MU Health announces partnership with Columbia Surgical Associates

By Ashley Jost

Monday, October 13, 2014 at 12:10 pm Comments (I)

The University of Missouri Health System announced a partnership with Columbia Surgical Associates on Monday morning that might be the first of many with local health care providers.

Mitch Wasden, MU Health chief executive officer, said the affiliation is part of a national trend for hospitals — particularly academic medical centers — to work with local providers in a “clinical integration” model.

“These networks are generally set up to allow physicians to share information, track quality of health care and agree on common treatment protocols,” Wasden said. “You create a network that’s clinically integrated along those lines.”

Through the partnership, MU Health will pay for all operating costs of Columbia Surgical Associates and oversee its bookkeeping and other administrative functions. Personnel at the clinic will retain governance of internal operations. The new partnership will operate under the name Columbia Surgical Services; however, Columbia Surgical Associates will still use its old name for branding.

Wasden said the exact cost of the partnership is undetermined.

“There are a lot of negotiations to do leading up to Jan. 1,” Wasden said. The “historic partnership” officially begins the first of the year, he said.

The surgical group operates out of its own outpatient center and Boone Hospital Center and performs a few procedures at MU Health-affiliated offices. The new partnership will allow the clinic to increase its work with MU while still maintaining work elsewhere, giving patients more options, Columbia Surgical Associates President Walter Peters said.

“Prior to this announcement, the vast majority of our patients were getting care from Boone. We have just a small portion of our practice” at MU Health, Peters said. “After this affiliation, we
will still be the physicians providing care at Boone Hospital. That will not change. We are not leaving Boone Hospital.”

The groups were in talks for 18 months preceding Monday’s announcement, Peters said.

“Columbia is a robust medical community, but there are enough things that we don’t do here where we lose patients that have to travel to St. Louis or Kansas City,” Wasden said. “Part of these affiliations are trying to help deliver on these visions of Columbia being a medical destination.”

Wasden said Columbia Surgical Associates and MU Health have jointly recruited specialty surgeons to meet patient needs.

“There are a lot of opportunities for local providers to work closer together,” Wasden said. “It’s not easy to do, and it takes a lot of time. This is the beginning of this for us, not the end.”

COLUMBIA MISSOURIAN

MU Health Care, Columbia Surgical Associates partner

Monday, October 13, 2014 | 7:17 p.m. CDT; updated 7:33 a.m. CDT, Tuesday, October 14, 2014

BY MATTHEW PATSTON

COLUMBIA — In an effort to increase efficiency in a shifting health care climate, MU Health Care and Columbia Surgical Associates on Monday announced a new affiliation between the two organizations.

The union gives the Columbia Surgical Associates — a private physicians group — privileges to treat patients at MU Health Care facilities.

In a news conference at University Hospital, Walter Peters of Columbia Surgical Associates joined Mitch Wasden, CEO and chief operating officer of MU Health Care, to announce the partnership.

One of the primary goals of the partnership is to increase access to care for mid-Missouri patients by providing more facilities. The passage of the Affordable Care Act in 2010 was one of the prompts for the partnership.

"With the health care climate changing, we want to make sure our patients can access care at the appropriate place at the appropriate time,” Peters said.
Wasden said the two groups have been in talks for the past year, holding weekly meetings to address the "moving parts" of the affiliation and to create a beneficial environment for employees to work in.

In June, MU Health Care announced a collaboration with four other health systems, creating the Health Network of Missouri.

Supervising editor is Bailey Otto.

The highest-paid employees at Mizzou

The top 25 highest-paid employees at the University of Missouri-Columbia show that it’s good to be successful in medicine and sports. Of those, 19 are medical professionals, while four work in the field of sports. Overall, total employee counts from the fall of 2013 are up by 10 percent at Mizzou, with 13,255 employees declared in 2013 compared with 12,026 reported for 2012.

The following are the highest-paid Mizzou employees in the 2013-2014 school year, according to the University of Missouri System:

1. $2,800,000 - Gary Pinkel*, head coach of the MU football team
2. $1,700,000 - Frank James Haith Jr.**, former head coach of the MU basketball team
3. $637,500 - James Stennard, chairman of the Department of Orthopaedic Surgery
4. $550,000 - Dave Steckel, associate head coach and defensive coordinator of the MU football team
5. $549,331 - Roger de la Torre, associate professor and chief of the division of general surgery
6. $535,365 - Robert Zitsch, chair and William E. Davis, MD, professor in otolaryngology and head and neck surgery
7. $524,697 - Stephen Barnes, professor and chief of the division of acute care surgery
8. $500,000 - Joshua Henson, assistant coach and offensive coordinator of the MU football team
9. $480,636 - Jamal Ibdah, senior associate dean for research and professor of internal medicine

10. $478,235 - Hung Winn, chair and David G. Hall professor of obstetrics and gynecology

11. $437,604 - Joseph Reeves-Viets, professor of clinical anesthesiology

12. $415,000 - Lester Layfield, professor and chair of the Department of Pathology and Anatomical Sciences

13. $412,000 - Quinn Johnson, interim chairman of the Department of Anesthesiology and Perioperative Medicine and assistant professor of clinical anesthesiology

14. $410,958 - Ajit Tharakan, assistant professor and chief of the division of cardiothoracic surgery

15. $410,852 - Paul Dale, interim medical director of Ellis Fischel Cancer Center and chief of the surgical oncology division

16. $409,600 - Dean Hainsworth, professor of ophthalmology

17. $404,133 - Leslie Hall, interim dean for the MU School of Medicine

18. $402,904 - Marc Borenstein, professor of clinical emergency medicine and chair of emergency medicine

19. $397,800 - David Fleming, professor of medicine and chairman of the Department of Internal Medicine

20. $396,497 - Gregory Worsowicz, HealthSouth chair in physical medicine and rehabilitation and medical director of the Howard A. Rusk Rehabilitation Center

21. $389,730 - Karen Edison, chair of the Department of Dermatology

22. $383,033 - Harold Williamson, vice chancellor, of the MU Health Sciences Center

23. $375,000 - Stevan Whitt, associate professor of clinical medicine

24. $366,284 - Walter Nichols, professor of vascular surgery

25. $360,150 - John Lauriello, medical director of the Missouri Psychiatric Center

Other notable salaries of those employed by the University of Missouri System include: Mitchell Wasden, CEO and chief operating officer at University of Missouri Health System, who received $525,000 in 2013-2014 according to the University of Missouri annual salary report; Timothy Wolfe, president of the University of Missouri System, who received $459,000; Stephen Owens,
general counsel for the University of Missouri System, who received $390,150; and Kevin Necas, CFO at University of Missouri Health System, who received $368,862.

*Gary Pinkel had a base salary of $350,000 as listed by the University of Missouri System. Perks and performance bonuses increased Pinkel’s salary to $2,800,000 for the 2013-2014 school year. On March 6, 2014, the University of Missouri announced that Pinkel’s 2014-2015 salary would increase to $3,100,000.

**Frank James Haith Jr. is no longer the head coach of the MU basketball team. Kim Anderson will replace him in the 2014-2015 season. The University of Missouri System listed Haith’s base pay as $357,000 in 2013-2014, and additional perks and performance bonuses increased his total salary to $1,700,000.

'Daily Mail'

'Origami' condoms, Michelle Obama gardening games and poop-throwing chimps: National Institutes of Health cried poor on Ebola but had money for some wacky research

The $30 billion U.S. National Institutes of Health blamed tightening federal budgets on Monday for its inability to produce an Ebola vaccine, but a review of its grant-making history in the last 10 years has turned up highly unusual research that redirected precious funds away from more conventional public health projects.

The projects included $2.4 million to develop 'origami' condoms designed with Japanese folding paper in mind, and $939,000 to find out that male fruit flies prefer to romance younger females because the girl-flies' hormone levels drop over time.

Other winners of NIH grants consumed $325,000 to learn that marriages are happier when wives calm down more quickly during arguments with their husbands, and $257,000 to make an online game as a companion to first lady Michelle Obama's White House garden.

The agency also spent $117,000 in taxpayers' grant dollars to discover that most chimpanzees are right-handed.
The same group of scientists determined, at a cost of $592,000 for NIH, that chimps with the best poop-throwing skills are also the best communicators. But while flinging feces might get another primate's attention in the wild, they discovered, it's not much good in captivity.

'I've never in my life seen a chimp be given a banana for throwing s**t at someone,' Emory University psychologist Bill Hopkins told Wired magazine.

The marital-argument research, conducted at Stanford and Northwestern Universities, involved 82 couples and found that when wives 'downregulated' their negative emotions during a spat, both partners had 'greater marital satisfaction over time.' Not so for men who held their tongues, however.

Part of a $666,000 NIH grant supported a University of Buffalo researcher who determined that watching sitcom reruns like 'Seinfeld' or re-watching old movies helps older people feel re-connected with pseudo-friends from their past.

Another outlay of $181,000 went to University of Kentucky researchers who studied how cocaine use 'enhanced' the sex drive of the Japanese quail.

The researchers' website explains that they chose the birds because they 'readily engage in reproductive behavior in the laboratory' and 'provide a convenient and interesting alternative to standard laboratory rats and pigeons.'

The 'Origami' condom research has become doubly controversial with dueling lawsuits in which the newfangled condom's designer and his assistant are lobbing accusations of fraud and misuse of government funds for trips, cars and cosmetic surgery.

The Washington Free Beacon reported in May that Origami Condom creator Daniel Resnic was accused of spending NIH grant money on an Amsterdam junket, a Cadillac and a party at the Playboy Mansion.

He also is under investigation for flouting research protocols by designating his friends as test subjects and asking them to report back after they tested the product.

NIH's National Institute of Allergy and Infectious Disease (NIAID), the subagency that would ordinarily fund vaccine research for Ebola, provided Resnic with the money beginning in 2006.

Dr. Francis Collins, the head doc at NIH, complained bitterly on Sunday that budget 'cuts' were to blame for his agency's failure to produce a vaccine in time to fend off this year's Ebola virus epidemic.

Collins blamed a '10-year slide in research support' in a Huffington Post interview.

But overall NIH funding sits at $30.15 billion this year – up from $17.84 billion in 2000.

NIAID has seen its budget grow by 220 per cent over the same stretch of years.
It took a different NIH department to see the value in giving a University of Missouri team $548,000 to find out if 30-something partiers feel immature after they binge drink while people in their mid-20s don't.

'We interpreted our findings to suggest that, at 25, drinking is more culturally acceptable,' declared a doctoral student who coordinated the government-funded field work.

A generous $610,000 paid for a 120-nation survey to determine how satisfied people in different countries are with their lives.

A staggering $1.1 million funded research into how athletes perceive their in-game surroundings, including one Purdue University study that discovered golfers can putt 10 per cent better if they imagine the hole is bigger.

And $832,000 went to learn if it was possible to get uncircumcised South African tribesmen into the habit of washing their genitals after having sex.

'If we find that men are able to practice consistent washing practices after sex,' researchers at Penn State University told the NIH, 'we will plan to test whether this might protect men from becoming HIV infected in a later study.'

The Congressional Budget Office, a nonpartisan group that advises federal lawmakers, reported in 2011 that NIH's funding 'has grown significantly over the past 15 years,' including a $10 billion increase solely from President Obama's 2009 economic stimulus plan.

'In 2010, over half of all nondefense discretionary spending for health research and development went to NIH,' CBO noted.

The agency recommended a drastic cut in NIH's funding, citing a 2009 Government Accountability Office report that 'found gaps in NIH’s ability' to keep tabs on what happened to its outgoing grant money.

'Some costs could probably be reduced or eliminated,' the CBO concluded, 'without harming high-priority research.'

One of those candidates might be a $484,000 study to determine if hypnosis can reduce hot flashes in postmenopausal women. If that doesn't work, NIH also spent $294,000 to try yoga.
Binge drinking can alter your genes and is a 'cluster bomb' for health issues, warn scientists

Binge drinking can alter your genes, researchers have warned.

They say that excessive alcohol use can cause changes in the liver.

However, they also say the discovery could lead to new treatments for alcohol related kidney disease.

Researchers at the University of Missouri School of Medicine say they have identified epigenetic protein changes caused by binge drinking.

'We know that chronic alcohol use is damaging to the liver, but binge drinking amplifies that damage,' said Shivendra Shukla, who led the research.

Excessive alcohol use is one of the most common causes of chronic liver failure.

Long-term liver damage from alcohol use is irreversible.

Excessive alcohol use is also associated with high blood pressure, heart disease, stroke, cancer and digestive problems.

'Every response in the body is due to alterations in proteins,' Shukla said.

'Binge drinking is an environmental trigger that negatively affects histones by altering the correct binding of DNA.

'The result is unnecessary replication in the copied structure.

'This initially causes inflammation and damage to the cells as they form, but it is also eventually the cause of more serious diseases such as cirrhosis and cancer.'

The National Institute on Alcohol Abuse and Alcoholism defines binge drinking as a pattern of drinking that brings a person's blood alcohol concentration to 0.08 grams percent or above.
This typically happens when men consume five or more drinks or women consume four or more drinks over a two-hour period.

'Our latest research shows that epigenetic modifications in histone structures occur within the liver as a result of heavy binge drinking,' Shukla said.

'Epigenetic alterations are changes in genes that are not caused by changes in the DNA sequence or genetic code.'

Histones are proteins that act like a spool to compact and organize the thread-like DNA strands that wrap around them.

Histones work to protect the DNA strand and help it function correctly.

Although histone modification does occur naturally, Shukla and his team found that binge drinking results in unnatural modifications to histones.

In turn, these changes adversely affect how a person's genetic code is interpreted and how it is regulated.

Because the liver is the main metabolic site in the body, it is the first organ to experience damage from binge drinking.

But because the liver is responsible for nutrient and drug metabolism and distribution, as well as the production of multiple agents that are needed for the heart, kidney, blood vessels and brain to function properly, liver damage can affect many other systems in the body.

'It is important to specify that binge drinking should not be associated only with liver damage,' Shukla said.

'Binge drinking can create an inflammatory response in the liver that is like a cluster bomb, sending out various damaging signals to other organ systems in the body.

If those organs are working at a lower level of function, then a whole host of physiological processes are affected as a consequence of binge drinking.'

Shukla says that excessive alcohol consumption with a binge drinking pattern is emerging as a major public health concern globally.

In the U.S., binge drinking is the most common form of excessive alcohol use — so common in fact, that the Centers for Disease Control and Prevention reports approximately one in six adults binge drinks about four times each month.

'This is not a problem that is going away,' said Shukla.

'It is actually growing.
'More work is needed on the research we are doing, but findings such as these are very promising and may lead to future treatments for alcohol-related liver damage.'

The numbers, though not surprising at this point, were still distressing. A survey of nearly 1,000 students at the University of Oregon, released this month, found that 10 percent of women had been raped and more than a third had experienced at least one nonconsensual sexual encounter. Troubling, too, was the finding that nine out of 10 victims never reported their assaults. Such statistics reveal a situation on college campuses that President Obama recently called "an affront to our basic humanity."

The researcher behind that survey is Jennifer J. Freyd, a professor of psychology at Oregon. Ms. Freyd’s work on "betrayal trauma," a term she coined in the early 1990s, has attracted increased interest from policy makers in recent years. She has twice been invited to the White House to take part in discussions about campus sexual assault, and not long ago she met with Sen. Kirsten Gillibrand, Democrat of New York, who has been outspoken about harassment she’s suffered on Capitol Hill.

The amount of attention sexual assault is garnering right now—and the seriousness of that attention—is unprecedented, according to Ms. Freyd (pronounced fried). For a long time it seemed as if her research and that of her colleagues around the country was mostly shrugged off; other people nodded, but nothing much changed.
"We were more or less talking to each other," she told The Chronicle last week. Now she compares the growing awareness to a tidal wave. "We’re seeing a huge shift in consciousness about sexual assault," she said. "I’ve never seen anything like this in this field."

Not that there haven’t been setbacks. Ms. Freyd’s own university hasn’t exactly offered unwavering support. When she met with administrators in the spring about her survey, they seemed supportive. The president at the time, Michael R. Gottfredson, agreed to provide the $30,000 in funding she thought she’d need to pay participants and cover other administrative costs, she said.

"I thought we had a deal and I would do this big study," Ms. Freyd recalled. "I said, ‘The results aren’t going to be pretty.’ He said, ‘I know.’"

But once administrators saw the survey, their tune changed. The offer of funding vanished. Ms. Freyd showed The Chronicle an email she had received from Robin H. Holmes, vice president for student life at Oregon, stating that the university would prefer to use an external survey rather than one that had "a priori assumptions about outcomes."

**Charges of Bias**

For any scholar, the suggestion that his or her research is biased from the get-go is a not a trivial accusation. When news that the funding had been rejected became public, an article in an Oregon newspaper, The Register-Guard, included a comment from a university spokeswoman again speculating that Ms. Freyd was guilty of bias. (The spokeswoman, Rita Radostitz, said last week that her comment had been off the record and taken out of context.)

"Do these people have no idea what a scientific reputation is about?" Ms. Freyd said she wondered at the time.

She suspects that administrators may have grown leery in part because she was among those who criticized the university’s handling of a rape accusation in March against three Oregon basketball players, and also because she had become outspoken on the issue of campus sexual assault nationwide.
In the basketball case, the three players remained on the team even after the administration knew of the allegations. Though no criminal charges were filed, the players were eventually thrown off the team and then, in June, were suspended after a university investigation found them guilty of sexual misconduct.

Mr. Gottfredson, the president, resigned in August after two years on the job, citing his desire to spend time with his family and pursue his scholarly interests. The university’s interim president, Scott Coltrane, has been more supportive of her work, Ms. Freyd said, though she still wouldn’t mind an apology and a retraction. In an interview last week, Mr. Coltrane stopped short of offering either, noting that he wasn’t president at the time, but he did call it "a bit unfortunate" that the university’s concerns about the survey had been "characterized that way."

"I think the dialogue at the time was on trying to make the survey better," he said.

Yet Ms. Freyd said the survey didn’t substantively change after the criticism from the university (she found funding elsewhere when the administration turned her down). And officials have never explained how, exactly, the survey might have been biased. The questions Ms. Freyd asked lined up with surveys on sexual assault that had been conducted elsewhere. Even months later, she finds it odd that the university was touting her national reputation as an expert on sexual assault while simultaneously casting doubt on her scholarship.

"They bragged about my White House visits," she said. "It was like—what?"

Memory Wars

Ms. Freyd is best known for her theory of "betrayal trauma," the idea that when the perpetrator of abuse is a person trusted by the victim—like a parent or a coach—that affects how the victim copes with and remembers the abuse.

In the 1990s, Ms. Freyd was caught up in the controversy over the validity of recovered memories of abuse, a debate that has since been dubbed the memory wars. On one side were scholars like Elizabeth Loftus, a professor of psychology at the University of California at Irvine, who showed how, in some cases, subjects could be tricked into "remembering" events that hadn’t
happened. On the other side were those like Ms. Freyd, who, while they didn’t deny that memory could be faulty, argued that victims, in some cases, blocked out memories of their abuse that could resurface later.

Her work in this area had been prompted by her own recovered memories of alleged sexual abuse by her father. Ms. Freyd tells the story in the book Blind to Betrayal, published last year, which she wrote with Pamela Birrell. In 1990, when Ms. Freyd was in her early 30s, she began to remember being abused. Her father and mother denied the charges and in response started the False Memory Syndrome Foundation, enlisting a number of psychologists for its advisory board, including several she knew personally.

"I could not fathom why my colleagues would do this," she says in the book. "Was I not credible? If not, why not? I had no prior scandal attached to my name, no history of fraud or dishonesty."

These days Ms. Freyd prefers not to delve into that part of her life and career. Not long ago she turned down an interview request from a documentary crew that was making a film about the memory wars.

"I don’t want to start talking about my personal life," she said. "I’ve never wanted to do that. I want to talk about my ideas and research."

**A ‘Sense of Duty’**

Those have moved beyond recovered memories (though she hasn’t, by any means, abandoned that theory). In Blind to Betrayal, she and Ms. Birrell write that betrayal trauma can extend to institutional betrayal—that is, how "the harm of sexual assault may be made much worse by institutional failure to prevent sexual assault or to respond supportively when it occurs."

Her research has found that victims who feel betrayed by institutions they trusted have more trouble coping with their assaults, and they’re more likely to feel depressed or to hurt themselves.
Until a few years ago, Ms. Freyd didn’t think institutional betrayal was necessarily a huge problem on college campuses. Then, in 2010, one of her graduate students, Carly Smith, suggested trying to measure it. Ms. Freyd wasn’t convinced that the study would produce any significant data because the college campus seemed like a "warm, fuzzy place," friendlier and more progressive than, say, the military.

However, their study, which surveyed 514 undergraduates, found that 46 percent of women who had suffered unwanted sexual experiences felt that their college had not responded adequately.

"What blew me away is that we did find a lot of institutional betrayal," she said. When the study was published, in 2013, Ms. Freyd started getting calls from colleagues at her own university, and from colleges around the country, thanking her for affirming with data what they knew to be true anecdotally.

"It was a kind of radicalizing experience for me," she said. "It changed my sense of duty as a member of the university."

Despite the criticism and foot-dragging at Oregon, Ms. Freyd said, she feels that her relationship with the administration is moving in the right direction, and she hopes that more universities will conduct sexual-assault surveys on their campuses.

And she remains amazed that the issues she’s been studying for more than two decades have finally moved into the spotlight. People aren’t shrugging now. "I actually believed it was possible," Ms. Freyd said. "I just didn’t believe it would happen my lifetime."
COLUMBIA MISSOURIAN

New mental health coach helps Missouri tennis players get into right frame of mind

Monday, October 13, 2014 | 5:15 p.m. CDT

BY KAYLA NELSON

COLUMBIA — Stressing over your mental peace and harmony can be considered a paradox. But for Katie McLean, it's what helps guide her team toward improvement every Wednesday night.

McLean is the mental health coach for the Missouri tennis team. She pushed the team to create a motto for this semester: B.O.L.D. — Believe, Own, Love and Dig.

"Believing in yourself and your team, owning your game and your responsibility on your team, loving each other and your teammates, and digging things out when things get hard," junior Kelli Hine explained. "The girls thought of that motto all themselves," McLean said, laughing. "I was just there to encourage them."

McLean comes to the Missouri Tennis Complex every week and helps the players work on mental toughness and perform the best they can on the courts.

McLean chooses themes for the team to work on every couple of weeks. So far, the Tigers have focused on "communication" and "strength." Each theme connects back to the B.O.L.D motto, which helps the team aim toward a common goal throughout the different activities each week.

These activities are positive psychological exercises that help the women improve their well-being, both personally and on the court. Boosting their confidence and teaching healthy thoughts are what McLean and head coach Sasha Schmid are focusing on.
McLean started her mental health coaching for the tennis team in August. She also coaches individuals and some runners on the track and field team.

**McLean joined the MU athletics department in 2011 as an intern under Rick MacGuire in the Sports Psychology Department. Two years later she was a graduate assistant with the university's Total Person Program under the leadership of Kim Lambert.**

"(Tennis) coach (Sasha) Schmid wanted someone to be with the team full time this year, and I was definitely willing to do that," McLean said, smiling.

Schmid expressed her approval for not only what McLean is doing with the tennis team but also for what the department is doing to assist athletes in their mental performance.

"Through the student-athlete development program at our university, we have our head director that assigns a specific mental health coach to a team," Schmid said in a phone interview. "Even though we didn't necessarily choose Katie as our coach, we are really lucky to have her."

McLean’s favorite activity she’s done with the Tigers is putting together a team blog where each player can share different positive psychological thoughts and talk about what they did during that week’s session. The blog is a private forum for the players to freely share their thoughts, concerns, fears and assurances.

"This blog really helps the girls feel more comfortable with each other, as well as increase their personal and team well-being," McLean said.

The activities positively affect on-court performance, players said.

"Katie's activities have really been helping me with positivity and having no negative thoughts when I'm out on court," Hine said. "Sometimes I get really anxious before a match, and Katie has taught me to enjoy the moment and have faith in myself."

Hine described one activity as an icebreaker to help the older players meet the new ones.

"We'll have a bunch of M&M's, and depending on what color we pick, we say something about ourselves, like our favorite vacation spot." Hine said. "She makes every activity so much fun and worthwhile, which makes us really happy and excited to go to these sessions."
Schmid loves how McLean helps the team trust each other, branch out, focus and gain communication skills that will help them in the upcoming spring season.

"I just want the team to feel confident in their own capabilities, as a student and an athlete, and bring out the best they can in each other." McLean said.

_Supervising editor is Sean Morrison._

**COLUMBIA MISSOURIAN**

**Q&A: New Columbia College President Dalrymple talks about plans for future**

Monday, October 13, 2014 | 6:41 p.m. CDT

COLUMBIA — This week, Columbia College celebrates the inauguration of its new president, Scott Dalrymple.

Along with the inauguration ceremony Friday morning, the college is hosting several events, including a reception Monday for an art exhibit featuring work by Alexis Callender, Eric Sweet and the Minnesota Potters, a volleyball tournament on Wednesday and a video game challenge on Friday.

Dalrymple’s first day was May 1 after leaving his position as dean for the School of Liberal Arts at Excelsior College, an online-only institution in Albany, New York. In a recent interview, he talked about his leadership style and his plans for the future of Columbia College.

**How would you describe your own college experience, and how did it differ from Columbia College?**

I went to undergraduate school in a state university in New York called Geneseo. SUNY (State University of New York) has giant centers, you know, big universities, and then it also has a few smaller, liberal arts colleges, and I went to one of those for undergrad. It was a great college. I was an English major. I just loved the liberal arts — I loved history, I loved political science, I liked philosophy, I liked theater. I mean, I liked all
those sort of traditional liberal arts disciplines. I learned a lot, and I had a great education there. I really think it was a very special place.

I was a full-time student, but I couldn’t afford to live on campus those days, and so I worked my way through college. I worked as a night manager of a grocery store, usually working about 30 hours a week, and my parents let me live at their house while I worked and went to college full time.

I never lived in a dormitory or had that kind of life, and I’ve always regretted that, so now I get to get involved in some of those activities that I never had a chance to get involved in before.

**Has your leadership style evolved since you started at Columbia College?**

I think my leadership style is always evolving. I’m a work in progress, as I think we all are. And sure, I think my leadership style sometimes evolves every day. I learn something new; I learn how I handle a situation a little differently.

I think that a good leader needs to understand that leadership is very much an individual issue, as the leadership you provide to one person may not work for another person or another group of people, and you have to have different gears. I very much have different gears.

**What do you think Columbia College brings to this town, in relation to MU and Stephens College?**

Well, first of all, I would like to say that the partnership between the three institutions is very strong. We have a long history that goes back over 160 years, and you can feel that. We have very good relations with both other colleges, and I absolutely see that continuing. I think we all bring something different, and I think it’s a very vibrant college community here.

**One of the things that Columbia College has always stood for since the beginning is access to education, and I think you see it through our entire history.** We were founded in 1851 because there needed to be a place where female students could go. Like many big institutions, the University of Missouri didn’t accept women. So some folks got together and said that’s not good enough; we need to have
a place for intelligent young women to go, and that's why we exist, so it was always about access.

We have a very bright evening campus here. As I understand it, we were the very first college, at least in this area, that had a vibrant evening campus where you can conveniently go to class at night. We also have a very large online program that's a big chunk of what we do. Again, that's about access. It's about providing access to people who may have a hard time getting a traditional college experience.

What are your short-term and long-term goals for Columbia College?
Short term, we're looking at all of our internal processes, how we do business. We're trying to make ourselves even easier to do business with. We want to make it a very seamless experience for prospective students and current students to get an education here, so we're looking at everything from how you apply to the college to how you register for classes to how you pay to all sorts of things, all these logistical things to make us easier to do business with. We can always improve.

We have almost 30,000 students (throughout the college's 35 locations and online), so we're not small. But here in Columbia, it's a more modest number of students, and we can get that kind of smaller campus feeling.

So just to give you an example, I now personally call everyone who's accepted here in the Columbia campus. I call them to tell them they're accepted, and that's the kind of thing that we think is, it's a symbol. It's symbolic of the kind of experience I hope students have here, which is a more personal experience.

How, specifically, are you going to make business easier for students?
A good example is the registration experience: how you register to come to the college and how you register for classes. Our goal is to try to make it as easy as buying a book on Amazon. That's easy to say, hard to do, but that's our goal.

We're holding ourselves to that standard. Why shouldn't it be that easy? The underlying thing we're talking about is more profound, and we understand that, but why should it be more difficult to register for class? Why should that be harder than going to
Amazon.com? And I don't think there's a good answer to that. It'll take us a while to get to that level, but we're really trying hard to make it so that it's easy to do.

**How do you think Columbia College fits in the context of liberal arts schools nationally?**

It's an interesting case study because we were a small liberal arts college — frankly, at one point, not too many decades ago, we were struggling — and we're a great success story of being bold and taking proven strategic risks, and it's done very well for us.

You know, most colleges don't have 35 locations across the country like we do. Most colleges don't have hundreds of online courses like we do and have had for many, many years. And we continue to benefit from those great decisions that my predecessors made.

The good news is that we still provide that same liberal arts education. I think it’s quality as well as quantity. We still provide that quality liberal arts education, but we found a way to offer that to many more people in the country.

What's interesting is that I'll often meet people from, say, Orlando, Florida, who went to our very lovely facility there, who got their degree and make a pilgrimage to Columbia, Missouri, to come to the main campus, and that means a lot to them.

I often meet people who say, "I want to walk through [Rodgers Gate]," and they make a pilgrimage to come here because they feel like a part of this larger whole that's been here since 1851, and you don't always get that at other institutions, maybe that also have a footprint nationally.

And the fact that we're nonprofit is a big deal. Many institutions that have had a similar scale have been for-profit institutions. We've always stayed nonprofit, and we're very proud of that fact.

*Supervising editor is Elizabeth Brixey.*