Ph.D. (Purdue University) and her Masters Degree (University of Colorado) in English with concentrations in Rhetoric and Composition. As Coordinator in the University of Missouri's Campus Writing Program she works with faculty training, outreach projects, tutor/TA training, and various campus committees related to undergraduate and graduate education. Dr. Selting came to the University of Missouri's Campus Writing Program from the University of Central Arkansas where she was an Associate Professor in the Department of Writing, taught Composition Theory and Practice at all levels and directed the Communications Support Center.

**Catherine Chmidling, Coordinator**

Catherine Chmidling received her Ph.D. in Anthropology from the University of Missouri, her MS in Quaternary Studies from the University of Maine, and her BS in Geology and Anthropology from Kansas State University. She first became involved with the Campus Writing Program as a Writing Intensive (WITS) tutor. Along with the other Coordinator, Catherine offers faculty, TA, and tutor workshops and one-on-one consulting, and is eager to work with other MU offices and programs to address WI questions and concerns. Catherine has taught General Anthropology and Archaeology courses, and Geology labs. Her research interests include Writing -in-the-Disciplines, American culture, and culture change.

“To really change the teaching of writing, it seems to me that a view of process must go beyond the text to include a sense of the ongoing conversations that texts enter into – a sense, that is, of how writers draw on, respond to, and rework both their own previous writings and those of others.” - Joseph Harris.

Campus Writing Program

The University of Missouri

Working with MU Faculty since 1985, the Campus Writing Program serves over 130 sections of Writing Intensive courses each semester and over 1600 students. The Campus Writing Program was founded on the principle that writing is central to all academic work. Through writing, students engage, learn, respond to, and generate ideas. The Campus Writing Program works with faculty to develop Writing Intensive courses that promote critical thinking, writing with new media, and other rhetorical practices essential for a variety of communicative purposes.
Why Writing Intensive?

Writing Intensive courses help produce an educated, articulate citizenry capable of reasoning critically, solving complex problems, and communicating with clear and effective language.

How does a student benefit from taking a WI Course?

Students should gain the ability to: pose worthwhile questions, evaluate arguments, give and receive criticism profitably, distinguish among fact, inference and opinion, articulate complex ideas clearly, deal with problems that have no simple solutions, consider purpose and audience, understand how given disciplines define themselves, and become informed, independent thinkers.

How does a faculty member benefit from teaching a WI course?

Writing assignments are designed to teach course content and to assess students’ learning, giving faculty the chance to focus on content, concepts and quality of argument while students take responsibility for surface features such as grammar and syntax. WI assignments are tied directly and specifically to the goals of the course and are fully integrated into the syllabus. Through writing and revising, students not only master course concepts, they also learn to think and write critically in ways particular to their chosen disciplines. Faculty, in turn, have the opportunity to interact with students at a more complex and meaningful level.

“Often the struggle of writing, linked as it is to the struggle of thinking and to the growth of a person’s intellectual powers, awakens students to the real nature of learning” - John Bean

Visit our website
cwp.missouri.edu

CWP Services
One-on-one Consulting
The coordinators will assist faculty on any issue concerning teaching a WI course, including: course planning, assignment design, grading, large enrollment courses and student conferences.

Workshops for MU Faculty and T.A.’s
Workshops are held throughout the year for MU Faculty who will be teaching a WI course or who are interesting in learning more about teaching a WI course.
Workshops are also held for T.A.’s working in WI courses.

Outreach
Our coordinators can work with you to tailor a workshop to meet the needs of your organization.

Visit our website
cwp.missouri.edu

We would love to work with you on your Writing Intensive Course!

To learn more about the Campus Writing Program, please contact:

Jeff Rice, Director
Email: ricejr@missouri.edu
Phone: 573-882-4881
WI Guidelines

The Guidelines and Proposals are adapted from those developed in 1984 by a University of Missouri-Columbia faculty task force under the leadership of Doug Hunt.

Guidelines for Writing Intensive Courses

The Campus Writing Board is looking for classes that use writing as a vehicle for learning, classes that require students to express, reformulate, or apply the concepts of an academic discipline. The emphasis on writing is not intended primarily to give students additional practice in basic composition skills but to encourage students to think more clearly and express their thoughts more precisely – to think critically and communicate effectively. The Board approves Writing Intensive courses that follow two important learning principles: 1) students will comprehend content better through writing, and 2) professors will improve the quality of students’ performance by giving feedback and requiring revision. “Writing Intensive” status is conferred on a by-instructor, by-semester (up to academic-year) basis.

Instructors teaching a course as writing intensive for the first time (whether their first time teaching a previously existing course, or the first time the course is held) need to submit a New Course Proposal form to the Campus Writing Board. Returning instructors teaching a course previously approved Writing Intensive for them need to submit a WI Update form.

The success of a Writing Intensive course depends more on the teacher’s commitment to this style of teaching than on adherence to any particular formula. Because of the importance of this commitment, the Campus Writing Board encourages courses from willing faculty participants.

The guidelines below are not inflexible, but intended to give applicants a picture of the sort of course the Board envisages. Other approaches will certainly be considered.

These guidelines apply to all courses eligible for the designation Writing Intensive (WI), including those considered “non-traditional” such as Summer, Evening, Online, or Distance courses.

WI assignments may be traditional individually-written printed-page papers, or may take the form of group-work, oral, multi-media and/or electronic communications.

1. Writing Intensive courses should be designed and taught by faculty members, at a 20:1 student-to-faculty ratio. This recommendation precludes consideration of graduate students as primary instructors. (See Guidelines 7 and 8 for classes larger than 20.)

The Board prefers that WI courses be taught by MU faculty. If asked to approve other categories of instructors for WI teaching, the Board may ask for a letter from the sponsoring department’s chair addressing the rationale for this particular WI teaching assignment and the nature and duration of the WI proposer’s appointment. Faculty members’ WI course proposals, including a syllabus, should reflect a personal understanding and commitment to WI pedagogy. The faculty
member can count on support from Campus Writing Program staff throughout the course and are encouraged to attend a CWP workshop prior to teaching the WI course.

2. Each course should include multiple assignments that are complex enough to require substantive revision for most students. Students should submit a draft, consider responses from a teacher (and, whenever possible, from other students), and submit a revised document. The final versions of these assignments should total at least 2000 words (8 pages).

Writing Intensive courses usually include some assignments so demanding that only a few students will do a completely satisfactory job in a single draft. The first draft then becomes a testing ground for the student’s ideas and reasoning, and the professor’s or peer’s responses to the writing are an integral part of the course instruction. The sort of revision the Board has in mind involves rethinking and rewriting, not merely correction of grammatical and stylistic errors.

3. Writing for the entire course should total at least 5000 words (20 pages). This writing may take many (conventional and/or electronic) forms and includes both drafts and final versions of the assignments.

In allowing preliminary drafts to count toward the 5000-word total, the Board assumes that revision of these drafts will mean substantial rewriting for most students. When the professor’s expectation is that the final draft will be merely a “cleaned-up” version of the preliminary draft, we ask that the words in the preliminary draft not be counted as part of the 5000-word total.

4. Each course should include at least one revised writing assignment addressing a question for which there is more than one acceptable interpretation, explanation, analysis, or evaluation.

A Writing Intensive course, because it exposes students to “live” questions in an academic discipline, provides an excellent opportunity to develop critical-thinking skills. The Campus Writing Board encourages WI teachers to use assignments that require students to accept the burden of proof and to understand what types and amounts of evidence are necessary to proving an assertion in the discipline. The Board realizes that in many scientific, technological, and quantitative fields, introductory students are in no position to challenge the axioms of the discipline or to take a stand on unsettled questions. In such fields, however, the Board encourages assignments that require students to explain the reasoning they use in solving a problem, to justify their answers by referring to expert opinion, or to articulate the distinction between elegant and inelegant approaches to a project (e.g., designs for an experiment to prove a given hypothesis).

5. Writing for the course should be distributed through the semester rather than concentrated at the end.

If writing is being used as a mode of instruction, then it is clearly not appropriate to have written assignments concentrated at the end of the semester. The best WI courses tend to contain a series of short papers distributed through the semester rather than one or two major projects.
Some successful courses use only two papers but take these papers through a multistage revision process.

6. Written assignments should be a major component of the course grade.

In perhaps two-thirds of WI courses, out-of-class papers account for 70% or more of the semester grade. It is very unusual for papers in a WI course to account for less than 30% of the course grade. When a portion of the course’s writing-component is met through group-work, the Board may ask instructors to elaborate on their methods of assessing individual-student contributions (and thereby group-work grades).

7. Faculty members may use graduate teaching assistants to bring the student/faculty ratio down to a manageable level.

The Board prefers courses with a maximum student/faculty ratio of 20 to 1. Funds to help staff WI classes with GTAs will be transferred based on the total number of WI students enrolled. The departmental allocation is $110 per student beyond the first 20 students in a class. See the Suggestions for Large Enrollment Courses for additional information.

8. In classes employing graduate teaching assistants, professors should remain firmly in control not only of the writing assignments, but of the grading and marking of papers.

The most common practice in courses with enrollment below 50 is to have the professor read every major written assignment and either assign a grade or approve the GTA’s grade. In such courses marking and commenting on papers is usually a responsibility shared by the graduate teaching assistant and the professor. As courses get larger, the professor’s role becomes increasingly managerial: he or she may train GTAs in “standard-setting” sessions such as those featured in Campus Writing Program TA workshops and then entrust the actual grading to the graduate teaching assistants. In such circumstances, the Board needs to be assured that the GTAs assign essentially the same grade the professor would, for essentially the same reasons. Professors are, therefore, encouraged to read a large enough sample of the papers to verify the accuracy of the GTAs’ evaluations. This sampling will also help the professor assess the effectiveness of the assignment and the need the class may have for additional instruction.
GO ONLINE TO:

- View grad school guidelines and timelines
  - http://career.missouri.edu/students/grad-school

GRADUATE SCHOOL

VISIT US TO:

- Talk with a Career Specialist to plan for applying to graduate school
- Pick up a Guide to Graduate School

GO ONLINE TO:

- View grad school guidelines and timelines
  - http://career.missouri.edu/students/grad-school
**Additional Programs and Services**

**Career Counseling**
- Schedule an appointment to help you with career transitions, decisions, and resources
- Talk with a counselor-in-training (*supervised counseling psychology graduate student*) who is well prepared to discuss career, academic, and personal/social issues
- Call or come by the MU Career Center to get started (*contact information below*)

**Career Explorations Course (SSC 2100)**
- Learn how your interests, abilities, and values help you choose a major and career direction
- Gain valuable skills for creating resumes, interviewing, job searching and much more

**International Students' Career Services**
- Talk with a personal consultant (*no appointment needed, Mon-Wed-Fri, 11:00 am—4:00 pm*)
- Access online resources (*http://career.missouri.edu/ISCS*) and work abroad resources
- Attend a biweekly workshop series, discussion groups, and other culturally sensitive events
- Contact us for more information (*Room 7 SSC, iscareer@missouri.edu, 573-882-2170* )

**Outreach Programs**
- Request workshops for your class or organization on topics including Major and Career Exploration, Résumé Writing, Interviewing, Job Search Strategies, and more
- Go online (*http://career.missouri.edu/faculty*) or call to reserve a workshop (*contact info below*)
- Please submit your request at least two weeks in advance
- Contact us if you are interested in having students in your class complete an assignment involving the MU Career Center (*i.e. self-assessment, career exploration paper, individual MU Career Center tour, or resume review*) so we can ensure the best possible experience for your students

**Services for Community Members**
- Purchase a user pass that will give you access to most of our services including career exploration help, career counseling, resume reviews, interviewing preparation, and job search assistance
  - For alumni, a four month user pass is $15; alumni have free access to HireMizzouTigers
  - For MU faculty, staff, and family of MU affiliates, a four month user pass is $15
  - For other community members, a four month user pass is $25

**Other Services and Programs**
- Contact us if you would like additional information about any of our programs, including our Career Specialists, Career Counseling, ISCS, A Way With Words and Numbers, Jumpstart, HireMizzouTigers, StrengthsQuest, Work Study, PeaceCorps, or anything you see on this page.

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**CAREER CENTER HOURS**

<table>
<thead>
<tr>
<th>Fall and Spring Semesters</th>
<th>Summer Session</th>
<th>University Breaks</th>
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</thead>
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<tr>
<td>Monday - Friday 9:00am– 5:00pm</td>
<td>Monday –Friday 12:00pm– 4:00pm</td>
<td>CLOSED (open one week prior to start of class in Fall and Spring, 12-4pm)</td>
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**CONTACT US**

Student Success Center
(on Lowry Mall)
Phone: (573) 882-6801
Fax: (573) 882-5440
career@missouri.edu
http://career.missouri.edu
Chancellor’s Diversity Initiative
Helping to Promote inclusive excellence and a welcoming campus

The Chancellor’s Diversity Initiative enhances institutional diversity through collaborative partnerships and strategic efforts that promote inclusive excellence and a welcoming campus. We strive to increase opportunities for faculty, students and staff to engage and thrive in an increasingly multicultural global environment with training and development opportunities through lectures, workshops, seminars and dialogues. We assist individuals who believe they may have been harassed or treated differently than others. We help promote and fund the many programs, organizations and entertainment opportunities available for you to explore MizzouDiversity at MU.

Roger L. Worthington, Ph.D.
Assistant Deputy Chancellor & Chief Diversity Officer

Angel Anderson
Executive Staff Assistant

Noor Azisan-Gardner
Director of Diversity Programming & Professional Development

Rebecca Calvin
Marketing Specialist

Noel Ann English
Director of MU Equity

Explore MizzouDiversity
diversity.missouri.edu

Chancellor’s Diversity Initiative
S303 Memorial Union
Columbia, MO 65211
573.882.5838
diversity@missouri.edu

University of Missouri
Diversity in Action
Bridging Research and Practice Seminar Series

The world is becoming increasingly multicultural by the day and the University of Missouri is no exception. We, as institutions of higher education around the world, have the unique responsibility and opportunity to contribute to a better understanding of the complexity of human experiences and integrate our academic research with the world of policy and action. This series of research-based seminars is designed to inform and engage scholars, students, and practitioners of diversity-related research at Mizzou.

The seminars’ format typically consists of a 40-minute presentation and a 20-minute Q&A session. The Q&A sessions offer presenters and participants the opportunity to exchange ideas which we hope will stimulate new research directions and identify practical applications.

2010-2011 SERIES SCHEDULE
Check our website for updates on speakers and topics at diversity.missouri.edu

Series Times: 12:00-1:00 p.m.
Series Locations: Memorial Union S206

Thursday, September 16, 2010
Thursday, October 14, 2010
Thursday, November 11, 2010
Thursday, December 2, 2010

Thursday, February 10, 2011
Thursday, March 10, 2011
Thursday, April 14, 2011
Wednesday, May 4, 2011

FALL SEMESTER 2009 TOPICS

Universal Values? Not According to the Facts!

Reassessing Madison’s Diversity Hypothesis:
The Case of Same-Sex Marriage

What Does Math Have To Do with a Community Divided? A Case Study

Reflections in the Water: Kiowa Stories, Geographies, and New Traditions in the Ever-Changing World

SPRING SEMESTER 2010 TOPICS

What Happens When States Modernize the Application Procedure for Food Stamps?

Religion, Health and the Body in Japan

Can You Hear Me Now?: Silencing Communities of Color Through Felon Disenfranchisement Laws

The Experiential Learning Program in Mexico: Culture, Family Values, Agriculture & Migration

Sponsored by the Chancellor’s Diversity Initiative
S303 Memorial Union
Columbia, MO 65211
573.882.5838
diversity@missouri.edu
diversity.missouri.edu
You In Mizzou
Exploring Diversity at Mizzou Through Dialogue

The You In Mizzou program was implemented during the Fall semester of 2006 and is designed to give you the opportunity to learn about a variety of issues that pertain to Mizzou faculty, staff and students.

You In Mizzou challenges you to discuss your differences and discover your similarities in a safe environment; and interact respectfully, while experiencing the rich diversity of Mizzou and the beliefs of those around you.

We want to see YOU IN MIZZOU!

2010-2011 PROGRAM SCHEDULE
Check our website for updates on topics at diversity.missouri.edu

Series Times: 7:00-9:00 p.m.
Series Locations: Memorial Union S203

Economy
Wednesday, September 8, 2010

Race
Wednesday, February 2, 2011

Friendship
Wednesday, October 6, 2010

Women
Wednesday, March 2, 2011

Politics
Wednesday, November 3, 2010

LGBT
Wednesday, April 6, 2011

Multiculturalism
Wednesday, December 1, 2010

FALL SEMESTER 2009 TOPICS
Diversity at MU: Are We There Yet?
Dating in College: The Facts of Life
Politics and You
Freedom to Believe in Your Faith

SPRING SEMESTER 2010 TOPICS
Racial Disparity in the U.S.: Are We Willing to Pay for the Cost?
Pearls & Politics: Why are there so few women still in politics today?
Is it Time for Gay Marriage in Missouri?

Sponsored by the Chancellor’s Diversity Initiative
S303 Memorial Union
Columbia, MO 65211
573.882.5838
diversity@missouri.edu
diversity.missouri.edu
MU Equity

Championing Fair and Just Solutions

The MU Equity Office is the first stop for MU faculty, staff, and students who believe they may have been subjected to unfair or inequitable treatment for any reason. At its most basic, our office:

- Seeks to address bias, including but not limited to discrimination on the basis of considerations prohibited by law or official university policy.
- Assist individuals who believe they may have been harassed or treated differently than others in the same situation.

We meet with people and help them navigate a confusing system, figuring out with them who they need to talk to and how to get their issues resolved.

We may informally investigate and make administrative recommendations to ensure that discriminatory practices are avoided or eliminated.

You Have Options

FILE AN INCIDENT REPORT

- Should you experience or have knowledge of a bias incident or hate crime, you may submit a Bias Incident Report (anonymously if you so choose) at: http://biasreport.missouri.edu

CONTACT MU EQUITY

- To inquire about treatment you think is inequitable or discriminates against you
- To figure out what to do or where to go next with an equity-related problem
- To learn what you can do to resolve equity issues at MU

equity.missouri.edu - Equity@missouri.edu

Noel Ann English - Director of MU Equity
MU Title IX Coordinator - Teaching and Research EEO/AA Officer
Chancellor’s Diversity Initiative - Memorial Union S303 - 573.882.9069
Programming Funding Request

Criteria for faculty, staff and Students

Please write a short proposal based on the criteria below and e-mail it to the Chancellor’s Diversity Initiative at diversity@missouri.edu:

- Title and explanation of event
- Explain how you and/or organization will enhance the diversity, inclusion and/or improve the climate of our campus
- An exact amount of monetary support that you need
- An itemized budget for your event
- Other sources of funding that you have solicited
- Source of funding that you have secured
- Your MO code information, if you know, and/or the name of your fiscal person who will be handling the account transfer

NOTE:

1. We have a limited amount of funding per year for programming. Please prioritize your own programming plans such that you can be assured of funding from our office for the most important event for your organization or department.

2. You will need to submit a report within 30 days of your event’s completion which must include the number of people who attended and your objective evaluation on how the event went.

Programs and events that we have funded in the past include but are not limited to co-sponsorship of invited speakers (2010 Human Development and Family Studies Diversity Lecture, 2010 Helen Neville Multicultural Lecture, and Isaiah Jackson – the first African American conductor of a major symphony orchestra); cultural events (Friendship Association of Chinese Students and Scholars’ China Night); students’ ceremonies (Association of Black Graduate and Professional Students’ Scholarship Reception); performances (Jessica Care Moore – spoken word performer and Masankho Banda – story teller, drummer, dancer and peace ambassador); film screenings (Good Hair at Ragtag Cinemacafé) and conferences (Catalan Culture Symposium).
Register Today
mizzoudiversity.missouri.edu

2010
MizzouDiversity Summit

Taking Ownership for an Inclusive Campus:
What’s My Role? Where Do I Fit In?
October 20-21, 2010


Hosted by the Chancellor’s Diversity Initiative - 217 Jesse Hall - diversity@missouri.edu - 573.882.5838
Information Security for New Faculty

Dear Faculty Member,

Information technology security is vital to the University of Missouri. Sound information security practices protect the University's information assets and ensure smooth, uninterrupted academic, research, and business operations.

As a member of the University community, you are ultimately responsible for the information that you create, access, modify, transmit, and store. This is especially important when the information is sensitive or when it requires special protections such as student or patient records. When you create or save information on your computer, or when you have applications or databases created on your behalf, in the context of information security you are considered the data owner. Data owners have a special responsibility to keep information secure. The University has established policies and guidelines to manage and secure information assets through a data classification system (DCS). The Division of IT can help you manage your data in accordance with the University's DCS.

If you need assistance or have a question about information security, please feel free to contact me, Beth Chancellor, or Brandon Hough. Their contact information is on the back of this brochure. Thank you and welcome to Mizzou!

Sincerely,
Gary Allen, DVM, PhD
MU Chief Information Officer and VP for Information Technology

Password Safety and Security

One of the most basic and important principles of information security is password safety. Your password is the major form of protection for your computer account, your data and the University resources that you access.

An easy way to form a secure password that you can remember is to think of a phrase, song, poem, or sentence and use the first letter from each word. For example:

“I moved to Chicago in '78!” = “ImtCi78!”

It is strictly prohibited to share your login ID and password with anyone, especially since these credentials are used to access a variety of information systems. If you must share your password (for example, to have someone work on your computer) change your password to something new as soon as possible.

doit.missouri.edu/accounts/passwords.html

Physical Security

There are a variety of easy things you can do to physically protect your computer and your data.

- Lock your computer every time you leave it unattended.
- Lock your door when you leave your office, especially after hours.
- Safeguard your laptop; don’t leave it in your car.
- Make periodic backups of your data.

doit.missouri.edu/security/make-it-safe/best-practices/

Workstation Security

Your department or college should have an IT support person, commonly referred to as an IT pro, to support your IT needs. Your IT pro should follow the steps below when configuring and managing your official work computer. However, these steps can be applied to help secure any system, including your home computer. This is especially important if you use your home computer to connect to the University’s network.

- Set a secure administrator password.
- Enable the operating system firewall.
- Keep your machine current by installing operating system updates.
- Install an anti-virus program and keep it up-to-date.
- Be cautious about what you install yourself.

University faculty, staff, and students need to be vigilant in their efforts to secure their computers and information resources.

doit.missouri.edu/security/make-it-safe/best-practices/

Social Engineering

Even the most advanced security efforts can be defeated by old-fashioned exploitation. Social engineering manipulates the natural human tendency to trust. The best defense is to be aware and cautious. Be wary of requests for personal or confidential information.

doit.missouri.edu/security/make-it-safe/best-practices/

Welcome to Mizzou
Internet and E-Mail Security

Phishing Scams

While phishing scams are not new, they are becoming more and more sophisticated. This high-tech scam uses spam or pop-up messages to trick users into disclosing credit card numbers, bank account information, Social Security number, or other confidential information.

doit.missouri.edu/security/make-it-safe/spyware-phishing.html

Abusive E-mail

Abusive e-mail can take many forms, ranging from the merely annoying to outright threatening to personally offensive. They may arrive in the form of advertising, junk mail, or spam, but all are inappropriate. What should you do if you receive problem or abusive e-mail?

• Be cool. Don’t reply to the e-mail, do not delete or archive immediately.
• Be skeptical. If it sounds too good to be true, it probably is!
• Be quick about reporting. Report any problem e-mail as soon as possible.

To report suspected problem or abusive e-mail, contact abuse@missouri.edu.

Principle of Least Privilege

Another important security concept is the “principle of least privilege”. This concept states that people should only have access to the information resources they need to do their job – no more, no less. Owners or custodians of information systems and data assets throughout the University should use this concept as they grant access to information systems.

IT Security Resources

Release of Information Laws & Policies / FERPA
register.missouri.edu/policies/ferpa.php

Human Resources Policy, 114
umsystem.edu/ums/departments/hr/manual/114.shtml

Responsibilities of Users
University of Missouri Information Security Policy
umsystem.edu/ums/departments/is/isinfosec/

Records Retention Policy and the 2008 Records Management Retention Guide
umsystem.edu/ums/departments/fa/management/records/guide

UM Data Classification System Policy
infosec.missouri.edu/classification/dc-sys-apps.html

Report Abusive Email
abuse@missouri.edu

Information Security and Account Management team
ISAM@missouri.edu

Beth Chancellor, MEd
Associate CIO and Chief Information Security Officer
chancellorb@missouri.edu • (573)882-3503

Brandon Hough, MBA
MU Information Security Officer
houghb@missouri.edu • (573)884-7562

doit.missouri.edu/make-it-safe/
Teaching Effectively with Technology at Mizzou

Educational Technologies at Missouri (ET@MO) works closely with faculty and departments to support the meaningful use of technology to improve teaching and learning in the following ways:

**Course Development & Assessment**
- Course and assignment design
- Student privacy, intellectual property, and accessibility
- e-Portfolios
- Grading rubrics
- Blackboard course sites
- Mid-semester feedback for instructors w/ MoCAT online system
- End-of-semester feedback w/ MyCourse online system

**Consultations & Support**
- Consultations on both pedagogy, and technology
- In-office educational technology support w/ student META Team
- Investigate effective uses of new technologies
- Online course and program development

**Events & Services**
- TeAchnology! - conference and workshop format for instructors to learn about MU-supported, and emerging teaching technologies
- Excellence in Teaching with Technology Award - recognizes faculty, staff, and students who are effectively using educational technologies

**Digital Media & Classroom Technologies**
- Student response systems (clickers)
- Digital media project support
- Video/audio student assignments
- Learning objects, animations
- Technology studio for instructors

**CONTACTS**
Web: http://etatmo.missouri.edu
Phone: (573) 882-3303
E-mail: etatmo@missouri.edu
Address: 249 Heinkel Building
Location: Corner of 7th and Locust
Comments & Testimonials about ET@MO

Thank you ALL for a fabulous learning experience --I am deeply grateful to you for allowing me to attend TeAchnology-- I truly feel more comfortable around my computer and I am looking forward to becoming a more techno saavy teacher--and maybe even moving toward the 21st century-- have a good weekend, a good 4th, a good summer, and a fun filled and enjoyable Fall semester.

I really appreciate having the dedicated time to think about and explore my options. ET@MO staff members are very good at brainstorming with me.

Special thanks are due to your office visit to get me started on my class this semester. I started all this many years ago and each year I would like to think I'm getting better at it. Yet, I still need the wonderful support that your office provides.

I truly appreciate the continued support I receive from ET@MO and the META team. You all have been instrumental in the development of a very useful product to enhance my student’s learning.

I’m enormously grateful for your support since I first talked to you about the possibilities of an Academic Transformation project. You’ve been upbeat, resourceful, patient, and understanding throughout this long series of experiments, conversations, uncertainties, and decisions. I really appreciate your responsiveness and your willingness to meet beyond the scheduled [Academic Transformation] workshops last semester. Thanks for taking so much time to explore and consider the issues together.
How YOU Can Help:

- Encourage high-achieving students to contact the Fellowships Office.
- Invite the Fellowships Office to talk to your classes or provide flyers.
- Volunteer to serve on a campus review committee or to assist students with applications.

SEND US YOUR TOP STUDENTS!

WHO YOUR STUDENTS ARE:
Energetic, high achieving students with the potential to make significant contributions for the public good.

WHAT YOUR STUDENTS NEED:
Support to reach their goals for graduate school, study abroad, research or service.

WHAT WE OFFER YOUR STUDENTS:
We are not financial aid, but we can help them locate funding. If they have a high GPA, leadership & community service, or research experience, please encourage them to visit:

WHAT WE DO:
We work with students who are eligible for nationally competitive fellowships, grants, and scholarships. We provide:

1. Advice on programs and activities to strengthen their educational experience;
2. Information on fellowships and other opportunities to help them achieve their goals;
3. Support and assistance leading to and throughout the fellowship application process, including how to strengthen essays and interview skills;

Send us your top students!
MU Fellowships Office

WHO WE ARE: The Fellowships Office assists students in identifying and applying for nationally competitive fellowships that enhance their education and provide post-baccalaureate experiences.

WHO YOUR STUDENTS ARE: Energetic, high achieving students with the potential to make significant contributions for the public good.

WHAT YOUR STUDENTS NEED: Support to research their goals for graduate school, study abroad, research, or service.

HOW YOU CAN HELP: If they have a high GPA, leadership and community service, or research experience, then please, SEND US YOUR TOP STUDENTS!

Join the Fellowships Office Faculty Resource Bank!

Name: _____________________________________________________________
Title/Department: ___________________________________________________
Interest/Expertise: ________________________Secondary:__________________
Phone: _________________________ Email: _____________________________
Campus Mail Address: _____________________________________________

I am willing to help with applications for nationally competitive awards by:
____ working with an individual student on an application;
____ serving on an interview or review committee;
____ presenting an informational session or application workshop;

Topic ____________________________________________________________
____ assisting faculty members with letters of recommendation.

Please indicate any scholarships with which you have experience.

- Barry M Goldwater Scholarship
- Harry S Truman Scholarship
- National Security Education Program (NSEP) Boren
- Thomas Pickering Foreign Affairs Scholarship or Fellowship
- Morris K. Udall Scholarship
- Fulbright
- Rhodes Trust Scholarship
- National Science Foundation
- Marshall Scholarship (Britain)
- Churchill Scholarship
- Mitchell Scholarship (Ireland)
- Hertz Foundation (applied science)
- Paul and Daisy Soros Fellowships for New Americans
- DAAD (German Academic Exchange Services)
- Gates Cambridge Scholarship
- Rotary Ambassadorial Scholarship
- Other_____________________

Comments:_____________________

THANK YOU!
About the MU Graduate School

Supports academic programs’ efforts in admissions, recruitment, retention and advocacy

The Graduate School centrally supports one of the most important aspects of graduate education at MU – the admission of new students. The Graduate School staff provides important oversight and administrative handling of new applications and helps prospective students through the processes of application, acceptance and matriculation.

Faculty and current graduate students are the best recruiters for MU’s graduate programs, and the Graduate School supports these efforts centrally by sending representatives to recruitment fairs, developing general graduate recruitment and advocacy materials and providing Web site and publications support.

The Graduate School also acts as an advocate, both on campus and off, for MU’s graduate students and the importance of graduate education. Public events, such as Graduate Education Week, and legislative communications inform government leaders and the general public about the importance of graduate education.

Provides direct support to graduate students

The MU Graduate School assists graduate students in many ways:

- Funding through Graduate School Fellowships
- Conflict resolution workshops
- Informal student advising and support
- Conflict mediation assistance
- Grievance resolution with the Graduate Faculty Senate
- Professional Development Seminars
- Preparing Future Faculty Program
- Graduate student group (GSA, ABGPS) administration and support
- Graduate Assistant Teaching Orientation
- Minor in College Teaching
- Administering fee waivers
- Travel support for research and professional meetings

“It was almost out of my imagination to be able to pursue any degree in the U.S. if this fellowship was not offered to me.”

-Hemanta Kafley, doctoral student, Graduate School Huggins Scholarship recipient

22,000 MU graduate alumni living in Missouri

95 Graduate degree programs at MU

1,800+ Average number of MU graduate degrees awarded each year
Ensures academic integrity and bestows recognition

A world-class research institution such as MU is possible only if standards remain high. As graduate students finish their coursework, research, and internships, they need to know that a graduate degree from MU means something. The Graduate School ensures academic integrity in several ways:

- Setting minimum admission requirements and degree timelines
- Processing theses and dissertations for formatting and storing them for archive
- Facilitating graduate student progress assessment
- Supporting the Graduate Faculty Senate
- Participating in the national PhD Completion Project
- Administering the Responsible Conduct of Research certificate

The Graduate School also provides leadership for many tasks related to academic recognition, including the spring and fall Graduate Commencement ceremonies and awards for graduate assistants, theses, and dissertations, and faculty mentors.

Supports Postdoctoral Scholars through the Office of Postdoctoral Education

As part of the Graduate School, the Office of Postdoctoral Education provides central administration and support to the postdoctoral scholars at MU. Postdoctoral appointments are unique in the university context, and the Office of Postdoctoral Education provides invaluable support:

- Helping to facilitate the interactions of postdoctoral scholars within and across disciplines
- Supporting the MU Postdoctoral Association’s professional development programming and activities
- Providing administrative support for issues relevant to postdoctoral scholars

Provides support for interdisciplinary graduate programs

Now more than ever, the generation of new knowledge occurs at the intersection of different disciplines. Research universities such as MU can benefit greatly from an environment in which interdisciplinary relationships are fostered. The Graduate School facilitates interdisciplinary education for graduate students and provides administration and oversight to the following interdisciplinary academic programs:

- Genetics Area Program
- Nuclear Science and Engineering Institute
- Neuroscience
- Truman School of Public Affairs
- Public Health
- MU Informatics Institute

The Graduate School also works with scholars and administrators across campus to develop and promote new interdisciplinary programs and initiatives.

“Public health depends on interdisciplinary teamwork, such as that found in MU’s public health program. The Graduate School’s emphasis on interdisciplinary programming makes MU a leading institution.”

-Dr. Kristofer Hagglund, Director, MU Public Health Program

Promotes diversity in graduate education

“Participating in the program has influenced me to believe that I could succeed in graduate school. ...I couldn’t have gained a better research experience.”

-Jasmine Scott, 2005 Emerge participant

The Graduate School actively values and promotes racial and ethnic diversity in higher education. These efforts are embodied in programs designed to draw talented students from underrepresented groups to Mizzou for advanced studies:

- Emerge Fall Preview Weekend
- Glimpse into Graduate School
- McNair Scholars Program
Small and Selective
Established in 1959, the University of Missouri-Columbia Honors College is one of the nation's oldest. Widely acclaimed and often imitated, the program brings together the University's brightest, most motivated students and engaging professors in small, stimulating classes.

Honors College students are among the nation's most accomplished. Freshmen in the Honors College have an average ACT score of 30. The University's freshman class as a whole includes:

- 585 Bright Flight scholarship students
  (Missouri residents)
- 178 high school valedictorians
- 434 Curators Scholars
- 454 Excellence Award winners
- 216 recipients of Nonresident Scholarships

In their junior or senior year, around 70 honors students are initiated into Phi Beta Kappa, America's most prestigious honor society. Recent Missouri honors graduates include seven winners of Fulbright Fellowships, two Truman Scholarship winners and a Rhodes Scholar.

Many of the University's most accomplished professors teach in the Honors College and enjoy the challenge of working with our best students. Honors College instructors are eager to try out new courses and approaches to teaching with professors from other disciplines. Together, honors students and their professors share an experience characterized by rigor, depth, multidisciplinary thinking and mutual support.

Criteria for Honors Courses

The Honors College at the University of Missouri, Columbia, offers courses specifically designed for high-ability, motivated students. Although the offerings of the Honors College are strengthened by their diversity, they generally share certain fundamental characteristics that distinguish them from non-honors courses.

**Honors courses should differ from non-honors courses in depth and/or breadth of coverage.** In many Honors courses, students will explore connections within and among disciplines, as well as the relationship of course material to a diverse global society. Where appropriate, these courses should use primary source documents (e.g., journal articles, original texts), and require students to design and conduct research models appropriate for the discipline.

**Honors courses should be designed to engage students actively in the learning process.** Students in honors courses should be expected to engage in inquiry, critical thinking, application, synthesis, analysis, and/or evaluation of the knowledge acquired. Generally, honors courses should require students to participate in discussion, debate, simulations, or case studies where the student is expected to actively engage with the course material. They should ask students to develop, discuss, and defend opinions, attitudes, or values related to the course content; to pose questions and develop oral and written responses appropriate to the discipline; and/or to develop leadership skills through presentations, service-learning internships, or professional development activities. Students may also be asked to contribute to the design of course assignments or to tailor existing course assignments to reflect their own interests.
Honors courses should encourage students to interact with faculty and with one another, both inside and outside class, as part of the learning process. For this reason, they should be designed for fewer students than other classes and be taught by regular faculty members or, in certain cases, by non regular faculty/advanced graduate students with a record of excellent teaching. Honors students should have opportunities to interact with their instructors outside the classroom. They should receive more regular feedback and direction on their progress beyond formal graded assignments.

While honors courses may require some greater time commitment of the students than similar non-honors courses, the emphasis should be on increasing the depth and thoroughness of understanding rather than the amount of material covered. Honors students do not need to do more work than non-honors students; they need to do work that is more appropriate for high-ability, motivated students.

Types of Honors Courses

1010 Honors Career Explorations (1 credit hour)
Colloquia in which experts from both the University and the Columbia communities discuss their specialties and answer students' questions on the nature and current status of their disciplines. Open to all honors eligible students with preference given to freshmen. S/U only. (20-25 students)

- **Examples of Previous Courses:**
  - Career Explorations for the Multipotentialed Student, Kristina Wright
  - Career Explorations in Health Professions, Prof. Richard Oliver
  - Career Explorations in Medicine, Alison Martin

1030 Honors Discussion Group (1-2 credit hours)
Informal classes with preference given to freshmen. These courses are designed as seminars to introduce students to an academic field and provide an informal introduction to MU. (12-14 students).

- **Examples of Previous Courses:**
  - Demands on Renewable Resources, Prof. Bruce Cutter
  - Drug Discovery and Design, Prof. Shivendra Shukla
  - Attorney for the Damned, Prof. Gary Smith
  - The Science Wars, Prof. Steven Keller

1050 Honors Seminar (1-2 credit hours)
Seminars designed primarily but not exclusively for second-year students. (12-14 students)

- **Examples of Previous Courses:**
  - The History of Baseball, Dr. Michael Perry
  - Literature and Medicine, Dr. Robin Blake

1070 Honors Elective Colloquia (2-3 credit hours)
These courses may be cross-listed with departments or one-of-a-kind courses which may have no other more appropriate academic home. Interdisciplinary or experimental courses are encouraged.

- **Examples of Previous Courses:**
  - The Mentally Ill: History of Care and Treatment in Cultural Context, Prof. Arthur Robins
  - East Meets West: Career Explorations, Prof. Joe Johnston
2120 Honors Humanities Colloquia* (2-3 credit hours)
Seminars open to all honors-eligible students. These courses may be cross-listed with departments in the Humanities. Interdisciplinary or experimental courses are encouraged. (25-30 students)

- Examples of Previous Courses:
  Multi-Cultural Literature, Prof. Anne-Marie Foley
  Love and British Literature, Prof. Julie Melnyk
  Modern Israeli Film, Prof. Etti Naveh-Benjamin

2230 Honor Social Science Colloquia* (2-3 credit hours)
These courses may be cross-listed with Social Science Departments. Interdisciplinary or experimental courses are encouraged. Open to all honors-eligible students. (25-30 students)

- Examples of Previous Courses:
  Challenges of EU Enlargement to Central and Eastern Europe, Prof. William Meyers

2310 Honors Behavioral Sciences Colloquia* (2-3 credit hours)
These courses may be cross-listed with Behavioral Science Departments. Interdisciplinary or experimental courses are encouraged. Open to all honors-eligible students. (25-30 students)

- Examples of Previous Courses:
  On Mathematics and Music: Order and Beauty in Human Life, Prof. Mel George
  Volcanoes and Their Impact on Human Environment, Prof. Peter Nabelek
  Natural History Discoveries of the Lewis and Clark Expedition, Prof. Mark Ryan

2450 Honors Biological, Physical, Mathematical Science Colloquia* (2-3 credit hours)
Open to all honors-eligible students. These courses may be cross-listed with Biological, Physical or Mathematical Science Departments. Interdisciplinary or experimental courses are encouraged. (25-30 students)

- Examples of Previous Courses:
  On Mathematics and Music: Order and Beauty in Human Life, Prof. Mel George
  Volcanoes and Their Impact on Human Environment, Prof. Peter Nabelek
  Natural History Discoveries of the Lewis and Clark Expedition, Prof. Mark Ryan

3070 Honors Elective Colloquia (2-3 credit hours)
These courses may be cross-listed with departments or one-of-a-kind courses which may have no other more appropriate academic home. Interdisciplinary or experimental courses are encouraged. Seminars limited to juniors and seniors. (25-30 students)

- Examples of Previous Courses:
  Environment and Behavior, Prof. Ronn Phillips
  Journalism, Religion and Public Life, Prof. Edmund Lambeth

3120 Honors Humanities Colloquia* (2-3 credit hours)
These courses may be cross-listed with departments in the Humanities. Limited to juniors and seniors. (25-30 students)

- Examples of Previous Courses:
  Medical Ethics, Prof. Bill Bondeson
  20th Century Italian Fiction in Translation, Prof. Rita Cavigioli
3210 Honors Behavioral Science Colloquia* (2-3 credit hours)
Seminars limited to juniors and seniors. These courses may be cross-listed with Behavioral Science Departments. (25-30 students).

- **Examples of Previous Courses:**
  - *Understanding Human Sexuality*, Prof. Wayne Anderson

3230 Honors Social Science Colloquia* (2-3 credit hours)
These courses may be cross-listed with Social Science Departments. Limited to juniors and seniors. (25-30 students)

- **Examples of Previous Courses:**
  - *Terrorism and Conflict Resolution*, Prof. Paul Wallace
  - *Developments in International Affairs*, Prof. Andrew Twaddle

3450 Honors Biological, Physical, Mathematical Science Colloquia* (2-3 credit hours)
These courses may be cross-listed with Biological, Physical or Mathematical Science Departments. Limited to juniors and seniors. (25-30 students).

*Course must be approved by CIA to meet A&S General Education Requirements. If course is not approved by CIA, it will be assigned an appropriate elective course number (i.e. 1070H or 3070H).

Honors Sections of a Regular Course

In addition to courses the courses listed above, honors section of regularly scheduled courses may be offered (e.g., Chemistry 1320 & 1330, Psychology 1000H).

For more information about the Honors College:

http://honors.missouri.edu

To propose an Honors course:

http://honors.missouri.edu/faculty/propose.html

"I enjoy teaching honors courses because they have many elements of a collegial setting: class sizes are small, students are energetic and highly motivated, classroom discussions are lively, and enduring friendships between students and teachers are fostered. It doesn't get any better than this." **James Carrel, Professor of Biological Sciences**

"In my experience, Honors College students are smart, diligent, and intellectually curious. Teaching them makes one want to buy stock in the nation's future." **Robert Collins, Professor of History**

"I enjoy teaching honors students very much! They are attentive in class, eager to learn, complete their assignments, do their fair share of work in group activities, and ask probing/interesting questions. Since I teach a two-course honors sequence, I especially enjoy the opportunity to get to know the students on a more personal level." **Loren Nikolai, Professor of Accountancy**

"I've taught Honors students since my very first days at MU and they have proved themselves to be very bright, highly motivated, articulate, and a sheer delight to teach. They have always been among my very best students, and the close contact which the Honors College allows between students and faculty has resulted in numerous friendships which have continued over the years, long past graduation." **William Bondeson, Professor of Philosophy**

"Honors students are an absolute pleasure to teach. These are the students who come right up to me after I've assigned the course reading list and ask me for more sources to read! They are intensely passionate about the material they learn, and their questions push me to pursue it to greater depth just to quench their curiosity. What is more, they aren't content with writing literature reviews. Rather, they insist on conducting their own interviews, interactive presentations, and in-depth class discussions that relate their topics to numerous other disciplines. Their work is an inspiring example of original, ambitious, and insightful thinking that is communicated with great depth and lucidity. But I think my truly favorite part is staying after class with my students to answer their questions. Their enthusiasm is positively infectious!" **Etti Naveh-Benjamin, Visiting Assistant Professor, Psychological Sciences**
(dī- nām īk) adj. positive in attitude and full of energy and new ideas.

Name: Janet Saidi

Job Description: KBIA News Director and Assistant Professor for the talented students at the Missouri School of Journalism.

Why I’m passionate about my job: I love delivering the news people need on a daily basis. And, working with students makes for a dynamic newsroom full of enthusiasm. Teaching is one of the most rewarding parts of my job.

My favorite things: Reading the Sunday papers in my favorite chair, drinking coffee in The District, and, of course, hearing from you!

E-mail me at news@kbia.org. I love getting new messages.
Individual Writing Help

Writing Services
You can meet with writing consultants to
- analyze, brainstorm & outline assignments
- revise & polish drafts
- improve research & documentation methods
- strengthen grammar & proofreading skills
- develop application essays

Depending on the course you are enrolled in, choose the free service that meets your needs.

For English 1000 & non-WI undergrad courses
- Call 882-2496 or go to writery.missouri.edu to schedule an appointment!

Writing Center Tutoring
9-5 p.m. Mon–Fri and 6-9 p.m. Tues–Thur on the Main Floor of the Student Success Center and in 4 Res Hall Computer Labs 6–9 pm Tues–Thur:
- Bingham
- Center (SW Complex)
- Pershing
- Respect

For Writing-Intensive (WI) courses
- Call 882-2496 or go to writery.missouri.edu to schedule an appointment!

Walk-in Writing Help at Ellis Library
(Near the Reference Desk) Daytime and evening hours! Check out our website (writery.missouri.edu) for details.

Online Writery
Go to writery.missouri.edu any day, any time (while school is in session) to submit your paper. They’ll respond by email, often within 24 hrs. except weekends & holidays.

FREE SERVICES FOR ALL UNDERGRADUATES:

Learning Center Help Sessions

- The Learning Center’s Master Schedule ([http://learningcenter.missouri.edu/pdfs/master.pdf](http://learningcenter.missouri.edu/pdfs/master.pdf)) provides details of current Learning Center (LC) Help Sessions and Exam Reviews.
- Weekly sessions extend classroom learning through interactive tutoring and are typically offered on a small group basis where attendance varies. All help starts the second week of the semester.
- Help Sessions are scheduled for general education classes that students generally consider difficult and for other classes that the LC receives many requests for assistance in (see below).

Typical Weekly Help Sessions

<table>
<thead>
<tr>
<th>GENERAL:</th>
<th>MATH:</th>
<th>SCIENCE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acctncy 2036/2037</td>
<td>Algebra 0110, 1100</td>
<td>Bio 1010, 1500, 2200,</td>
</tr>
<tr>
<td>Econ 1014-1051, 3229</td>
<td>Precalculus 1160</td>
<td>2300</td>
</tr>
<tr>
<td>French 1100, 1200</td>
<td>Calculus thru 1700</td>
<td>General Chem 1100–1330</td>
</tr>
<tr>
<td>Spanish 1100–2160</td>
<td></td>
<td>Med Microbiology 3200</td>
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<tr>
<td>Statistics 1200–3500</td>
<td></td>
<td>Med Physiology 3202</td>
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<tr>
<td></td>
<td></td>
<td>Physics 1220–2760</td>
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</tbody>
</table>

TRiO CATS – MU’s Student Support Services Program

TRiO CATS (Community for Academic Tutorial Support) is a federally funded program designed to help promising first-generation college students, students with financial need, and students with disabilities meet the academic, financial, and social demands of a college education. Services include the following:
- Free Individual Tutoring
- Scholarships
- Learning Strategies & Study Skills Support
- Advising

Visit The Learning Center to see if you are qualified.

Veterans and Students with Disabilities

- If registered as a Veteran or with the Office of Disability Services on campus, you are eligible to receive tutoring at The Learning Center.

Welcome to Mizzou
The Life of Ronald E. McNair

Ronald Erwin McNair was born October 21, 1950, in Lake City, South Carolina to Carl and Pearl McNair. He attended North Carolina A & T State University where he graduated magna cum laude with a B.S. degree in physics in 1971. McNair then enrolled in the prestigious Massachusetts Institute of Technology. In 1976, at the age of 26, he earned his Ph.D. degree in physics.

He soon became a recognized expert in laser physics while working as a staff physicist with Hughes Research Laboratory. NASA selected McNair for the space shuttle program in 1978 and assigned him as a mission specialist aboard the 1984 flight of the shuttle Challenger.

Besides his academic achievements, McNair received three honorary doctorate degrees and many fellowships and commendations. These include Presidential Scholar, 1967-71; Ford Foundation Fellow, 1971-74; National Fellowship Fund Fellow, 1974-75; named Omega Psi Phi Scholar of the Year, 1975; Distinguished National Scientist, National Society of Black Professional Engineers, 1979; and the Friend of Freedom Award, 1981: as well as many others. McNair also held a fifth degree black belt in karate and was an accomplished jazz saxophonist. He was married and had a son and a daughter.

After his death in the Challenger space shuttle accident in January 1986, member of Congress provided funding for the Ronald E. McNair Post Baccalaureate Achievement Program. The goal of this effort is to encourage minority students and students whose parents do not have college degrees to enroll in graduate studies.

McNair Scholars Program
536 Clark Hall
Columbia, MO 65211
(573) 882-1962
MUGradMcNairSchlr@missouri.edu
http://mcnair.missouri.edu

Full funding is through a grant from the U.S. Department of Education at the amount of $252,000
(Grant No. P217A070148)

The University of Missouri is an equal opportunity/ADA institution

“Before you can make a dream come true, you must first have one.” -Ronald E. McNair Ph.D.
College students who are considering study beyond the baccalaureate level can realize their dreams through a program at the University of Missouri-Columbia (MU). In 1989, the U.S. Department of Education selected MU as one of the original 14 universities to develop the Ronald E. McNair Post-Baccalaureate Achievement Program (McNair Scholars Program). Named for astronaut and Challenger crew member, Ronald E. McNair, the program prepares eligible students for doctoral study.

**Advantages**

One of the most exciting aspects of the McNair Scholars Program is the opportunity for undergraduate students at the junior and senior levels to participate in research experiences. The scholars receive a payment to conduct research and engage in other scholarly activities with faculty mentors from the areas in which they hope to pursue graduate study. McNair Scholars also attend professional conferences with their mentors, travel to graduate school fairs, prepare for graduate school entrance exams, receive guidance through the graduate school application process and obtain information in securing fellowships, graduate assistantships and loans. Participants learn about graduate school life, advanced library skills and effective ways to present their work. At the completion of the research internships at MU, McNair scholars make formal presentations of their research to faculty and peers at the McNair Scholars Conference and submit papers summarizing their work.

**Funded Internships**

Internships are either for the academic year or for the summer session. For academic year internships, students work a minimum of ten hours per week during the fall and winter semesters under the supervision of faculty members. Summer interns work full-time for eight weeks under the guidance of their mentors. Scholars earn up to $2,800.

**Eligibility**

MU students who:

★ have a cumulative grade point average of 2.8 or above.
★ are U.S. citizens or permanent U.S. residents.
★ qualify as:

**Either**

First generation college students [custodial parent(s) has not received a four year bachelor's degree] who also meet federal income guidelines,

**Or**

A member of a group that is underrepresented in graduate education, i.e., African-Americans, Hispanic-Americans, or Native Americans.

Internships are offered to those students who will have earned at least 60 credits by the beginning of the internship period and are identified as having the greatest potential for pursuing doctoral studies. All students who wish to be involved submit an application to the program. A committee composed of faculty members and representatives from both the graduate dean's office and the McNair Scholars Program selects participants and approves faculty mentors.

**Faculty Applicants**

Faculty members who have distinguished themselves as scholars are encouraged to apply as mentors. The faculty application includes a brief review of research interests, a condensed two or three page curriculum vita, and an indication of the level of involvement the researcher will have with prospective interns.

**Application Procedures**

A student must submit:

★ an application
★ a current transcript
★ an indication of academic and extracurricular honors, distinctions, scholarships
★ membership in academic organizations and participation in scholarly activities
★ any previous research experience
★ two references
★ if known, the name, address and telephone number of a faculty member desired as a mentor, and
★ a brief explanation (500 words or less) outlining one's interest in participating in the program.

**Program Requirements**

Participants enter a written agreement that includes engaging in research or scholarly activities guided by their mentors for at least 275 hours; participating in workshops, seminars and conferences offered by the McNair Scholars Program; maintaining a 3.0 grade point average during the internship; submitting and presenting a research paper; and meeting all program requirements.
McNair Scholars Program

One of 189 Ronald E. McNair Post-baccalaureate Achievement Programs funded by the U.S. Department of Education (TRIO), the MU McNair Scholars Program targets low-income students whose parents have not completed an undergraduate degree (2/3 of those served) and those who are from groups underrepresented in graduate education, i.e. Native-American, African-American, or Hispanic students. This multi-disciplinary program is for disadvantaged students enrolled at MU and prepares them for doctoral study. Academic, financial, and other impediments are barriers to their participation in post-baccalaureate programs and careers requiring an advanced degree. These students need encouragement, academic preparation, mentoring, skills, and information to succeed in graduate school. McNair Scholars have at least a 2.8 grade point average (the actual average g.p.a. is 3.5) and are juniors or seniors.

To expose talented eligible students to the idea of graduate studies early in their academic careers, MU offers the McNair Scholar Prep Program. Freshmen and sophomore students prepare to become McNair Scholars through activities that expose them to the benefits of graduate study and help them focus their areas of interests. The staff recruits and selects participants in the early fall.

Students can become McNair Scholars after completing 60 hours of course work. Faculty members should nominate students that they believe can be successful graduate students. Researchers are likely to be contacted by applicants who are seeking a faculty member to serve as a mentor. These contacts are apt to come during the first few weeks of the Winter Semester. Most departments have a McNair Liaison to inform faculty and students about the program. The McNair Advisory Committee selects students in the spring for the next academic year.

After students are selected as McNair Scholars, program staff members determine the services required to prepare these students for graduate study through a needs assessment. Each participant works with the director to develop an education plan for graduate studies that includes:

- a review of the scholar’s academic strengths and weaknesses
- the score on the practice test of the Graduate Record Examination (GRE)
- plans for taking the necessary entrance examinations and prerequisite courses
- career goals
- institutions to which they will be applying as well as the admission requirements, and
- honorary memberships, and sources of financial aid for graduate study.

Preparation for the GRE and tutoring are provided as needed. McNair Scholars attend graduate school fairs or make campus visits. A resource room provides relevant information and equipment. Each scholar receives a personal computer and personal data assistant for use in the program. A course, “Preparing to be a Teaching Assistant”, helps senior scholars get ready for their graduate experience.

The scholars work with a faculty member who has agreed to serve as a research supervisor and mentor to the McNair Scholar. The mentor and protégé spend time working together to design a quality research project. This research internship may be carried out either during the academic year or the summer and involves 275 hours of work. During the project year, the scholar and mentor travel to an academic conference. McNair Scholars present their research at the MU McNair Scholars Conference held in April. Additionally, scholars may give research presentations at regional or national conferences and have an article appear in the MU McNair Journal. Participants receive compensation up to $2,800.

A series of on-campus workshops builds skills needed for success in graduate study and informs the participants about graduate school admission processes and funding sources for doctoral study. Faculty members often serve as presenters for these workshops.

NaTashua Davis, Director       Jeremy Bloss, Advisor
536 Clark Hall        882-1962
MU Conference Office
The MU Conference Office is a full-service office for the facilitation of a quality educational experience whether it occurs on campus, within the state, or anywhere in the world. With the ability to handle budgeting, the designing of marketing materials, facility needs and catering arrangements, contract negotiations, registrations, and onsite management assistance, the MU Conference Office is a one-stop shop capable of handling all the details when planning a conference and/or workshop. We excel at organization, attention to detail, and flawless execution so everyone enjoys a quality experience.

When incorporating a workshop or conference as part of a grant proposal, several factors need consideration. The following topics need to be addressed in order to prepare an estimated budget and management proposal for your event.

Preferred Conference Dates:
Cost for hotel and meeting properties can significantly change based on the time of year, as well as length of the meeting. Being flexible in dates can assist with getting the best rates.

Location and Type of Meeting Property:
Narrowing preferred locations (city, state) as well as type of property (campus, downtown, airport, resort) is helpful in determining estimated rates on lodging and meeting rooms.

Audience and History:
It is helpful to know more about your conference objectives and expected audience
• What are the goals and objectives of the conference?
• Has this conference or a similar event been held before? If yes, when, where and how many attended?
• Who is your audience (government, education, for profits)(In state, out of state, regional, international, etc.)?
• How many total attendees do you anticipate?
• How will you market to the intended audience (e-mail announcements, journal advertisements, mailing lists, etc.)?
• Will other partners sponsor the conference (associations, other academic institutions, consortia, exhibitors, etc.)?

Conference Format and Meeting Facility Requirements
The format of the conference and the amount of meeting space required are significant factors in determining conference expense.
• How many days will the event encompass?
• Will you need overnight accommodations arranged for attendees and presenters?
• Will you have a general session with all attendees participating and/or concurrent breakout sessions?
• Will you have exhibits or poster sessions?
• What meals or refreshment breaks will you provide? What expenses will you include in the registration fees?

Management Assistance
The MU Conference Office can provide a full range of services to facilitate a trouble-free and enjoyable event.
• budget development
• marketing assistance
• contract negotiations and detailed arrangements with hotel or meeting properties
• pre-conference registration (including secured on-line web submission)
• registration fee income receipt and confirmation
• pre-conference material preparation (nametags, folders, speaker handouts, etc.)
• on-site staff to check-in participants and distribute materials
• contract and coordinate presenter arrangements and honorarium
• audio visual support

Check out our website for more information on our office, our clients and the listing of current conferences.

Please let us know if we can assist you!
Phone: (573) 882-4349; Email: muconference@missouri.edu; Website: http://muconf.missouri.edu
Learners everywhere can access quality education, both online and classroom-based, from the University of Missouri.

**Architectural Studies**  
Master of Arts, Master of Science or PhD:  
Architectural Studies

**Education**  
Master of Education:  
Art Education  
Autism Education  
Business and Marketing Education  
Early Childhood Education  
Early Childhood Special Education  
Educational Leadership  
Gifted Education  
Information Science and Learning Technologies (*Technology in Schools* or *Learning Systems Design and Development*)  
Journalism Education  
Literacy Education  
Mental Health Practices in Schools  
Social Studies Education  
Teaching English to Speakers of Other Languages

**Educational Specialist:**  
Information Science and Learning Technologies (*Technology in Schools* or *Learning Systems Design and Development*)  
Mental Health Practices in Schools  
School and District Leadership (*Weekend campus classes*)

**Missouri Certification Preparation:**  
Gifted Education  
Initial Principal  
Journalism Education  
Library Media Specialist  
Missouri State Superintendent and Continuing Principal  
Teaching English to Speakers of Other Languages

**Food Safety & Defense**  
Graduate Certificate:  
Food Safety and Defense

**General Studies**  
Bachelor’s Completion Option:  
General Studies (*Online or on campus during evening hours*)

**Grantsmanship**  
Graduate Certificate:  
Grant Writing and Management

**Journalism**  
Master of Arts:  
Media Management  
Strategic Communications

Continued on back ...
Health Management & Informatics

Master of Health Administration:
Health Administration

Master of Science:
Health Informatics

Graduate Certificates:
Health Ethics
Health Informatics

Health Professions
Bachelor's Completion Options:
Health Sciences
Radiography
Respiratory Therapy

Human Development & Family Studies

Master of Arts:
Gerontology
Youth Development

Graduate Certificates:
Gerontology
Youth Development Specialist
Youth Development Program Management and Evaluation

Library Science

Master of Arts:
Library Science
(Mixed mode: web-assisted, face-to-face and Internet courses)

Nursing

Bachelor of Science: RN-BSN (bachelor's completion)

Master of Science:
Adult Mental Health Nurse Practitioner
Clinical Nurse Specialist
  - Adult Health Concentration
  - Pediatric Concentration
Family Mental Health Nurse Practitioner
Family Nurse Practitioner
Leadership in Nursing and Health-care Systems
Nurse Educator
Pediatric Nurse Practitioner
Public Health/School Health

Doctorate of Nursing Practice:
Nursing

PhD:
Nursing

Graduate Nursing Certificate Programs:
Adult Health Clinical Nurse Specialist
Child/Adolescent Psychiatric and Mental Health Clinical Nurse Specialist
Family Mental Health Nurse Practitioner
Family Nurse Practitioner
Mental Health Nurse Practitioner
Pediatric Clinical Nurse Specialist
Pediatric Nurse Practitioner
Psychiatric/Mental Health Clinical Nurse Specialist

Personal Financial Planning

Master of Science:
Personal Financial Planning

Graduate Certificate:
Personal Financial Planning

Public Health

Graduate Certificate:
Public Health

Social Work

Master of Social Work:
Policy, Planning and Administration Concentration
Clinical Practice Concentration
(Mixed mode: face-to-face and online courses)
We Deliver
The MU Libraries homepage (mulibraries.missouri.edu) is your portal to a world of information, from local collections to materials worldwide, including 24/7 access to a multitude of electronic journals, indexes, books, data sets and other online materials. The MERLIN catalog shows MU Libraries materials or can be expanded to show materials from all UM campuses. Expand your search to MOBIUS to request materials from over 60 libraries in our statewide consortium, usually delivered in about three days. Through Interlibrary Loan we provide access to millions of books, videos, recordings and dissertations from anywhere in the world. Hundreds of databases provide in-depth indexing to journals and access to electronic books and other resources. Follow the FindIt@MU and ILL@MU links for quick, easy access. If we don’t have what you need, we’ll get it for you. Check the list of subject librarians at mulibraries.missouri.edu/about/directories/subjectspecialist.htm for personal assistance.

Collections
The MU Libraries collections includes more than 3.1 million items, from ancient cuneiform tablets to up-to-the-minute online information, including hundreds of databases and thousands of e-journals. Weekly lists of materials added to the collections are available at mulibraries.missouri.edu/collections/newbooks. Contact your subject librarian to recommend materials or register to receive customized lists of possible purchases (Gobi Alerts). Most of our holdings are documented in the MERLIN catalog, but some collections are a bit off the beaten path. Explore our special collections, archives, recorded sound, government documents, and digital collections, which are described in more detail at mulibraries.missouri.edu/collections/.

Keeping up is hard to do…
But we’re here to help. Ask your subject librarian about setting up automatic searches, alerts or RSS feeds from databases, catalogs and other information sources. You may also access your personal reading history from the “My Library Account” link on the libraries Web site. We can also help you manage all this information using EndNote and Zotero. See the Announcements section on the MU Libraries homepage for the latest developments in the Libraries, from database updates, workshops and tours to lectures, performances and exhibits.

Get Started With Your Research!
- In person at the Ellis Reference Desk or any of the branch library reference desks
- By phone at (573) 882-4581
- By e-mail at ellisref@missouri.edu
- Via chat at mulibraries.missouri.edu/showmethow/askaquestion.htm
- Text a librarian: text askmu to 66746
- Contact your subject librarian at mulibraries.missouri.edu/about/directories/subjectspecialist.htm

VISIT OUR WEB SITE:
mulibraries.missouri.edu

“Thank you so very much for all the work you put into what was an incredibly valuable presentation for the students in my Capstone course. As always, you have made a difference in the quality of my teaching and my research. I couldn’t do without professionals such as yourself.”

Professor April Langley
Ellis Library offers an inviting venue for exhibits, performances, conversation, study, and research, from quiet reading rooms to our busy Bookmark Café. A very limited number of faculty studies and seminar rooms are available. To be placed on the waiting list for a study, contact the Library Administrative Offices at 882-4701. To schedule a seminar room, contact the Reference Office at 882-4693.

If you’d like to prepare an exhibit for the Bookmark Café or the colonnade display cases, contact the Exhibits Committee at mulibraries.missouri.edu/staff/committees/exhibits/. To schedule other events in Ellis Library, contact Shannon Cary at carysn@missouri.edu or 882-4703. For a video tour see mulibraries.missouri.edu/guides/classetours/videotour/.

Assistance for Assistants
A proxy card allows research assistants to check out materials for a faculty member. Applications for proxy cards must be filled out by the faculty member and are available at the Ellis Library Circulation Desk. Departments may authorize research assistants to charge printing and photocopying to the department by making arrangements with the Digiprint Center in Ellis Library. Subject librarians are glad to work with research assistants to help them serve you well and efficiently.

Digital Exhibits
Explore our digital exhibits at mulibraries.missouri.edu/specialcollections/digitalexhibits.htm and http://muarchives.missouri.edu/exhibits.

Document Retrieval
Don’t have time to photocopy something from our print collections? Electronic document delivery is available for a fee. For more information, visit http://mulibraries.missouri.edu/about/interlibraryloan/docretrievalservice.htm.

Submit Your Scholarship to M0space
M0space is the digital institutional repository of the University of Missouri System. To find out more and to submit your scholarship, visit mospace.umsystem.edu.

In a typical year, the MU Libraries…
- add 33,000 volumes to the collections,
- answer 38,000 reference questions,
- teach 735 classes,
- circulate 258,000 items,
- supply over 57,000 ILL requests,
- support over 1,285,000 web visits, and
- spend over $5,830,000 on materials.

About 4,000 visitors use our facilities each day.

About 4,000 visitors use our facilities each day.

Send Us Your Suggestions
We appreciate your support and suggestions. To contact us with any comments or suggestions, click on Suggestions and Comments on the Web site or contact your subject librarian. To explore other ways to support the libraries, visit mulibraries.missouri.edu/about/giving-to-the-libraries.htm.
**MUPD Programs**

**Free Women’s Self Defense Classes!**
MUPD offers free self-defense classes about once a month. The classes are 12 hours long and held at the University Police Department. You can register for classes at www.mupolice.com/rad or by calling 573-884-7809.

**Free Laptop Registration**
Are you bringing a laptop to campus? Get it registered right away! The first two weeks of classes MUPD will be hosting registration days at various places on campus. Registration takes just a few minutes and can help us recover your laptop in the event it is stolen. Visit our website for more information and directions at www.mupolice.com/cp/laptop.php or call 884-7809.

**Free Bike Registration**
Did you know that there is a city ordinance requiring everyone riding a bike in Columbia to have that bike registered? Bringing a bike to campus? Get a good lock and get your bike registered. MUPD will be traveling around campus setting up registration tables at various locations to help you get your bike registered and to learn more about theft prevention. Visit our website for more information and directions at www.mupolice.com/cp/ or call 884-7809.

**Identity Theft**
Each day in the U.S. the average Phisher sends 2 million e-mails to potential victims, with the possibility of receiving $120,000 dollars? The average loss if your identity is stolen is $1200. MUPD offers tailored programs to help increase your knowledge of these practices and reduce your risk of identity theft. Contact the Crime Prevention Unit at 884-7809 for more information.

**Personal Safety and Security**
Appropriate for anyone, this program develops awareness and promotes safe living by reducing the opportunity for an attacker. This hour-long program focuses on tips and techniques to avoid an attack. The attack you will always win is the one with which you are never involved.

**Workplace Violence**
OSHA (Occupational Safety and Health Administration) reports that workplace violence has been on the rise for several years. This program focuses on recognition of problems in fellow employees and safeguarding your place of work from outside violence. Contact the Crime Prevention Unit at 884-7809.
Office of Disability Services

A proud member of the Division of Student Affairs

S5 Memorial Union
882-4697
disabilityservices@missouri.edu
http://disabilityservices.missouri.edu

Who we are...

Barbara Hammer, Director
hammerb@missouri.edu
Jessi Keenoy, Coordinator
Matt Buckley, Coordinator
Mary Borman, Coordinator
Ashley McGee, Advisor for Exam Accommodations
Dayla Botts, Administrative Assistant
Where we are...

• S5 Memorial Union
• South wing, lower level, just inside accessible entrance doors by Gentry Hall

What we do...

• Ensure equality of opportunity and access for students with disabilities

• Accommodations may include (but are not exclusive to):
  – Alternate formats
  – Exam accommodations: extended time; separate, distraction-reduced space
  – Housing accommodations
  – Sign language interpreters / captioning
  – Note taking
  – Course substitution
  – Classroom assistants
For whom...?

- Students with both permanent and temporary disabilities
- Approximately 600 students per academic year
- Types of disabilities include:
  - Unseen – learning disabilities, ADD/ADHD, psychological, health-related
  - Sensory – deaf, blind, hard of hearing, visually impaired
  - Physical mobility, dexterity
  - Other cognitive such as autism, Asperger’s syndrome, traumatic brain injury

How does a student receive accommodations?

1. Provide documentation if necessary, complete an Intake form, and complete other related forms as needed, e.g. to request housing accommodations, reduced course load, etc.
2. Meet with Coordinator to discuss and establish accommodations.
3. Communicate with Instructors, Academic Advisors, Residential Life and others as needed to disclose disability and coordinate accommodations.
What’s the “take-away”...

• We strongly support student self-determination
• We promote the principles of Universal Design for Learning = equitable, flexible, fully accessible learning environment, designed to meet the needs of diverse learners, using multiple means of engagement, expression, representation
• Students with disabilities can and should be held to the same standards as all other students
• Accommodations are designed to ensure equal access and opportunity, not provide an advantage or privilege

And last…but not least...

• Syllabus statement (expect email – contact me with questions)
  • http://accessbilitymap.missouri.edu
    (Accessibility Map of campus)
  • http://bppm.missouri.edu/chapter1/1_076.html
    (Service Animal Policy)
  • http://actcenter.missouri.edu
    (Adaptive Computing Technology Center)
• Individual tutoring – Learning Center
• We hire students!
Mission Statement:
The mission of The Office of Disability Services (ODS) is to provide academic accommodations and support within the resources of the University, which will ensure students with disabilities the opportunity to competitively pursue a college education, limited only by their abilities, not their disabilities. In addition, ODS assists other campus departments in providing access to services and programs in the most integrated setting possible.

Our Philosophy:
We are committed to equal opportunity for students with disabilities. We believe that students are responsible for their own academic success, but we know that begins with being afforded the opportunity to participate. We promote self-determination in the students with whom we work. We are dedicated to the principles of universal design and promote those principles whether applied to teaching, programs and services, or physical facilities. Our vision is a community that sees a student, not a disability.

Steps to Register:

**STEP 1**
Complete an Intake Form. You can request that this form be sent to you via email or you can complete the form when you visit our office.

**STEP 2**
If you are requesting reasonable accommodations (e.g. extended time on exams, alternate text formats, sign language interpreters, or specific housing accommodations) due to your disability, you may need to provide supporting documentation. What is “supporting documentation?” It is information that is provided in writing from a qualified professional that confirms the presence of a disability as well as evidence of how the disability impacts participation in University programs. We refer to the affect of a disability on program access as a functional limitation. A disability, in and of itself, does not necessarily require accommodation. In order to qualify for reasonable accommodation, there must be a logical connection between the functional limitation and the accommodation requested. Supporting documentation may consist of a letter from a medical provider (physician, optometrist/vision specialist, audiologist), or a psycho-educational or psychological evaluation. “Medical records” are not considered supporting documentation. If you have documentation, send it to our office. You may send it by mail, fax or bring it with you when you come in for an appointment.
STEP 3

Make an appointment to meet with one of our Coordinators for an intake interview. Call (573) 882-4696 or email us at disabilityservices@missouri.edu to schedule an appointment.

Be prepared to discuss your disability and how it impacts your learning and ability to participate in University programs. The interview and, when necessary, the documentation you provide will help you and your coordinator to determine reasonable accommodations. If advance planning is needed for any accommodations or services (e.g. alternate texts, interpreters, adaptive technology), you may need to allow for additional time to meet with the individuals who coordinate those accommodations.

STEP 4

Once you have completed the intake process, the next step is to attend a New Student Orientation. At the New Student Orientation, you will receive a folder containing information about our office, copies of policies and procedures, and Memos of Accommodation. Once you have attended the New Student Orientation, your registration with Disability Services is complete. You will then need to meet with each of your professors to present your Memo of Accommodation, to discuss your accommodations and to develop a plan for the semester.

Reasonable Accommodations, Auxiliary Aids and Support Services:

Reasonable accommodations, auxiliary aids and support services are provided by the Office of Disability Services to ensure that students with disabilities have equal access to the educational programs and activities at the University. In order to qualify for reasonable accommodations there must be a logical connection between the functional limitation of a disability and the accommodation(s) requested. For this reason, documentation may be needed to support a request for accommodations.

Some accommodations require advance planning: housing accommodations, sign language interpreters, captioning services, alternate formats, course substitutions/replacements, reduced course load as an accommodation, and lab assistants. Students are encouraged to register with ODS as early as possible to ensure that accommodations will be available at the time requested.

Accommodations, auxiliary aids and support services include the following:

Adaptive equipment: ODS offers assistive listening devices, specialized software or calculators, adjustable height tables, and seat and back cushions. ODS also

Learning to be your own advocate is extremely important, especially as a graduate student. Learn to communicate your needs clearly in terms of accommodations. Disability Services at UMC is your advocate and will assist you in solving problems related to accommodations. Do not be afraid to ask for help from them if problems arise. Balancing your life is a very important skill to have in order to be successful. Plan your time carefully and give yourself time to relax. When you are a student with a disability, coursework takes longer.

— Graduate student, Biological Engineering
works closely with MU’s Adaptive Computing Technology Center, which offers adaptive technology assessments and training, an equipment loan program, alternative formatting for texts, and adaptive workstations around campus. To find out more about what is available and to arrange for use of equipment, talk with an ODS Coordinator.

Alternate formats: For students who qualify, electronic texts, audio texts, Braille, and enlargement of print materials are available.

Classroom/lab assistants or readers: These are provided to offer equal access in the classroom, science labs, libraries or computer labs.

Course substitution/replacement: Students with disabilities are expected to complete the same degree requirements as their peers. However, in some instances it may be appropriate to consider a substitution/replacement of an academic requirement as a reasonable accommodation due to disability. Such an accommodation should be made only when it is clear that the student’s disability precludes completion of the course requirement and when such an accommodation will not alter the integrity of the degree program. Students who wish to request a course substitution/replacement will need to be registered with ODS and should submit their request in writing.

Exam accommodations: Depending on need, these may include extended time, distraction reduced environment, reader/scribe or use of a CCTV or computer.

Housing accommodations: Students who anticipate needing any accommodations within a residence hall (e.g. wheelchair accessible room, room modifications) will need to register with ODS and complete a Student Request for Housing Accommodations form (reslife.missouri.edu/HousingReq.pdf) as soon as possible after admission to MU. Ensuring that satisfactory arrangements for housing accommodations are made will depend on communication with ODS well in advance of coming to campus. The earlier students start the process, the better.

Interpreters/captioning: Students who request sign language interpreters or captioning for classes or
other programs or activities should register with ODS as early as possible in order to ensure that services are available and can be arranged for the times needed. We cannot guarantee specific interpreters or captioning providers; however, every effort will be made to fulfill students’ requests when possible.

**Note taking assistance:** Note takers are typically peer students who volunteer to share their notes. There are several ways in which notes can be shared. ODS provides carbonless (NCR) copy paper for note takers and has copy machines available in the office. Some note takers share their notes via email. Emerging technologies, such as lecture capture, provide options for students. To find out more, talk with an ODS Coordinator.

**Reduced course load/full time status as an accommodation** (9 credits for undergraduates and 6 credits for graduate or professional programs): A student must register with ODS as a student with a qualified disability and have the accommodation approved before the start of the semester. This accommodation must be approved on a semester-to-semester basis. Additional information is available at ODS.

**Service animal:** Students requesting an exception to MU’s pet policy as an accommodation must follow the procedures to request an accommodation. Those who plan to be accompanied by a service animal on campus must also register with Disability Services. Students may be asked to provide supporting documentation as well as information about the tasks the animal performs.

For more information regarding MU’s policy regarding service animals, see [http://bppm.missouri.edu/chapter1/1_075.html](http://bppm.missouri.edu/chapter1/1_075.html).

**Transportation:** Accessible on-campus transportation is available at MU for students with mobility or health related disabilities. To arrange transportation students should register with ODS and provide documentation to support their request.

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*Being registered with the Office of Disability Services here at MU has completely changed my outlook on who I am. I used to be ashamed of myself because I could not pick up on things as quickly or as easily as my peers, but from the relationships I have gained, both with professors and with the staff at the disabilities office, I have learned that I should not feel that way in the least. Scheduling my exams ahead of time with my professors and taking them through this office has allowed me the chance to perform to the fullest extent and has most of all given me a chance to shine. It is my hope that you let the accommodations you receive do the same for you!*

Only when you truly embrace your disability, and realize that owning it is part of what makes you who you are will you begin to see the opportunities placed before you. You have to schedule your tests with your professors, so I implore you to take that opportunity to begin a relationship with them. You have to take your exams at the Office of Disability Services, so I implore you to realize that the men and women who work in the office are here to help and guide you. Don’t just be another face in the crowd!! Embrace your abilities for what they are and learn to love yourself for what it is that sets you apart from everyone else!!

— Junior, Pre-medicine
Frequently Asked Questions:

Is there a separate admission process for students with disabilities?
No. You will be expected to meet admissions criteria and follow the general admission process. However, you are welcome to contact our office to discuss potential accommodations prior to applying for admission.

When should I register with the Office of Disability Services?
You may register with our office at any time during your academic career at MU. In order to ensure timely implementation of accommodations, we recommend that you contact us as early as possible. Requests for housing accommodations in a residence hall are particularly time sensitive and should be made upon admittance to the University. If you are entering MU as a freshman, you should contact us prior to beginning your first semester.

Will I receive the same accommodations that I received in High School?
Not necessarily. Some accommodations may be available and appropriate at the college level. However, some accommodations which are used in high school are not appropriate in a college setting. IEPs and 504 plans are no longer valid when you graduate from high school. When you register with the Office of Disability Services, you will meet with a coordinator to identify appropriate accommodations. Please visit our website at disabilityservices.missouri.edu for more information about accommodations available at MU.

Are these services confidential?
We ask that you sign a release which will allow us to discuss your accommodations with faculty and staff when necessary. However, we do not disclose the nature of your disability. For more information, please visit our website.

Will my transcript reflect that I used accommodations in college?
No. Your registration with our office will not have any impact on your MU transcript. Some students are worried that potential employers will have access to their accommodation information. Our office does not release this information.

College life is difficult and for those of us with disabilities it sometimes seems impossible to get through. The best way to make it through those challenging years is to have as much balance in your life as possible. Try to divide up your time in a way that allows you to get a healthy amount of exercise, socialization, and study time in.

I agree, the whole balance thing sounds good, but how on earth are you supposed to fit it into your schedule. Setting small goals and doing a lot of time management has helped me the most in maintaining a balanced life. I set small realistic goals such as exercising three times this week or doing the practice problems in my textbook. When it comes to time management making a very detailed schedule is key. I usually make a schedule of the amount of time I plan to spend on completing particular assignments, relaxing, eating dinner, and etc. Scheduling your time with such detail helps you to waste less time, study more efficiently, and get a decent amount of sleep at night.

As for studying, I suggest studying in a group. Maybe meet once a week with a few people to go over notes, study guides, and questions you may have about the material. Study groups help you to better understand the material and to keep up with the class. My final tip is to try to find something interesting about the courses you take. If your only goal is to pass the class, you will find it difficult to attend class and to pay attention in your class.
I suspect that I have a disability, but have never been diagnosed.  

How do I get started?  Please feel free to contact our office to discuss your situation. We do not provide assessments for disabilities but can provide referral information. We also recommend that you talk with your medical provider, as he or she may be able to refer you to the appropriate professional for your given concerns.

Does the University provide personal care attendants?  Personal care attendants are the responsibility of the student. ODS has a resource guide that can help students with the process of recruiting, hiring, training and maintaining PCAs. Please contact our office to obtain a copy.

Transition from High School to College:

Students with disabilities often face transitional changes at the post-secondary level. An excellent resource for students is the Missouri AHEAD College Guidebook, available online at moahead.org/resources/guidebook/2010 Missouri AHEAD College Guidebook.pdf. Additional Transition Resources and Information

- www.ed.gov/about/offices/list/ocr/transition.html
- www.going-to-college.org

Differences between High School and College:

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<thead>
<tr>
<th>High School</th>
<th>College</th>
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<tr>
<td>Laws include IDEA and Section 504 of the Rehabilitation Act, 1973.</td>
<td>Laws include Section 504 of the Rehabilitation Act, the Americans</td>
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<tr>
<td></td>
<td>with Disabilities Act of 1990, and the Americans with Disabilities</td>
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<tr>
<td>Teachers identify students who need accommodations.</td>
<td>Students are responsible for self identifying as a student who needs</td>
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<tr>
<td>IEP and 504 plans are used.</td>
<td>accommodations.</td>
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<tr>
<td>Schools provide evaluation for disability.</td>
<td>Documentation is required. If the student needs an updated evaluation,</td>
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<td>he/she is responsible for the cost.</td>
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<td>Parental involvement in decision making. Information is shared with</td>
<td>Parents are not involved without students’ permission. Students are</td>
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<td>Parents are not involved without students’ permission. Information</td>
<td>responsible for their own educational choices/sign own paperwork.</td>
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<tr>
<td>is shared with parents.</td>
<td>Accommodations are provided to ensure access.</td>
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<tr>
<td>Accommodations are provided with an emphasis on student success.</td>
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Information above was compiled from the following online source:

Additional Resources:
Adaptive Computing Technology (ACT): actcenter.missouri.edu
Counseling Center: counseling.missouri.edu
Learning Center: learningcenter.missouri.edu
Residential Life: reslife.missouri.edu
Student Health Center: studenthealth.missouri.edu
Location:
The Office of Disability Services is located in the basement of Memorial Union, room S5. The entrance to the south wing, at ground level, is accessible by ramp, and is equipped with automatic doors. For more detailed directions on finding our office, visit our website.

Campus Maps:
- [accessibilitymap.missouri.edu](http://accessibilitymap.missouri.edu) for accessible features such as ramps, elevators, barrier-free zones, curb-cuts
- [umcspace.missouri.edu/muparking](http://umcspace.missouri.edu/muparking) for parking options, including accessible parking spaces and lots

This material is available in an alternate format upon request.
Hey, What About MU’s Research Computing Environment?

What Computational Resources are Available?
The University provides a number of Research Computing resources to support all faculty and especially new faculty. General information is available at: [http://doit.missouri.edu/research/](http://doit.missouri.edu/research/) Some Highlights:

- Thanks to a grant from the Missouri Life Science Trust Fund, a new informatics Research Core Facility has just opened. You can learn more at: [http://muii.missouri.edu/service/corefacility](http://muii.missouri.edu/service/corefacility)
  In conjunction with the DNA Core, there’s a High Throughput Sequencing (HTS) users group – for more information about that, email Scott Givan at GivanS@missouri.edu
- Through the University’s Bioinformatics Consortium, you can tap into High Performance Computing gear. A list of available resources – hardware and software - can be found at: [http://umbc.rnet.missouri.edu/resources](http://umbc.rnet.missouri.edu/resources) And, you can apply for an account on this web site too.

What Training is Available?
Specialized training is offered occasionally by staff of the UMBC or the Informatics Research Core Facility – watch their web sites for information. Also, training on various computing topics is offered by the Division of IT. See: [http://doit.missouri.edu/training/](http://doit.missouri.edu/training/)

How can I find out who is working in what fields and search for possible collaborators?
The University subscribes to COS where nearly 1,500 MU faculty record their research profiles. To query the data see: [http://research.missouri.edu/ogwp/faculty.htm](http://research.missouri.edu/ogwp/faculty.htm)
And you are encouraged to create a COS profile to share and promote your research interests. If you choose, your COS profile can be automatically loaded from your Faculty Accomplishments System (FAS) data. Plus the COS Funding Opportunities database is the world’s largest, most comprehensive database of available funding. With a COS profile, you can set up funding searches and receive alerts.

Is there a digital repository?
MOspace is the digital institutional repository of the University of Missouri System, and is a joint initiative of the University Libraries, the Office of Library Systems, and the Division of Information Technology. It is a permanent digital storehouse of research and knowledge, focusing on works created by those connected with the University of Missouri.
Faculty, staff and students can store their intellectual output in MOspace and depend upon a permanent URL. It’s also a good way to get oriented and learn about what’s happening across the University of Missouri System – for example, the recent Summits of Academe and Businesses on the topics of Life Sciences (April 2010) and Energy (2009).

Diane Oerly, in the Division of Information Technology, is available to help you take advantage of these resources. And as a member of MU’s Grant Writer’s Network, she has information about that to share too. You can reach her via email at: OerlyD@Missouri.edu

WELCOME TO MIZZOU!
Service-Learning at MU:
Each academic year, more than 3,000 students volunteer over 125,000 hours through 250 Service-Learning courses to help meet real needs in our community.

What is Service-Learning?
Service-learning courses include community service as part of the homework. The service meets real needs in the community as well as meeting learning goals for your course. Service-learning is a win/win situation—both for student learning and for the community. Students are assigned a minimum number of service hours to complete during the semester.

What students learn in the classroom makes them a better server in the community, and, conversely, what they experience in the community comes back into the classroom to enhance and transform student learning.

During a student service-learning experience, students will have the opportunity to explore professional skills and careers; grow in confidence as a person; learn about the social challenges we as citizens all face; experience diversity; and create an ethic to serve the public good throughout their life.

Service-Learning Resources for Faculty:
- Locate and coordinate placement sites in our community
- Hold Placement Orientation Meetings for students
- Track and evaluate students in their placement sites

Meet our Staff:

Dr. Anne-Marie Foley
Director, Office of Service-Learning
Email: foleya@missouri.edu
Phone: 882-0227

Cara Gallup
Administrative Assistant, Office of Service-Learning
Email: gallupc@missouri.edu
Phone: 882-1165

Vicky Riback Wilson
Coordinator, Fellowships Office
Email: wilsonvr@missouri.edu or fellowships@missouri.edu
Phone: 884-4661
Website: http://fellowships.missouri.edu

Pat Fowler
Project Coordinator, Office of Service-Learning
Email: fowlerp@missouri.edu
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For More Program Information, Please see Reverse Side
Highlighted Service-Learning Programs

MU Community Engagement Project: Core Course, Peace Corps Fellows, & International Service-Learning

Core Course:
The core course of the MU Community Engagement Project offers students the opportunity to engage in academically-based community service; project sections include tutoring and mentoring, public health policy and outreach, international service, and community development. Students will serve 3-5 hours per week at their service site. *Students may choose from 3 different programs: Youth, Veterans, or Public Health

Peace Corps Fellows Seminar:
Peace Corps Fellows Seminars are presented by returned Peace Corps Volunteers who have received a fellowship to pursue a master’s degree at MU. Fellows choose seminar topics that highlight local and global issues related to their individual course of study and interests. Approximately 3-5 hours of community service each week complements the topic and builds understanding by providing “real world” examples for class discussion.

International Service-Learning:
The MU International Center and the Office of Service-Learning are pleased to announce International Service-Learning opportunities. Ghana and the Dominican Republic are just some of the exciting areas students may be able to serve. Students will earn six credit hours for a 3 credit prerequisite class and a 3 credit service-learning experience living and working in Ghana or the Dominican Republic. With the Director of the Office of Service-Learning Anne-Marie Foley, and staff from the Study Abroad Office, students will make a difference performing direct service.

In addition to direct, hands-on, and meaningful service, students will also experience the history, culture, and society of these nations through coursework on the MU campus, as well as cultural and sight-seeing activities while in Ghana or the Dominican Republic. A three credit hour prerequisite course on the MU campus will study the history and culture of these nations as well as engage in a semester-long fund-raising project to bring resources to each country visited.

We hope to offer an exciting experience that includes intensive international service and cultural discovery.

CLIP (Civic Leaders Internship Program)
CLIP is a service-learning class that puts the student in an internship with either a state or federal legislator, with a nonprofit agency, or with any publicly funded/government agency. Students work closely with a mentor to build competencies of the classroom into real skills that they can take into careers. Students are required to go through an application process to receive the permission number to enroll. CLIP combines academic class work with the internship.

Minor in Leadership & Public Service
The Minor in Leadership and Public Service combines an academic component of courses in leadership, public policy, ethics, and social issues with a strong focus on service-learning, community service, and public service internships. This minor is suited for any major. Students are encouraged to create a minor from varied community service projects and a recommended course list, so each minor is unique to the student's goals. Service-learning courses connect students with the community while providing opportunities for intensive and effective service to those in need. Through service to others, whether it is working for someone in government or for a nonprofit agency, students learn valuable lessons in citizenship and are able to apply their classroom knowledge to real-life situations and opportunities. Of the 15 hours of coursework outside the major, only one 3 hour class is required. That is the MU Community Engagement Project (MUCEP). In that class the student participates in both academic work in the classroom and service in the community. The student then completes 6 hours of service which may include Civic Leaders Internship Program (CLIP). For CLIP the student often interns for a state or federal legislator. The final 6 hours of the 15 hours for the minor are selected by the student from a recommended course list. This allows the student to make the minor unique to their goals. They can study ethics, women and gender studies or geography, for example.

MU Fellowships Office
The MU Fellowships Office encourages students to combine scholarship and research with service and global awareness. As a campus-wide entry point for information and support, the Fellowships Office assists students in identifying and applying for nationally competitive fellowships that enhance their education and provide post-baccalaureate experiences.

Services Provided:
- Information on various fellowships
- Individual meetings to identify appropriate options/funding opportunities
- Help identifying programs and opportunities to strengthen educational experience
- Personalized help with applications
- Tips on personal statements, résumés, essays, etc.
Nutrition
Meet with a Registered Dietician (RD) to discuss your diet and eating habits. Whether it’s that you would like to learn to manage a health condition, reach your healthy weight, or simply eat more nutritious foods, an RD is the expert in this field. Together an RD will design a plan with you to meet your individual goals. With ALL of your favorite foods, learn when and what to eat for a healthy body!

Students: $15 for initial visit, $10 follow-up sessions
UM Faculty and Staff: $25 for initial visit and $15 for each follow-up session
*Call 884-9441 for Package rates and Discounts!

Fitness
Meet with a Certified Health Fitness Specialist (CHFS), to receive a general health and fitness screening. Together, you will work to make an individualized exercise prescription based on your current fitness level, fitness goals, and habits. In this session you will learn how to get a program started or how to simply add activity into your daily routine. A CHFS will design a plan to increase your fitness for lasting lifestyle changes.

Students: $15 for initial visit, $10 follow-up sessions
UM Faculty and Staff: $25 for initial visit and $15 for each follow-up session
*Call 884-9441 for Package rates and Discounts!

Wellness Coaching
Get stressed out easily but cannot figure out why? Do you always lack the time to finish everything you need to? Manage your stress, time, sleep, diet and fitness with a one on one session with a wellness coach. The Wellness Coach will help you discover the root of the problem, provide you with general tips, and serve as a reference for further resources.

FREE 30 minute sessions for all students, faculty, and staff on UMC campus

Book an appointment today at wellness.missouri.edu!

Questions? Call 882-4634.
Feeling overwhelmed, stressed or sluggish?

The Wellness Resource Center has a team of Wellness Coaches ready to be your personal guide. They are trained to help you figure out what the problem is, aide you in finding a solution that will work into your lifestyle and refer you to other campus resources. Issues related to time management, stress, diet, fitness, sleep, and other wellness issues can all be discussed with your Wellness Coach.

FREE 1 hour sessions for all Students, Faculty, and Staff on UMC Campus

Schedule an appointment at wellness.missouri.edu/appointment

Questions? Call 882-4634
Don’t Cancel That Class!!!!

Back by popular demand….the Wellness Resource Center’s Don't Cancel that Class program provides faculty members with a substitute teacher if you cannot attend class or a guest speaker when you want to integrate important health issues and good decision making skills into your curriculum. The WRC staff gives presentations on good decision making with an emphasis on alcohol abuse and other wellness issues an average of 50 times per academic year. Departments that have used the program in the past include Education, Agriculture, Engineering, English, Social Work, the Honors College, Psychology, Communications, and Learning Strategies. Please call Kim Dude the Director of the Wellness Resource Center at 882-4634 or email her at DudeK@missouri if you every need or want a substitute teacher or guest speaker. Visit our website at wellness.missouri.edu. The Wellness Resource Center has been your campus prevention office since 1990.
About University Bookstore

- Founded in 1899 by MU faculty
- University of Missouri BookStores include:
  - MU Bookstore
  - Tiger Tech
  - Tiger Team Stores
  - Missouri S&T Bookstore (Rolla)
  - UMKC Bookstore and UMKC Health Science Store
  - UMSL Bookstore
  - Stephens College Bookshelf
- Self-supporting auxiliary within the Division of Student Affairs
  - receive no general operating funds
  - bookstore profits remain on campus to support student facilities and programs.
National Rankings (Large Stores Group)

- 1st in number of used books available to students

About TigerTech & Mizzou Media

- Service & Support for MU-ready technology
  - Let Your Major Be Your Guide
  - Student Computer Finance Program
  - Student/Faculty Software Licenses
  - Technology Resources

- In-house custom course books and copyright clearance service

- Alternative course media:
  - digital course packets
  - CDs
  - DVDs

- Espresso Book Machine

- Partnership with MU Libraries for electronic journals
The changing face of course materials

From this....  To this...

What is best for you and your students?
Bookstore staff is ready to help

- Provide information to help you select course materials:
  - Textbook orders (adoption) deadlines
  - Used books
    - BuyBack
  - Bundles versus traditional texts
  - Sources for alternative materials
    - Jumpbooks (digital books)
    - Online codes (such as MyMathLab)
  - Customized textbooks
    - Mizzou Media
    - Espresso Book Machine
    - Publisher created

Digital/eBook alternatives

- Growing market influenced by demand
  - No universal format for digital books
  - American Association of Publishers is trying to reach some consensus for the future of digital books

- Fall 2010 - approx. 190 titles have a digital alternative
  - Can cost up to 50% less than a traditional book
  - Very portable
  - Most have an expiration date, typically one semester
  - Usually non-refundable and no buyback
Online Codes...

- Useful tool, particularly for large classes
  - Publishers often bundle these with new books to increase book sales
  - If sold separately, these average $80.00
  - MyMathlab is $80.00 and Aplia is $79.35
- If you will only use the code and the book is *recommended* but not required we can adopt them accordingly.
  - If you have questions contact our Textbook buyers – we will be happy to work with you.
  - We are here to help both YOU and the students.

Some Facts About Textbook Legislation

- Cost of course materials is a national and state issue
  - Public Interest Groups
  - HR1437 (Higher Ed. Authority Act)
- Missouri Textbook Transparency Act
MO Textbook Transparency Act

- Law requires that, upon request by faculty, textbook publishers will disclose the following:
  - Net price of the book (what the pub charges a bookstore to purchase the book – wholesale not retail)
  - Substantial content revisions between the last two editions
  - Availability of alternative formats
  - Ability to purchase bundled materials unbundled

Traditional Textbook Pricing Model

- Of the net price charged for a new textbook, 75% of that amount is the bookstore’s cost from the publisher.

- 25% margin is the same or less than the margin used by nearly all of the largest institutionally owned bookstores in the country.

- Retail price for used texts is 25% less than the new price, which is standard pricing in the textbook industry.
Textbook Pricing Model

<table>
<thead>
<tr>
<th>Student 1 purchases a New copy for $100</th>
<th>Student 2 purchases a Used copy the next semester for $75</th>
</tr>
</thead>
<tbody>
<tr>
<td>$75 goes to the Publisher</td>
<td>$50 goes to Student 1 @ campus buyback</td>
</tr>
<tr>
<td>$15 goes to Operating Expenses (Freight, Payroll, etc.)</td>
<td>$10 Operating Expenses (Payroll, etc.)</td>
</tr>
<tr>
<td>$10 back to MU students through Student Affairs</td>
<td>$15 back to MU students through Student Affairs</td>
</tr>
</tbody>
</table>

Where the New Textbook Dollar Goes* ...

- **75.9¢**: Textbook Wholesale Cost: Hardcover printing, editing, layout, design, packaging, marketing, and publisher's income. Not inclusive of freight.
- **11.1¢**: College Store Processing/Services: Shipment, ordering, receiving, stocking, custodial, customer service, fulfillment, and ordering.
- **10¢**: Freight: Cost of shipping the book to the college store.
- **6.3¢**: College Store Income: Royalties, returns, artist's fees, and any other income earned.
- **5.7¢**: College Store Operations: Rent, utilities, payroll, and any other expenses and fees.
- **1.0¢**: Operating Expenses: Payroll, benefits, and other overhead.

*Information by NACS | NAGS

© 2015 by the National Association of College Stores.
Achieving Balance

- Faculty want to select materials that will help students succeed in their courses
- Bookstore wants to source these materials so that they will be available to students at the right price and the right time
  - Institutional stores provide students with course materials at the lowest possible price--typically lower than for-profit stores.
  - Goal is to balance affordability with financial support to the campus

Opportunities to Reduce Costs - Bookstore

- Course Materials Advisory Group
- Promote used books – saves students 25%
- Support unbundling
- Conduct aggressive textbook buybacks
  - Buyback on 4 UM campuses and Stephens College
- Participate in buying co-ops
- Textbook rental pilot
  - Spring 2010: 43 titles available for rent
  - Fall 2010: close to 200 titles
  - Success of a large rental program depends largely on faculty
- Explore new pricing models for used textbooks
Opportunities to Reduce Costs – Faculty

- On-time textbook orders are the most immediate way to lower costs for your students:
  - Allows the bookstore to source more used books for future students
  - Gives your students more cash at buyback
  - Saves freight costs

Welcome to Mizzou
Textbook Requisition Dates

- Spring 2011 classes - textbook orders due by October 29, 2010
- Fall 2011 class - textbook orders due by April 15, 2011
- Textbook ordering tips handout

You don’t have time to be Sherlock Holmes...

- University Bookstore works for you.
  - Goal is to support a stress-free and successful teaching experience at Mizzou
- Bookstore staff can research cost of materials and availability of alternative formats.
  - Develop customized materials in-house
  - Work with campus departments to maximize resources for your students
Bookstore faculty resources

- Faculty Center Network

- Fall 2010-Brown Bag Lunch Series
  - Sept. 14th: Accessibility in the Classroom
  - Nov. 9th: Different Places, New Learning Spaces

Questions?
Faculty Guide to Textbook Ordering

“Faculty behavior is the key to actual textbook pricing...”
Dr. James V. Koch, Advisory Committee on Student Financial Assistance*

1. **Place Textbook Orders On Time:** The most immediate way that you can reduce the cost of educational materials for your students is by submitting timely textbook orders. On-time submission of textbook orders allows the bookstore to source more used books and save freight costs, which returns more money to your students. Last minute textbook orders are costly to your students and to the University.
   a. Textbook requisition dates: Spring 2011 due by October 29, 2010 and Fall 2011 due by April 15, 2011

2. **Consider Unbundled Course Materials:** “Bundles”—additional materials, such as CD-ROMs, study guides, etc.—can significantly increase the cost for your students. Bundles on the MU campus average $118.00 per course. Bundles with non-required materials force students to purchase new texts at premium prices, even though bundled materials often go unused.

3. **Request Pricing Information:** You have a right to know suggested retail prices that students will pay, the history of edition revisions, the estimated length of time these products will remain on the market, and the cost of individual items in a bundle. Missouri’s Textbook Transparency Act requires textbook publishers to make the price, any substantial content revision between the last two editions, copyright dates, and the availability of alternative formats for a text, upon request, to faculty members or textbook adopters at public higher education institutions.

4. **Consider Using Course Packets:** Course packets can mean significant cost savings when only a small percentage of the original text is required, or when small portions of several texts can be combined into one. University Bookstore offers faculty a cost efficient, copyright compliant alternative to supplement traditional textbooks. Contact Mizzou Media at 882-8567 or email mizzoumedia@missouri.edu. You can also visit www.mubookstore.com and click on Custom Publishing.

5. **Reuse An Old Edition If It Meets Your Teaching Needs:** If the new edition contains little or no content change, consider using the older edition. If previous editions are still usable, they can be purchased as used texts, saving your students 25% or more of the new price.

6. **Negotiate Better Prices:** The University of Missouri purchases $22 million in course materials annually. The bookstore works for you and is ready to help negotiate better prices from publishers on course materials.

7. **Consider a Rental Program:** Ask the bookstore about developing a rental program if you teach a large class every semester and know you will use the same textbook for future courses.

*Dr. Koch serves as an independent source of advice and counsel to Congress and the Secretary of Education on student financial aid policy.

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**University Bookstore**

Since 1899

**Welcome to Mizzou**

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**Textbook Information**
882-7387 or 882-4897

**Mizzou Media**
882-9547

www.mubookstore.com

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LEANN RIMES
Sun. 9.19.2010 | 7 P.M.

CHIP DAVIS' CHRISTMAS MUSIC OF MANNHEIM STEAMROLLER
Mon. 11.29.2010 | 7 P.M.

BOSTON BRASS & THE BRASS ALL-STARS BIG BAND
CHRISTMAS BELLS ARE SWINGIN'
Thurs. 12.02.2010 | 7 P.M.

FIDDLER ON THE ROOF
Thurs. 10.14.2010 | 7 P.M.

SPRING AWAKENING
Tues. 10.26.2010 | 7 P.M.

THE FIVE BROWNS
Tues. 11.2.2010 | 7 P.M.

JIGU! THUNDER DRUMS OF CHINA
Thurs. 11.11.2010 | 7 P.M.

RIVERDANCE
Thurs. 1.27.2011 | 7 P.M.

THE MUSIC MAN
Tues. 2.1.2011 | 7 P.M.

RAIN: A TRIBUTE TO THE BEATLES
Wed. 2.2.2011 | 7 P.M.

TROMBONE SHORTY
AND ORLEANS AVENUE
Sat. 2.5.2011 | 7 P.M.

A CHORUS LINE
Wed. 3.2.2011 | 7 P.M.

MAMMA MIA!
Wed. 5.4.2011 | 7 P.M.

Welcome to Mizzou
Tickets on sale at www.concertseries.org on July 16 / July 19 at 573.882.3781
The Wakonse Conference on College Teaching

To be held May 26–May 31, 2011 at Camp Miniwanca, Shelby, Michigan.

(Several faculty sponsorships provided by the Vice-Provost for Undergraduate Studies Office)

Wakonse is a word from the Lakota Indian language meaning to teach, to inspire. The Wakonse Foundation brings together people who find inspiring and influencing others is what they do for a living. We create a climate where it is important and appropriate to display and discuss teaching talents . . . where colleagues learn about themselves as teachers . . . where they see and consider the tasks and issues of creative teaching in a manner characterized as enjoyable. . . where providing feedback to one another is a norm and where that feedback is outside of any institutional mandate to improve or to evaluate teaching. Participants become Wakonse Fellows. That means, in the simplest of terms, to support, promote and share the excitement and satisfaction of teaching - to inspire others and ourselves.

Take everyone away from campus, from their phones, from offices and professional obligations. Prepare them for full days of workshop activities exploring teaching through highly interactive large and small group presentations, discussion groups and hands-on experiential sessions. Many informal opportunities for support and networking occur as participants become acquainted and share their talents and experiences with each other.

The Wakonse Fellowship brings together faculty, teaching and learning professionals from postsecondary institutions who recognize and are devoted to the inspirational aspect of the teaching and learning process. Wakonse is an organization of individuals dedicated to promoting and sharing with colleagues the excitement and satisfaction of teaching in higher education.

Outcome

- A more supportive campus climate for those concerned with teaching.
- A collaborative exchange of talent, ideas and resources within and among participating institutions.
- Increased concern for the general issues of the academy.
- Renewed interest, support and understanding for what is means to be a college teacher.
- Better teaching!

For more information visit the website: www.wakonse.org