MU News Bureau

Daily Clips Packet

Nov. 19, 2014
MU Chancellor Tours Northwest Missouri

To watch the video story, visit: http://www.stjoechannel.com/story/d/story/mu-chancellor-tours-northwest-missouri/58561/Go4T4PTYY0-pnBqgiTmj0QQ

(ST. JOSEPH, Mo.) University of Missouri Chancellor R. Bowen Loftin toured parts of northwest Missouri on Tuesday.

Chancellor Bowen stopped at Second Harvest Community Food Bank in St. Joseph as part of his visit.

The tour was part of a collaboration between the University of Missouri Extension and Second Harvest.

The extension helps the food bank with items like fresh produce and nutrition lessons.

Chancellor Loftin hopes his visit will help people get a better understanding of the Extension.

"We are in every county. There are county specialists, then there are regional offices and of course the center of the state, Columbia, where we have everything gathered together. We have 1,200 people both in Columbia and scattered across the entire state of Missouri, serving our population through Extension," said Chancellor Loftin.

The chancellor also visited Chillicothe and Gower during his tour.

Missouri inspecting library after mold found

COLUMBIA, Mo. (AP) — The University of Missouri is conducting tests after mold was found at Ellis Library on the Columbia campus.

University officials say the mold was found last week in a heating and cooling vent on the library's fourth floor.
Environmental Health and Safety Director Todd Houts says the discovery doesn't mean the library has a widespread mold problem. He says mold is present nearly everywhere and is a danger only if large quantities are found. Workers are collecting samples and will examine any captured mold soon.

The Columbia Daily Tribune reports the mold in the library presents no immediate threat and the building has no history of mold problems.

Last fall, mold damaged about 600,000 books kept in off-campus storage. Most the books were cleaned and saved.

COLUMBIA MISSOURIAN

Mold reported on air vents in Ellis Library
Tuesday, November 18, 2014 | 8:21 p.m. CST; updated 7:18 a.m. CST, Wednesday, November 19, 2014

BY KOUICHI SHIRAYANAGI

COLUMBIA — Administrators at Ellis Library are working with the MU Department of Environmental Health and Safety to clean air ducts after mold was discovered last week in the Special Collections and Rare Books department on the fourth floor.

At least 10 air ducts in and near special collections are visibly affected by mold. According to staff in special collections, no employees have reported illness related to the mold, and no items from the collection have been damaged by the mold.

"On Thursday morning, Nov. 13, library staff reported what appeared to be mold on a heating and cooling vent," said Jesslyn Chew, a health information specialist in the MU News Bureau. "That afternoon, Environmental Health and Safety personnel arrived to test the area. They determined that some mold existed in the area, but the amount of visible mold growth was minimal and not a cause for concern."

Although the mold was initially reported on Thursday, the mold appeared to have gathered and had been present for much longer on a few of the vents. Chew said Environmental Health and Safety will perform additional inspections to ensure all affected vents and locations will be identified for Campus Facilities to clean immediately.
"MU Libraries administration is working with the office of Energy Management to make sure that proper temperature and humidity levels are maintained at Ellis Library and the specialized libraries at all times," Chew said.

According to the Centers for Disease Control and Prevention, if not treated, exposure to molds can cause nasal stuffiness, eye irritation, wheezing or skin irritation in humans.

Most items in the MU special collections come from donations or funds provided through Friends of the MU Libraries. Among the most valuable items in the collection are an illuminated page from the 15th-century Gutenberg Bible and a 4,000-year-old clay tablet from Mesopotamia.

The maneater

Provost decision a critical choice

The new provost would need to address various challenges like a shrinking university budget, issues related to Title IX and faculty morale and retention problems.

By Rachel Pierret and Taylor Blatchford

Since former executive vice chancellor for academic affairs and provost Brian Foster retired Jan. 1, MU has been conducting a search to fill the vacant position.

According to the Office of the Provost, the provost is the chief academic officer for the university. He or she oversees all academic priorities, activities and policies of the university.

The provost is responsible for MU’s 14 colleges and their schools, departments and centers as well as many other units that support academics.

Four candidates have visited MU this fall for open forums: Michele Wheatly, John Wiencek, Nancy Brickhouse and Garnett Stokes.

What does a provost do?

Various faculty members and administrators gave their opinions on the provost’s many roles.

Faculty Council member Harry Tyrer said the provost works with the chancellor, the deans of each school and college, department chairs and other campus leaders, but mainly serves as “the deans’ boss.”

He said other roles a provost must fill include managing reports from the Vice Chancellor for Student Affairs, currently Cathy Scroggs, and the Student Success Center.
The provost oversees MU Extension, a research program that helps MU fulfill its mission of extending benefits of university research beyond the campus.

“Extension is the way that we take our technology out to the public,” Faculty Council chairman Craig Roberts said. “(The provost) is in charge of working with community in college.”

The provost also manages MU’s more than 2,000 faculty members.

Roberts said a major aspect of faculty management is economic development of the members, such as grants and startups.

“Faculty here are encouraged to try to launch their own startup companies through entrepreneurship,” he said.

Tyrer said the provost should recognize the achievements of faculty members and encourage faculty to excel in what it does.

In addition to working with faculty members, the provost has obligations to students.

Michael O’Brien, dean of the College of Arts and Science, said the provost must “(make) sure that MU offers the most intensive programs that combine opportunities for students to excel in and out of the classroom.”

Roberts also said the provost should provide leadership rather than being in charge.

*What qualities are important in a provost?*

Faculty members and administrators said they view a variety of personal qualities as vital for the provost position.

Roberts said he believes the most important quality is the individual’s character.

“It doesn’t matter if the new provost has talent, abilities, leadership skills, and is an accomplished researcher of scholar,” he said. “The character has to be there, particularly honesty. On top of the character, you can add the ability to lead and to enable. The provost needs to be somebody that’s not self-centered but is a service person, honest and helping the faculty to achieve goals.”

Tyrer said it is important for a provost to have contributed significantly to his or her academic field and have teaching and management experience.

“The person needs to be able to recognize problems and come up with creative solutions to those problems and concerns,” Tyrer said. “This person has to be a very good administrator, has to be a scholar and has to have the creativity and the intellect to be able to come up with new, novel and workable solutions.”
Faculty Council member Naresh Khatri said he believes that to lead, a provost must have attributes like intelligence, energy, open-mindedness, authenticity and integrity.

“The individual should have a broader strategic view of things rather than being a micromanager,” he said. “The individual needs to have a proper perspective of a comprehensive research university.”

O’Brien said he believes a mindset of service is essential for a provost.

“Effective provosts, just like good deans and department chairs, always remember that it’s about others, not about them,” he said. “By this, I mean that good administrators always keep in mind that their No. 1 priority is to ensure that those they serve excel as teachers and researchers and have opportunities to teach really bright, motivated students.”

**Filling in Foster’s shoes**

Some faculty and administrators suggested one leader for the new provost to emulate might be his or her predecessor: Foster.

“Our immediate former provost, Brian Foster, allowed the deans to do their jobs,” O’Brien said. “He also made sure we worked together, and he fostered a sense of doing the job together. He had an open style that encouraged discussion and even dissension at times, which I found absolutely refreshing. When we came out of a rancorous meeting, we had had our say but still knew who the boss was and went on about our business. I have a lot of respect for that kind of leadership.”

Tyrer also pointed to Foster’s work in creating Mizzou Advantage.

The program is a collaboration among MU faculty, staff, students and external partners to solve problems in four issue areas: Food for the Future, Media of the Future, One Health/One Medicine and Sustainable Energy.

Tyrer said although the program brought some advantages to faculty, he said he believes it did not go far enough and contained “ill-conceived initiatives that really did not work.”

“While there have been some concerns with it, the fact is that there have been some benefits that have improved the university,” he said.

**A full slate of challenges**

The new provost would face a series of challenges related to the university budget and anxiety over MU’s standing in the Association of American Universities.

AAU is an association of top-tier research universities that meet strict standards by providing quality undergraduate education, pioneering research and offering notable graduate programs. MU is currently the only public member of AAU in Missouri.
Many faculty and administrators said they wish to see improvements to MU’s standing in the association.

Roberts said he believes the new provost must build a team of faculty members capable of raising MU’s standards to remain in the AAU.

“I believe the provost needs to go through all academic units, extension, colleges, schools and ask the hard questions,” he said. “Are these the people that can raise the bar, that can inspire and enable? Are these the right administrators, junior administrators included?”

Faculty Council member Tony Lupo also expressed wishes for the new provost to improve MU’s standings.

MU has many faculty members who could be fellows in the American Association for the Advancement of Science, Lupo said, but the university has not been good at nominating potential members.

“This is important because scientists who are National Academy members are taken from this group,” he said. “These are intangibles that impact our AAU status.”

Another major challenge for the new provost will involve the annual 2 percent budget cut enacted under the MU Strategic Operating Plan, which hopes to bolster the university’s AAU metrics.

The current plan centers around four ideas the university wishes to invest in: human capital, infrastructure, metrics and implementation.

“The idea behind it is to reward 20 to 30 percent of faculty with raises while giving 0 percent raises to everyone else,” Faculty Council member Karen Piper said. “They want to keep the smartest faculty and save money to recruit faculty from elsewhere. The problem is that the administration is telling us that only 20 percent of us are worthwhile and the rest might as well leave.”

Khatri said he would like to see a plan that inspires rather than demoralizes faculty.

“The new provost needs to pay attention immediately to some new, well-meaning but somewhat flawed, initiatives to boost research productivity that are being implemented without taking in confidence the university faculty,” he said. “The university faculty members are highly knowledgeable, intelligent and thoughtful individuals, and thus should not be managed like manufacturing workers.”

Several university members also cited faculty morale problems as another major issue the new provost will need to address.

Faculty morale that stem from current problems with MUSOP, and Mizzou Advantage before it, will have to be dealt with by the new provost.
“It’s not horrible, but with all the reallocations, withholdings, et cetera, I think the faculty and staff would like a provost who is solid as a rock and has a steady hand,” O’Brien said. “Campus budgeting is a big issue, and the new provost certainly will play a significant role in that.”

Piper compared the current state of management at MU to that of a corporation, which she said contributes to issues with faculty and staff compensation.

“The consumer — student — pays more and the workers — faculty — are rewarded less every year,” she said. “This has been a serious problem for the past ten years, during which faculty salaries have been going down while the administration’s are going up. The provost and chancellor can blame the state, but as long as administration finds tens of millions to build new buildings, it’s hard to believe the state is the only problem.”

Piper said faculty feel they have no real power, due to lack of responses from administration on the issue of salary cuts.

“The chair of Faculty Council gave an impressive presentation about this matter at the last Faculty Council, but the lack of response reveals how little the administration listens to us, even though we are supposed to be ‘co-governing’ this university,” she said.

Tyrer said faculty morale is also lessened by controversy over recent raises.

“There is a lot of concern among the faculty about the recent raises that have been disproportionate,” he said. “There were a lot of people that got very small raises that are very productive in doing good things for our students, but not necessarily the things for which the raises were given.”

Tyrer said the new provost will also be tasked to work with Chancellor R. Bowen Loftin on budgeting for the university.

“There is an enormous amount of pressure nationally, within the state and within the (UM System) for budgets,” he said. “They need to be able to be creative and figuring out how to do great things with dwindling resources.”

Tyrer also addressed the university’s growth in juxtaposition to budget cuts.

“This institution has grown 50 percent in size in the last 10 years, and we have had a budget that has dropped 25 percent,” he said. “While students are getting hit with higher tuition, the state is not providing the funds that they need to provide in order to reduce student tuition.”

Director of Libraries Jim Cogswell said he hopes to see more funding go towards MU libraries.

“The libraries have been underfunded on campus for a good many years, and I’m hopeful that we can find ways to remedy that,” he said. “Improving the amount of funding that is distributed to the libraries would be a good way to improve the overall quality and stature of MU.”
Who are the candidates?

**Michele Wheatly**, former provost of West Virginia University, visited MU on Oct. 18 to speak to faculty and students. She said her experience at WVU, a major land-grant university, would help her fit in at MU.

“I don’t need to learn to become a provost,” Wheatly said. “I’m well connected around the nation. I would like the challenge of being at a better caliber institution, and I think this would be a good match.”

Wheatly emphasized the importance of faculty loyalty and diversity, and said she believes a more diverse faculty will lead to a more diverse student body.

“We have to create environments where people can be successful,” she said. “We want the university to be a place where all kinds of people can be intellectually challenged. If we don’t nurture people that are different, it’s all wasted.”

At her forum, Wheatly also discussed Title IX policies, the importance of gathering student feedback for university decisions and developing strategies to keep MU’s AAU standing.

**John Wiencek**, who is currently interim provost of Virginia Commonwealth University, visited campus on Oct. 29.

Wiencek emphasized the importance of communication and direct, empathetic confrontation. He said he has experience allocating funds to various departments and restructuring budgets during his previous administrative positions. He also discussed strategies to maintain a diverse, inclusive faculty.

In regard to Title IX policies on sexual violence, Wiencek said he believes it is important for all faculty to be direct reporters of violations and be able to guide students through the sometimes complicated procedures.

“This is a time of learning for higher education in how to handle things effectively,” he said. “The reason we got here is because we ignored the problem for a long time. We need to help the victims in the best way possible and have a process that is just.”

Regarding MU’s current AAU status, Wiencek said he believes the university should not focus on the ranking alone, but the core value of excellence and working to help students and advance the human condition.

“We have to make sure we are a destination university,” Wiencek said. “Why shouldn’t we be No. 1? We should always be seeking the best of ourselves and pushing others to seek the best of themselves.”

**Nancy Brickhouse**, deputy provost of the University of Delaware, visited MU on Nov. 5.
Brickhouse said she plans to use key membership metrics for the Association of American Universities as the benchmark to “reward faculty excellence,” although some faculty members are concerned that the metrics focus on those in science, technology, engineering and mathematics fields.

“We use those benchmarks because we think they are good benchmarks,” Brickhouse said. “You wouldn’t want Missouri to lose its AAU standing. Member (universities) in the AAU are looked up to by the other universities in the country.”

Brickhouse said she resolved issues at UD similar to ones MU currently faces, such as faculty retention and raising funds to renovate buildings with structural deficits. She also discussed faculty shared governance of the university and her goals for Title IX reforms.

“When it comes to individual cases, we (the university) oftentimes are unable to talk about personnel information,” Brickhouse said. “What they need is a campus that understands what the policies and procedures are so when things come up about individual cases, they know what the university would have been required to have done to handle the case.”

Garnett Stokes, former interim president at Florida State University, was the final candidate to visit MU on Nov. 10.

Stokes discussed her experience building faculty morale during periods of budget cuts at FSU and Georgia, where she had previously been a faculty member and dean. She said she has a collaborative leadership style and is eager to get to know faculty, staff and students on campus.

“My strategy is always just to talk to small groups of faculty about where we’re going and what we can do,” Stokes said. “I’m a big believer in talking with people, gathering information from people, looking at data to drive decision-making. I like to communicate with people and I’m very straightforward.”

Stokes said that although FSU isn’t a land-grant university like MU, she has experience with community engagement and promoting relationships throughout the state. She also addressed the AAU evaluation metrics by explaining that she believes there are many important disciplines outside the STEM areas.

“A great university has strength across many different disciplines,” Stokes said. “It’s about recognizing what it is you need to focus on. Missouri needs to look at where it is and see if there’s something that needs to be tweaked that would move metrics to the other direction.”

Tyrer and Roberts both said they have been impressed by the candidates.

“I believe that this pool of provost candidates is excellent,” Roberts said. “Without naming a specific one, I would say some of the candidates showed the qualities of selflessness and humility. We’ll be fortunate to get one of these.”
Editorial: Provost must be a voice for faculty, students

Representing all faculty members and improving all areas of MU academics should be the future provost’s main goals.

MU has been searching for a new provost since Brian Foster retired from the position in January. The provost serves as the university’s chief academic officer, and his or her responsibilities include working with MU’s 2,000-plus-person faculty, directing MU Extension and making budgetary decisions.

Needless to say, this is an incredibly impactful decision for the university.

Four candidates — Michele Wheatly, John Wiencek, Nancy Brickhouse and Garrett Stokes — have visited campus for open forums and spoken to faculty, staff and students. We have a few suggestions for these candidates on how to make their time as the new provost as involved and effective as possible.

We want to see the new provost be the champion of MU faculty. They should be able to efficiently communicate with members of the faculty and communicate their concerns to the rest of MU’s administration. We don’t want the provost to be a tool used by other administrators to “deal with” faculty members. They should work with and for faculty members so that they can create a healthy, successful relationship between the administration and faculty.

The university has been struggling with faculty morale and this should be one of the main problems the new provost addresses. One way to start is to listen to and advocate for faculty members from each school and areas of the university. A primary cause for the morale issue is that much of the faculty feel marginalized or ignored. Supporting these members of our university and keeping their best interests in mind will certainly help boost morale on campus.

Another step to take is addressing the inequality in compensation at the university. Foster created Mizzou Advantage, a program that provided much higher bonuses to high-performing faculty. The program has been integrated into the MU Strategic Operating Plan, which was launched last year at the end of Brady Deaton’s term as chancellor.

Under this plan, nearly every department gives 2 percent of its annual budget back to the university to fund initiatives like increasing faculty salaries and strengthening MU’s interdisciplinary learning and research programs.
While these programs have many ambitious goals, the way it distributes pay raises has helped create a pay gap among faculty.

Consider that administrators have *much* higher salaries than most faculty members, and that STEM programs tend to receive preference over liberal arts programs in terms of funding and bonuses. While focusing on rewarding these programs may help us maintain our membership in the Association of American Universities, that should not be the sole factor to consider when increasing their funding. MU should not be funding programs for the sake of prestige, but based on what is best for the university and the citizens of Missouri it serves. Addressing these gaps could be key to increasing faculty morale across the university.

Improving faculty retention is another important goal to keep in mind. We could potentially lose valuable faculty members if they feel that they are underpaid and underappreciated for the work they do. When the university begins to lose talented professors and researchers, its ability to effectively educate students and conduct vital research is in danger.

The new provost should also reconsider where the university’s immediate priorities lie. When students consider enrolling at MU, one of the first things that they should investigate is academic excellence. Attracting and retaining the brightest students from Missouri and elsewhere, as MUSOP aims to do, will only occur once our academics are as rigorous and rewarding as at our main competitors.

If we want to prepare students to succeed in the 21st century, then we must update our educational programs so that they can be taught effectively. The hiring of MU’s next provost is as opportune a time as ever to consider undergraduate curricula at the university.

As it currently stands, the general education system is often a series of hoops students have to jump through in order to take classes that apply to a student’s major. This falls short of the traditional goal of a liberal arts education, which is to produce thoughtful, well-rounded citizens who contribute to society in positive ways. The provost should help revitalize this system and ensure general education curricula are pertinent and meaningful for students.

The new provost should also work to create more involved and interactive learning on campus. In large lecture halls, students are typically passive in the learning process, as they simply sit and listen to a professor speak. We want to see MU be a leader by having more of its educators take advantage of modern technology and teaching methods to be creative, innovative and engaging in courses.

Overall, the focus of our provost should be to optimize all aspects of academia at MU. While the external prestige of maintaining our membership in the AAU may be an important goal, it should not come at the expense of faculty, students or academic programs. Whether it be faculty morale, classroom structure, the relevance of our curricula or representing faculty and students, the provost’s goal should be to improve MU in as many ways as he or she can.
Campus leaders discuss past, future of One Mizzou

Student leaders said One Mizzou has morphed into MU’s marketing brand for diversity, instead of an inclusive, action-based initiative.

“One Mizzou,” MU’s unofficial slogan, can be found everywhere from recruitment packets and T-shirts to the university’s Strategic Operating Plan. The phrase, though, has very recent origins, and was initially conceived as a response to hate crimes committed on campus in 2010 and 2011.

One Mizzou was created in 2011 by the Missouri Students Association after offensive words were found spray-painted outside Hatch residence hall.

This incident took place about a year after a hate crime occurred outside of the Gaines/Oldham Black Culture Center, in which cotton balls were found strewn across the lawn one morning.

When One Mizzou was first created, it was an initiative made up of three tiers: a steering committee, a council and the general student body.

The council comprised many organizations’ presidents, while the steering committee was application-based.

Former One Mizzou steering committee member Shane Stinson said the problem with the structure was its large size, which marginalized students and important factors on campus.

The steering committee was supposed to meet with the council and the advisors, but it never did, he said. Additionally, the steering committee was designed to take action, but it never received direction from the council as to what steps to take.

“The thing that is so frustrating, when I think about One Mizzou, is that it reaches so far,” Stinson said. “Like, everybody talks about One Mizzou, everyone talks about how they want to experience One Mizzou. But the administration, not the advisers, has done a very poor job at listening to all different realms of students and what they want to see changed on this campus.”

One Mizzou has never been up to par with what others want it to be, but instead has always been a few steps behind, Stinson said. He said he believes it takes a certain level of education and passion for social issues to be involved in One Mizzou.
“One thing One Mizzou was supposed to do was create that sense of unity between student organizations, on campus especially,” MSA President-elect Payton Head said. “It is our big diversity initiative, our big call to action, but there isn’t a lot of action we are seeing right now. Honestly, I think a lot of that is a lack of vision of what exactly we want to do.”

Head said he felt there was a lack of vision of what the initiative was supposed to accomplish. Now that he has acquired a seat on the One Mizzou council, Head said he already has plans to help “re-ignite” the initiative.

“I think the main thing as of now is to just come together and to evaluate the role of One Mizzou,” he said.

Additionally, Head said that time needs to be set aside to reevaluate the outcome of the desired solution.

“I want to see more action,” he said. “I know One Mizzou will be having a transition in leadership soon, and so I think the biggest thing when it comes to leadership is making sure that they have clearly-defined goals.”

Jennifer Pagan, political chairwoman for the Legion of Black Collegians, said the biggest push for One Mizzou was football player Michael Sam’s coming out last year because a spotlight was placed on the university after his announcement.

“I think that Michael Sam, and the whole him coming out definitely ignited a fire in terms of social change at Mizzou,” Pagan said. “But One Mizzou’s job was to keep that fire going and get people involved, but it didn’t.”

She said the administration has taken One Mizzou into its own hands and has transformed it into a marketing brand for campus diversity.

She added that the university has not devoted enough time to the initiative and has left students confused about their desired roles.

“It is really supposed to be something that brings together the community of Mizzou, but I know that a lot of people have felt like it hasn’t been successful, as of late,” MSA Vice President Matt McKeown said. “I know a lot of people are thinking right now, ‘What can we do to improve that community?’ ‘What can we do to make sure people are actually following through on that and not just having it be a hashtag?’”

Although One Mizzou is said to have virtually collapsed and is now restructuring, the initiative did host One Mizzou Week earlier this semester, including a panel dedicated to discussing the initiative’s success. Right now, McKeown said, the council is using the testimonials and opinions heard at the panel to try to find the best way to offer what students want.

“A lot of people at the panel agreed right now that One Mizzou was not a successful initiative,” McKeown said. “They thought of it as just a hashtag or phrase. A lot of people believed there
was not a lot that followed through behind that phrase or that feeling that students were living in a One Mizzou community.”

Campus leaders said One Mizzou should be an initiative that proactively educates students about making a more inclusive campus.

“As a diversity initiative, it kind of fluctuates, depending upon situations, and I honestly do not think that’s a good thing,” Head said. “I think that if One Mizzou has a clear mission, (a) clear goal of what it needs and wants to accomplish as a council, then we can make sure that this isn’t a reactionary movement.”

The more people tried to make One Mizzou primarily an organization, the more it continued to plummet, Stinson said, because the initial message was lost.

“It’s an initiative,” Stinson said. “It’s a feeling. It’s not something that’s necessarily tangible that you can grab and do footwork in, rather than just live your true life and try to teach other people to accept and embrace people for living their truth.”

COLUMBIA DAILY TRIBUNE
COLUMBIA, MISSOURI

Longtime trauma care provider Frank Mitchell dies

By Ashley Jost

Tuesday, November 18, 2014 at 12:30 pm Comments (2)

Columbia lost a legend over the weekend.

Frank Mitchell, a pioneer in the world of trauma care, died Friday after years of battling lung cancer, University of Missouri Health Care spokeswoman Mary Jenkins said.

Mitchell, 84, spent 40 years of his career at MU, serving as the chairman of University Physicians — a group of School of Medicine faculty who practice with MU Health hospitals and clinics — a professor of surgery and the director of the hospital trauma center, where he gained much of his notoriety.

“Dr. Mitchell will be remembered for two enduring contributions to the School of Medicine,” Les Hall, interim dean of the MU School of Medicine, said in a prepared statement. “He helped establish MU as a national leader in state-of-the-art trauma care, which has saved thousands of
lives, and he built University Physicians into one of the largest and most successful physician
groups in Missouri.”

Mitchell came to MU from the Army, where he served as a surgeon. His time in the Army
familiarized him with medical evacuation helicopters. He started the university’s ambulance and
medical helicopter services. Mitchell also started the state’s first paramedic training course,
according to an eight-page news release about his death from MU Health administrators.

Among Mitchell’s other accomplishments was his role in developing a standardized review
system for trauma care through the American College of Surgeons. While he was serving on the
committee that helped form the standards, to which all trauma centers now adhere, he was
guiding MU through a series of updates to make sure the university met those new obligations,
said Stephen Barnes, trauma surgeon and chief of the Division of Acute Care Surgery.

“Frank was a big deal,” Barnes said. “He was a big deal to the world of trauma surgery and a big
deal to injured patients in Central Missouri.”

Among Mitchell’s accolades is a Scudder Orator Award, a merit-based award presented to one
surgeon each year nationwide. Barnes called the award the “pinnacle of somebody’s career in
trauma.”

“You’re chosen by the best as one of the best,” he said. “Our community probably doesn’t
understand how big of an impact Frank had on a national level because of that.”

The MU Health Level 1 Trauma Center was named after Mitchell in 2009, in honor of his years
of work with the hospital.

Flags at University Hospital were lowered to half-staff Monday in Mitchell’s memory, Jenkins
said in an email. A memorial service in his honor will be at 11 a.m. Monday with a visitation
from 9:30 to 11 a.m. at Memorial Funeral Home, 1217 Business Loop 70 W.

**Forbes**

**EDITORIAL: Copyright Law Is Creating An Information Oligarchy, Not An Information Democracy**

By George Leef
The idea behind copyright was simple – creativity would be catalyzed if individuals were given the exclusive right to profit from their works for a period of time. The law was supposed to strike a sensible balance between financial incentives for creators and social benefits.

Early on, that may have been the case, but the law has changed greatly since the first Copyright Act was passed in 1790. Today, copyright does far more to create an information oligarchy than the robust information democracy the drafters of the Constitution and the first act had in mind.

Here is just one of a vast number of examples that shows how copyright has become an obstacle to creativity and the flow of information rather than a catalyst.

You may recall the talk by Larry Summers that sank his Harvard presidency. He happened to say that there might be reasons other than discrimination why there are relatively few women on science faculties. He was promptly attacked for his alleged insensitivity, but initially responded with a statement posted on Harvard’s website saying, “I have nothing to apologize for.”

Summers quickly backtracked when he realized that he was in deep, deep trouble and sought to delete his first reply, but it still remained accessible through Internet Archive.

A few years later, Harry Lewis, who had served as dean of Harvard College under Summers, was working on a book entitled Blown to Bits: Your Life, Liberty, and Happiness After the Digital Explosion (with co-authors Hal Abelson and Ken Ledeen). He wanted to include that deleted Summers statement to demonstrate his point that nothing ever goes away on the Internet. But Harvard claimed that it held the copyright to the site and refused permission for the original statement to be published in the book.

That’s quite astonishing – a widely reported statement made in public by a university president is “protected” against merely copying it? And that isn’t a unique case. Lewis and his co-authors cite other examples. I wrote about another, the University of Missouri’s refusal to release course syllabi for analysis by the National Center for Teacher Quality, in September.

The fact of the matter is that copyright is now widely seen as an obstacle to intellectual liberty and creativity. Some scholars now challenge the assumption that we need copyright at all. One of them is Chapman University Law School professor Tom W. Bell.

In his recent book Intellectual Privilege: Copyright, Common Law, and the Common Good, Professor Bell takes a probing look at our copyright system. He concludes that it leaves us worse off than if Congress had never made use of the Constitution’s grant of authority “To promote the progress of science and the useful arts, by securing for limited times to authors and inventors the exclusive right to their respective writings and discoveries.”

Bell would like to see copyright law disappear, even though it’s the very field he teaches.

Copyright, he argues, is not like the natural rights people have – rights to peacefully use their property. Instead, copyright is a privilege that government confers on writers, composers and other creators. It is a privilege that lets them interfere with the natural rights of others by
invoking the power of the state against them for infringing on anything to which they hold copyright.

What about the premise of copyright that by conferring exclusive rights on writers and other creators, we encourage more books, songs, movies and other works? Isn’t it correct?

Bell answers in the negative, observing that we have never applied copyright to many items that involve creativity, but nevertheless enjoy a steady stream of innovations in them. “The designs of clothes, furniture, automobile bodies, and architectural structures have developed without the benefit of U.S. copyright law,” he writes. So perhaps it’s not true that we would suffer a large decrease in output of creative works in the areas where it does apply.

In the same vein, another copyright critic, Professor Mark Lemley of Stanford points out in a recent paper that although copyright infringement of music has been rampant on the Internet, artists continue creating and distributing content. Often that content is free, but enough people still pay for total music revenues to be rising.

What would happen in the absence of copyright? Bell maintains that instead of relying on the copyright crutch to squeeze the maximum revenue out of consumers willing to pay a high price, creators would look to common law. That is, they would use the same rights everyone else has in contract to make arrangements whereby consumers would pay a small amount for access to their works and then not worry about the legal thickets of “infringement.”

As the law now stands, copyright holders usually try to cash in by charging consumers a profit-maximizing price and having their lawyers and/or the government go after anyone who infringes rather than pays. But there is a big exception for “fair use” of copyrighted items. People can make some use of copyrighted material so long as it doesn’t go “too far.”

There is, however, no clear line between “fair use” and “infringement.” Bell observes that even law professors can easily find themselves facing a suit over some use they thought was “fair” but the other party claims is “infringement.” We could escape from much costly and pointless litigation by abandoning copyright.

Exactly what arrangements would replace it is impossible to say. Development of those arrangements would not be planned, but would evolve under the spontaneous order of the free market. But a good idea of how things might change can be seen in the way many Americans now enjoy music on their iPods or other devices.

Bell writes, “Before, you did not have to pay to carry your favorites music; now you do. Has that made you worse off? Surely not. Apple’s fared use offers a better deal than analog’s fair use.” By “fared use” Bell means that everyone pays small amount to the producer. Replacing copyright with a common law “fared use” system would benefit everyone except copyright lawyers, who would have to find more useful work.
Compared with the copyright regime, fared use and common law would probably mean that some writers, musicians, and so on would make somewhat less money, but, Bell asks, why should the law aim at maximizing their returns?

Also, common law and a number of statutes offer creators defenses against those who misappropriate or misuse their works. Instead of relying on the easy crutch of copyright infringement threats for anything they dislike, they would have to find legal causes of action under fraud, breach of contract, or state and federal statutes covering unfair competition and consumer protection.

Another reason why Bell finds copyright law objectionable is that it has so often been manipulated on behalf of copyright holders. Congress has repeatedly made the law more beneficial for those who hold copyrights by extending the period of time for exclusive rights. Initially, it was a maximum of 28 years; now it lasts for the life of the author plus 70 years after his death. It’s hard to see how that serves the public interest.

An excellent example of the way the law has been manipulated involves the Disney Corporation. It holds many copyrights, the oldest of them being the cartoon “Steamboat Willie” from 1928. Currently, that copyright will expire in 2023, but Bell thinks it likely that Congress will again extend the duration of copyright due to Disney’s lobbying power.

Would it be bad if we liberated Steamboat Willie so everyone else could make creative use of his image? Certainly not, Bell argues. Disney might not like all of the applications, but America would be better off if Steamboat Willie (and eventually, many other famous cartoon characters) were free for all to copy, distribute, display, or create derivative versions of. Same for the vast numbers of other works now locked under copyright.

*Intellectual Privilege* is a carefully reasoned and extremely thought-provoking book. Copyright is such an ingrained part of American life that we assume we must always have it, but Bell makes you question that assumption.

When the new Congress convenes, one of the issues it ought to take up is reform – or even repeal – of the Copyright Act.

---

THE KANSAS CITY STAR.

Missouri audit slams two charter school closings for financial waste, missing receipts

BY JOE ROBERTSON
Five months after it closed, Kansas City charter school Imagine Renaissance Academy spent $12,644 sending five people to a state conference to present on the rights and wrongs on how to close a public school.

The opinion of the state’s auditor, in an audit released Tuesday, concludes that the school committed thousands of dollars worth of wrongs.

Imagine Renaissance received a “poor” review for its 2012 closing, as did another Kansas City charter, the Urban Community Leadership Academy.

“It’s a sad end to a sad story,” Missouri Auditor Tom Schweich said. The audits began as routine procedures monitoring closing schools, “but unfortunately we found major problems.”

Imagine Renaissance, according to the audit, turned far too many duties over to its law firm, including setting up a $4,355 holiday party in December 2012. The law firm has repaid much of that money since the review began, the audit said.

In all, the charter school paid the firm more than $194,000 to conduct the closure “without soliciting proposals or determining if less expensive options were available.” Some disbursements, the audit said, “were unreasonable and unnecessary.”

The board was trying to put staff in place to handle the duties, said Dana Cutler, attorney at the James W. Tippin and Associates law firm, but two quit for personal reasons and the board struggled to replace them. The school board turned to its law firm as undone or incorrectly done work mounted.

The school is also caught up in a lawsuit against its former management company, Imagine Schools Inc., trying to recover what Cutler said was the company’s orchestrated pattern of overcharging rent and breaching payroll commitments to its member schools. The management company has denied those allegations.
The school did everything else well in its closing, Cutler said, including providing school fairs for families and job fairs for staff to help them relocate.

“There was no guidepost” on how to close a school, Cutler said. In most of its closing work, the school has shown itself to be “a teaching guide” for others that close — except for the costs.

“It is not our recommendation that you have your law firm do the closing work,” she said. “We agree (with the auditor) on that.”

Records and financial documentation were a problem for Urban Community Leadership Academy, or UCLA, the auditor found.

The middle school, which also shut its doors in June 2012, could not provide records for $117,980 of the $950,305 spent on its closure process, the audit said.

Among the state’s complaints, UCLA’s business manager signed 11 checks to herself totaling $8,438 and a board member made nine cash withdrawals to purchase cashier’s checks totaling $55,490 with no supporting documentation.

The auditors issued a subpoena to try to retrieve documents from UCLA.

“We rarely resort to subpoenas,” Schweich said, “and even then we still can’t find the documentation... All we can say is that we don’t know where it (the $117,980) went.”

A phone message left for UCLA’s school board president, Stacey Brown, was not returned Tuesday.

Charter schools and their sponsors need to be prepared to efficiently close a school that proves unsuccessful, said Doug Thaman, executive director of the Missouri Charter Public School Association.

“Those are public dollars and they need to be diverted to the education of the kids, wherever they may go,” he said.
Charter schools — public schools that operate independently from school districts with their own boards — are meant to foster innovative and successful models when they succeed, but close if they are failing.

State law in 2012 was revised to require that charter schools and their sponsors include a closing plan when they are applying for a new charter.

The Missouri Department of Elementary and Secondary Education also has been convening a charter school review committee to explore concerns such as closing issues.

Both of the closed schools suffered from poor academic achievement and faced losing their required sponsorship by state universities.

**Imagine Renaissance was a K-12 program sponsored by the University of Missouri-Columbia, serving more than 1,100 students when it closed.**

UCLA was a middle school sponsored by the University of Central Missouri, serving 230 children.

Read more here: http://www.kansascity.com/news/local/article3995094.html#storylink=cpy

---

**Students plan rally after Ferguson decision**

MU4MikeBrown held a "die-in" protest on Oct. 8 to show support for Michael Brown

A demonstration is scheduled to take place in Speakers Circle immediately following the upcoming grand jury decision on the Michael Brown case.

The decision whether to indict Darren Wilson, the Ferguson, Missouri police officer who shot and killed Brown on Aug. 9, is widely expected to be announced between now and the end of the month. Gov. Jay Nixon has declared a state of emergency for the state of Missouri and National Guard troops have been deployed to the Ferguson area in anticipation of unrest if Wilson is not charged. The state of emergency will last for 30 days, according to Nixon’s executive order.

The MU chapter of the National Association for the Advancement of Colored People released a flyer Monday on Twitter regarding the upcoming event. The flyer lists MU4MikeBrown, the
Legion of Black Collegians and Four Front Minority Student Leaders Council as co-hosts of the demonstration.

The flyer encourages students to attend to show their support for Brown, his family and the community of Ferguson, Missouri.

The organizations declined comment on the event.

MU4MikeBrown held a “die-in” protest in support of Brown on Oct. 8, where students laid on the ground of Speakers Circle to represent victims of police brutality. Slam poetry and speeches to rally supporters were also performed.

Editorial: Keep Ferguson spotlight in mind when rallying for change

When demonstrating on campus, students must recognize the public sphere they are being viewed in.

Gov. Jay Nixon expects a grand jury to make its decision in whether to indict the police officer responsible for the shooting of Michael Brown in Ferguson, Missouri, before the month’s end.

The ongoing unrest isn’t solely about a single event, as detractors often claim. The shooting of Brown turned on a massive spotlight to the ongoing, systemic problems within the criminal justice system, not just in Missouri, but across America. Cruel and unnecessarily violent policing of black Americans has continued for far too long — Martin Luther King, Jr. referred to police brutality multiple times in his “I Have A Dream” speech — and we believe the events of Ferguson have the potential to result in positive and vital reforms to oppressive and discriminatory American institutions in this country.

Four student organizations — MU4MikeBrown, the Legion of Black Collegians, Four Front Minority Student Leaders Council and the MU chapter of the National Association for the Advancement of Colored People — are organizing a demonstration on the day of the announcement to show solidarity and support for Brown, his family and the Ferguson community.

Previous events held by MU4MikeBrown, LBC and the Queer People of Color, such as the “die-in” and a silent march held in August, are examples of peaceful and progressive demonstrations in response to the events in Ferguson. These events effectively advocated for change in our society.
We commend these student organizations’ goals and actions in advocating for racial equality, and our campus has positively received previous events held for Brown. However, we believe the name of the event, as it stands, might take away from the intended message behind the efforts of our student advocates.

The organizations referred to the event as “D-Day: Decision Day” in a flyer for the event tweeted out from MU NAACP’s Twitter account on Monday night. Intentional or not, “D-Day” may recall for some people the images of soldiers invading the beaches of Normandy and storming through Europe. This title thus connotes an urgent tone that could easily be construed as belligerent. Since Monday evening, the flyer has been the only information we have been able to obtain from these student organizations regarding the purpose of “D-Day.”

These student organizations have shown they can be progressive in peaceful protests, but we urge them to be careful with this emotionally-charged event. When the decision breaks, all eyes will be on our state, and MU students need to be aware of the intense public sphere in which they’ll be demonstrating.

Vested in language is the power for social and political change. When used effectively, this language can persuade people — a few, then many — and chip at cemented institutions of thought. However, when used unintentionally, perhaps negatively, language loses its power of persuasion — people stop listening — and it deters present and future progression for the goals of organizations as these: the advancement of the goodness and equality of mankind.

COLUMBIA MISSOURIAN

New program aims to promote recycling as daily habit

Tuesday, November 18, 2014 | 9:34 p.m. CST; updated 7:21 a.m. CST, Wednesday, November 19, 2014
BY REBECCA GREENWAY

COLUMBIA — A new city program will educate volunteers about recycling and waste reduction programs and debunk common recycling myths.

One common myth about recycling in Columbia is that plastic soda bottles with caps still on are thrown away rather than recycled at the city’s Material Recovery Facility.

"Although they would prefer that the caps are removed because it is a different type of plastic, the bottles are not disposed of if received with caps on," city volunteer programs specialist Andrea Shelton said.
The Recycling Ambassadors initiative, announced Tuesday, will recruit volunteers to answer questions and raise awareness about recycling and waste programs. Participants will be responsible for distributing information during festivals and educational events and promoting recycling at their workplace, schools or organizations, according to a news release from the city’s volunteer program.

"We do a good job, but we could do so much better," said Shelton, who leads the initiative in cooperation with the Columbia Public Works Department. "We live in this really green city, our citizens are fantastic — they're excited about volunteerism, they're excited about the environment. So put those two things together, and we have this Recycling Ambassadors program."

There are no age or education requirements for volunteers, but they are expected to commit 12 hours a year to awareness efforts. They will also have the opportunity to visit the Material Recovery Facility, the city landfill, the bioreactor at the landfill and the compost facility.

The first volunteer training will be from 6 to 8 p.m. Dec. 9 at Grissum Building, 1313 Lakeview Ave.

Shelton, who specializes in environmental volunteerism, said she is constantly amazed at the amount of involvement in the community and wants to better connect potential volunteers with all of the opportunities available, especially in their own communities.

"Sometimes they think, 'I can't change the world; I can't change it.' You can," she said. "Just lead from where you are."

MU assistant professor Enos Inniss, who teaches environmental courses for engineering students, said Columbia's existing recycling program is good for the city's size.

The City of Columbia offers 10 drop-off recycling locations, holds Household Hazardous Waste collections from 8 a.m. to noon on the first and third Saturday from April through November and provides residential recycling bins.
According to previous Missourian reporting:

- The Public Works Department estimates that about 28 percent of Columbia residents recycle.
- Data from the Solid Waste Division concluded that in 2008, the city collected 666 more tons of recyclable material than it did in 2009.
- The amount of contaminants such as plastic foam found among recyclables has steadily increased, and the Columbia recycling center is unable to process them.

AAU Pushes Climate Surveys

November 19, 2014

By Michael Stratford

NO MU MENTION

The Association of American Universities last week became among the first higher education groups in Washington to back the concept of anonymous surveys to gauge student views about the prevalence of sexual violence on campus.

The association of elite research institutions said it plans to hire a research firm to develop and conduct campus climate surveys at some of its member universities. Barry Toiv, a spokesman for the AAU, said this week that it was too early to tell which of the group’s 60 U.S. members would participate in the survey since the deadline for joining is December 1.

The survey, which has not yet been developed, is expected to be conducted in April with the aggregated results published next fall, according to an AAU memo to university presidents, which was obtained by Inside Higher Ed. The document lays out an "aggressive" timeline for completing the project so as to "develop solid data and information before Congress and the White House mandate, as we expect, that every campus conduct a government-developed survey in the near future, which will likely be a one-size-fits all survey that does not reliably assess the campus culture on this issue."

It will cost institutions "about $85,000" each to participate in the survey, according to the memo.
Campus climate surveys have been among the more contentious proposals in the debate in recent months over how to address campus sexual assaults.

Some higher education groups have criticized the notion of requiring colleges to conduct the surveys and publish the results, as a bipartisan group of U.S. senators has proposed. That bill, co-sponsored by Senator Claire McCaskill, would require colleges to direct their students to fill out an online survey administered by the U.S. Department of Education. The results would then be made publicly available with the goal of allowing students and families to compare the data among institutions.

The Senate is not expected to take any action on McCaskill's legislation during the current lame-duck session, but the bill, which has the backing of some conservative Republicans, is likely to be re-introduced next year.

Part of the AAU's goal in voluntarily conducting the surveys, the results of which will be published only in the aggregate, is to fend off such a federal effort, according to the group's president, Hunter Rawlings. Rawlings said his member universities were concerned about a “one-size-fits-all survey that would provide potentially misleading data, given the extraordinary diversity of higher education in our country.”

McCaskill’s office, which has previously criticized higher education leaders for their handling of sexual assault issues, on Monday praised the AAU’s campus climate survey initiative.

“We think it’s terrific that the Association of American Universities is showing real leadership,” a McCaskill spokeswoman, Sarah Feldman, said in a statement. “Climate surveys are agreed to be one of the strongest tools for understanding sexual violence, an essential step in curbing such violence, which is why such a survey is a central piece of our bipartisan bill. As long as best practices are employed, we think this kind of initiative can only be positive -- and we think other higher education groups could take a lesson from this kind of commitment.”

Some victims’ advocates, though, were more skeptical of the effort.

“It smacks of institutional protectionism,” said Laura Dunn, executive director of SurvJustice. She said that the group’s decision to provide the survey results only in the aggregate rather than at the institution level showed the need for federal legislation mandating that colleges use the surveys to show the public the full extent of sexual violence problems on their campuses.

Dunn said that while some federal campus safety rules, like training requirements, should provide flexibility for institutions depending on their size and mission, campus climate surveys need to have some baseline uniformity.

“Gender violence doesn’t change whether you’re at a vocational school or at a four-year college,” she said. “Uniformity is necessary for national comparison. As a research method, that’s pretty basic. And that’s why schools are fighting [federal efforts to require surveys], because they don’t want comparison.”
A group of researchers this week also raised concerns about AAU's effort. Sixteen scholars who study sexual violence sent a letter to research university presidents on Monday, urging the campus leaders not to sign on to the AAU's plan to conduct a climate survey.

Among the researchers' objections is the fact that the survey "is proprietary and therefore not available for scientific examination." They also said that the practical value of the survey would be limited because the AAU plans to make public only aggregated data of the survey's results, not the campus-level data needed for comparison among institutions.

Jennifer J. Freyd, a psychology professor at the University of Oregon who co-wrote the letter, expressed concern that universities are being asked to make the important decision of selecting a climate survey without seeing the survey or being able to meaningfully customize it.

“This is really not in the spirit of how science should work,” said Freyd, who founded a faculty group aimed at combating sexual assault and previously sparred with her own campus administration over campus climate surveys.

Freyd also criticized the AAU’s effort for a lack of transparency over how it will design the survey and a lack of input from scientists who study sexual victimization on campuses.

“This doesn’t smell open, this smells closed,” she said. “Of all the topics to be secretive about, you don’t want to be secretive about sexual violence because that’s where it thrives.”

She said that requiring carefully-designed nationally comparative surveys is important because it takes away the incentive for colleges to minimize, in one way or another, the prevalence of sexual violence on their campus.

Although campus climate surveys are routinely required on a case-by-case basis by the Department of Education as part of its resolution agreements with colleges that have been accused of mishandling sexual violence cases, the surveys are not widely used across American campuses.

Some state lawmakers in Maryland last year sought to require colleges to conduct climate surveys. But it was shot down at least in part by objections from universities in the state.

Meanwhile, in New York, Governor Andrew Cuomo last month ordered all State University of New York campuses to conduct uniform climate surveys as part of his package of executive actions that sought to crack down on sexual assault in the SUNY system. The University of New Hampshire has long conducted campus climate surveys. Vice President Joe Biden earlier this year implored colleges to implement the surveys.
“I challenge every college and university, if they are really serious about protecting students, to conduct anonymous surveys,” Biden said. “They have a moral responsibility to know what is happening on their campus.”

The AAU said that its voluntary survey will be based on some of the White House’s recommendations for how to conduct such a survey. Indeed its solicitation for proposals for a research firm, also obtained this week by Inside Higher Ed, included a list of the administration's best practices for climate surveys. The group has selected the research firm Westat to conduct the surveys.

Gaming the System

November 19, 2014

By Paul Fain

NO MU MENTION

Performance-based funding is increasingly popular among both state and federal policy makers, who want public institutions to graduate more students, more efficiently. Yet colleges may cope with these funding formulas by using grade inflation or admitting fewer at-risk students.

That was the central finding of a survey of college administrators in Indiana, Ohio and Tennessee, all of which have substantial performance-funding policies in place.

In addition to unintended consequences such as weakened academic standards and tightened admissions policies, the survey’s respondents cited concerns about the costs of compliance with performance funding and damage to cooperation between institutions. Lower morale, a narrowing of the institutional mission, and threats to the faculty role in governance also made the list.

The Community College Research Center at Columbia University’s Teachers College conducted the survey and produced a report on its results, which the center released this week.

The study is based on phone interviews with 222 officials at nine community colleges and nine public universities in the three states. They included senior and mid-level administrators, academic deans and department chairs.

Quotes from respondents pepper the report. For example, a faculty member at an Ohio university cited concern about the “watering down” of course materials in
response to the state’s funding formula.

“In an effort to promote student success, there is a substantial pressure to minimize the failure rates of the students in some of these undergraduate courses,” the faculty member said. “That would translate into inflation of grades.”

Researchers divided the survey responses into potential and observed impacts of performance-based funding. The mix was evenly divided.

“Reports of potential impacts could be testimony more to our respondents’ fears than to their understanding of processes actually unfolding,” the study said.

However, both categories are worth watching, according to the report.

Some fears will become a reality as performance-based funding is phased-in more fully.

And even those that remain possibilities “testify to a widespread disquiet about performance funding among higher education administrators and faculty that needs to be sensitively addressed by the advocates of performance funding,” said the report.

Nick Hillman is an assistant professor of educational leadership and policy analysis at the University of Wisconsin at Madison. He has studied performance-based funding, which he said is “politically convenient” but “unfortunately has little empirical or theoretical grounding to justify it as a viable policy solution.”

Other experts, however, have cautioned against dismissing performance-based funding, which they said could be a valuable tool in helping to improve student success.

Community college leaders have cited worries about the funding formulas for some time, said David Baime, senior vice president for government relations and research at the American Association of Community Colleges. Yet as in this survey, he said those concerns largely remain hypothetical.

“A bigger concern is whether performance-based funding will produce its explicit goals,” Baime said via email, "or whether those goals can only be met through that funding structure."

**Will Versus Resources**

The survey is part of a broader series of research by the center on performance funding. The Lumina Foundation has funded much of that work.

One overview study, released last year, described the various facets of the strategy, pieces of which 27 states now use.

Most formulas seek to incentivize colleges to do better on student success measures such as student retention rates, milestones for credits earned, and graduation numbers. Sometimes “intermediate student outcomes,” such as success rates in
remedial coursework, are used.

Another 2013 paper from the center examined the goals and policy approaches of performance-based funding systems. It concluded that some are ill-defined and overly narrow.

Ohio and Tennessee have among the most aggressive policies in place, according to the new report, with four-fifths of base support in the two states now being linked to performance indicators. Indiana, in contrast, ties just 6 percent of its funding to a performance formula.

Kevin Corcoran, a strategy director at the foundation, said the findings from the various reports should be considered together. He said the research has identified promising aspects of performance-based funding.

“It’s clear that it changes the conversation,” said Corcoran, citing an enhanced focus on student supports and academic success.

As for the newly released survey results, he said it was unclear how much weight to give respondents’ predictions, which may or may not prove true. And some of the cited concerns are hardly new or linked solely to funding formulas.

“Grade inflation has long been a problem,” he said.

The survey’s unintended consequences don’t appear uniformly across sectors and states. For example, university administrators were much more likely to mention tighter admission standards. Only one respondent from a community college mentioned that concern, which is probably a reflection of the open-door admissions policies of most two-year colleges.

Kevin J. Dougherty, an associate professor of higher education and education policy at Teachers College, has been a co-author on several of the center’s studies, including the new report. He said the researchers chose Indiana, Ohio and Tennessee for the survey because they have been careful and deliberate in creating their formulas.

“What these states are doing is very important,” he said.

Partially as a result, Dougherty said, the majority of the 222 respondents support the concept behind performance funding. “These people wanted it to work,” he said.

However, the policies appear to run into problems, Dougherty said, because colleges have “insufficient organizational capacity” to comply with them. For example, they may not be able to do enough institutional research or to pay for experimental programs, he said. And states typically aren’t helping to pay for that work.

The challenge for colleges, Dougherty said, “may not be will as much as knowledge and resources.”
A Competitive Disadvantage

November 19, 2014

By
Jake New

NO MU MENTION

Speaking to the University of Michigan faculty senate last week, Mark Schlissel, the university’s president, was candid in his assessment of the admissions process for athletes. "We admit students who aren't as qualified," he said. “And it's probably the kids that we admit that can't honestly, even with lots of help, do the amount of work and the quality of work it takes to make progression from year to year.”

His comments -- made as the University of North Carolina is still reeling from a high-profile academic scandal where athlete preparedness was a central issue -- were perhaps too candid for some.

Schlissel became president of Michigan in July after serving as provost for three years at Brown University, an institution with a very different take on athletics. In his short time at Michigan, Schlissel has been pressured by angry students, alumni, fans, and the board of regents to replace the university's since-resigned athletic director. Schlissel said he wants to take his time and find a new athletic director who has "academic integrity," while many fans want him to hire an athletic director who will quickly fire the current football coach, Brady Hoke. "I've really learned that this whole athletic sphere and the usual way you approach things just doesn't work," he said. "It’s just a crazed or irrational approach that the world and the media takes to athletics decisions."

The president later publicly apologized for his remarks and the stir they caused, though not before Hoke swiftly offered a rebuttal, explaining that Michigan is a university that boasts both a proud athletic tradition and strong academics. “Being truly an academic institution that it is, that degree will last forever,” he said. “So we take it very seriously.”

But academically competitive universities with big-time sports programs like Michigan and UNC may be precisely where the risk for this sort of compromise is greatest. And, like Schlissel said, it starts with admissions.

“The original sin of college sports is willfully admitting deficient or unprepared students into an institution,” Gerald Gurney, president of the Drake Group and the former president of the National Association of Academic Advisors for Athletics, said.
"Admissions, specifically special admissions, is the single most problematic issue in college sports. It’s particularly troublesome with highly selective institutions."

The National Collegiate Athletic Association sets minimum standards athletes must meet to be eligible to play sports, but leaves admissions practices up to individual institutions, allowing athletes who do not meet “standard or normal entrance requirements” to be admitted to colleges through “special admissions” programs. An athlete who passes the NCAA’s eligibility bar and receives special admission to an open-admission institution might be much closer to the average student's credentials there than an athlete at a highly selective college.

The NCAA allows institutions to use special admissions programs as long as they also offer the opportunity to other types of students, such as those in music programs. A 2009 review by the Associated Press found that athletes were far likelier to benefit from special admissions than other types of students, identifying about 30 universities where athletes were at least 10 times more likely to be admitted through special admissions than non-athletes were.

At the University of California at Berkeley, one of the most highly selective public universities in the country, athletes were 43 times more likely to gain special admissions than non-athletes were.

**A Gulf**

When a report released in October revealed just how extensive academic fraud had been at UNC, Carol Folt, the university’s chancellor, said that one of the reasons that it went undetected for nearly two decades was that many at the university simply assumed that UNC employees were above such conduct.

Richard Southall, director of the College Sports Research Institute at the University of South Carolina, said the fraud was simply a “logical extension of the special admissions that is in place at many universities where players” are admitted based on how they can contribute to a revenue-generating sports team rather than how they can contribute to the university’s academic profile.

There were, of course, signs of trouble at UNC before the investigations began, and the university has promised to step up its administrative oversight over academic support programs. But fraud aside, UNC has also long been in the practice of recruiting athletes with far lower test scores than non-athletes. According to numbers provided to The News and Observer in 2010, freshman football recruits had an average SAT score that was 300 to 400 points lower than that of the average freshman at UNC for most of the previous decade.

"Cheating scandals such as the one at the University of North Carolina are not limited to a few rogue universities," Allen Sack, a professor of sports management at the University of New Haven, writes in a forthcoming opinion piece for Inside Higher Ed. "On the contrary, violations of academic integrity are to be expected in a system that requires athletes to give so much time and attention to sports that an army of academic counselors is needed to keep athletes eligible."
Indeed, a widely cited 2008 investigation by the *Atlanta Journal-Constitution* found that similar gaps existed at other selective institutions. Men's basketball players at the University of Cincinnati, Clemson University, UC-Berkeley and Georgia Institute of Technology all had average SAT scores of about 950. At Cincinnati, however, the basketball players were within 124 points of the rest of the student body. At Clemson, the gap was 201 points.

As the institutions become more selective or rigorous, the gap becomes a gulf. At Berkeley, the average SAT score for basketball players lagged that of all students by 350 points. At Georgia Tech, the gap was 396 points.

“You can imagine the dilemma of these athletes who are showing up with 16 ACT scores and in competition with the average student with an ACT score of 32,” Gurney said. “It is simply untenable and unethical to put an athlete with a 16 ACT in a classroom with a 32 ACT student and expect them to be successful and manage athletics on top of that.”

That doesn't mean athletes aren't capable of doing the work, said Bob Malekoff, the former director of research for the Center for the Study of Sport in Society, but they will likely require more time to devote to studying -- a luxury many big-time college football and basketball players do not have. One possible solution, would be for all colleges to use an academic index like the Ivy League, which requires that a certain number of players fall within certain standard deviations of the general student body. Another solution, often suggested by the likes of the Drake Group, would be to require athletes whose academic profile does not fall within one standard deviation of the general student body to take their freshman year off as a “year of readiness.”

“That's a fancy way of saying freshman ineligibility,” said Malekoff, who is now a lecturer and adviser at UNC's Department of Exercise and Sport Science. “Some students you're going to take might be not quite ready, so then you just don't let them play varsity sports for a year and focus on remediation instead. Of course the argument is, well if we do that, then the kids are just going to go someplace else where they can play right away.”

**High Standards**
At some universities where athletes have been expected to keep up with other students without enough time for remediation, questions about academic integrity haven’t followed too far behind.

Michigan was criticized in 2008 for, like UNC, allegedly steering athletes to independent study courses taught by a suspiciously easy grader. In 2011, Stanford admitted to providing athletes -- and only athletes -- with a quarterly list of “easy” courses they could take, though the university said the list was based on ease of scheduling, not rigor.

“Michigan, Carolina, Georgia Tech, Stanford, these are schools you would predict to have this problem, and they have,” Malekoff said. “They've had big gaps. These are schools with very high standards, but with football and basketball players, they're not necessarily recruiting kids that meet those standards. They’re recruiting good athletes.
If they happen to be much lower than the standard, then so be it.”

While the larger gaps may provide more space for these sorts of scandals to grow, that doesn't mean all highly selective universities are going to resort to cutting corners, said Dan Mogulof, executive director of public affairs for the University of California at Berkeley. California has so far avoided the kind of widespread academic fraud that caused scandals at places like UNC, and in recent years the university has been working to close the gap between its athletes and non-athletes identified by the Associated Press in 2009.

The university is also working to improve the graduation rates of football players, an effort that began even before the university's football players ranked dead last in its conference for Graduation Success Rates in 2012. Last year, the university fired its football coach, in part, because of his team's academic performance. Eighty percent of the Golden Bears' football recruits in 2013 graduated from high school with at least a 3.0 grade point average.

"I don't think it's a matter of luck we haven't seen this type of scandal here, but at the same time we're not complacent," Mogulof said. "We're clearly in the midst of a broad and deep process of self reform, but it's being driven not by fear but by something far more fundamental.

"It's about the need to ensure our athletics program is a fully integrated part of this university in terms of the culture and what's expected here. It's about ensuring students take full advantage of what we offer here and it's about admitting the right kinds of kids."