The University of Missouri as economic driver

By Hank Foley

Recently, higher education celebrated the 150th anniversary of the Morrill Act, the visionary legislation of the 19th century that set the nation on the path to the American Century. Through Morrill, it was our land-grant universities that provided broad access to needed higher education for people of all backgrounds, playing a significant role in advancing the state of agriculture and industry in the United States. By the end of the 20th century, the mission of the land grant institutions rested firmly on the three strong pillars of teaching, research and outreach.

Today, many land-grant universities like the University of Missouri have added economic development as a fourth pillar under their missions. This phenomenon is the result of several economic factors seen in the past few decades, including the irreversible loss of jobs after the economic crises of 2000 and 2008; global competition causing many of the largest American companies to cut back on their own research budgets; the pace of innovation in the U.S. slowing to a crawl due to decreased investment in research, and a greater expectation for research universities to play a larger role in economic development.

With total research expenditures well over $270 million annually at the University of Missouri, we are committed to being included among the very best Midwestern land-grant institutions when it comes to converting the products of our research and scholarship into innovations that will improve life. By growing new businesses, supporting and improving existing businesses and growing jobs, we are ready to play a significant role in raising prosperity.

So if we accept the idea that land-grant universities are to be engines of innovation and economic lift, the question becomes how best do we do this? Consider these five themes we have implemented at our university that are prompting a significant culture change:

**Cooperate and collaborate rather than compete.** To be successful, universities need the “community,” those engaged day-in and day-out in the economy, to be partners in their endeavors. Through partnerships, the state benefits much more than if we are competitors. By recognizing strengths of peer institutions, we can capitalize on opportunities for real success rather than duplicate efforts.

**Grow our entrepreneurs and innovators.** Geographically, Missouri isn’t as alluring to entrepreneurs as are the East and West coasts. For that reason, we must create an ecosystem to nurture and support the growth of new young entrepreneurs that graduate from the university and who want to stay in our region. At the same time, we must put resources and funding into new programs that foster entrepreneurial learning and make it
more likely that graduates stay in the state.

**Be smart with intellectual property.** Given the controlling position the university has over its intellectual property, universities must re-evaluate our stances on IP and how we handle it in the future. To be “smart,” faculty must be included in the decision-making processes from the outset. There should be a clear rubric to make decisions on the management of disclosures and patent filing. And, of course, flexibility is imperative for this entire process as each situation will never be the same.

Which takes me back to cooperating and collaborating. There has been a lot of research not done simply because academia and industry haven’t been working more closely together. These partnerships must be fostered in order to bring cutting-edge approaches to difficult problems encountered in practice. This will lead to breakthroughs and more innovation.

**Unleash the power of the willing.** Perhaps the most important change we need to embrace is a change in our culture. We need to move from a culture that has been, at best, ambivalent to faculty starting new ventures to one that is more supportive and that values such activities.

Views on faculty innovation and entrepreneurship will continue to evolve as they have in the last decade, and for that, we must rethink the current policies to be able to foster innovation, grow entrepreneurs and create the new culture we know we need to have.

**Don’t be jealous; shamelessly borrow the best ideas of others.** We all know the saying, “Don’t reinvent the wheel.” This should be true for universities, especially when resources are limited. While giving credit where credit is due, learning from the experiences of our peers is invaluable. For sharing to happen, university leaders need to be more willing to divulge information and to embrace ideas from other schools. This will shift the culture to being more cooperative and collaborative, rather than merely competitive and that in itself will be an innovation!

The time to make the changes represented by these themes is now. The old business model for the public land-grant university has run its course, and we must find new approaches. By doing so, our universities will indeed drive innovation to help the country achieve renewed prosperity through sustainable economic growth and, perhaps, help spur the next American Century.

_Hank Foley is executive vice president for academic affairs, research and economic development for the University of Missouri system._
Mack Rhoades new Missouri AD

COLUMBIA, Mo. -- **Missouri has named Houston athletic director Mack Rhoades IV as the school's new AD.**

The school said Monday that Rhoades will assume the post in late April after the board of curators approved the hire in a special session.

Rhoades succeeds Mike Alden, who announced in January that he will step down at the end of the summer after 17 years. The 49-year-old Rhoades was a candidate for Texas A&M's athletic director opening in 2012 when Missouri Chancellor R. Bowen Loftin was president at that school.

The school set a news conference Tuesday to introduce Rhoades.

Rhoades has been at Houston since 2009, overseeing 17 varsity sports, 10 of which participated in postseason competition in 2013-14. Prior to that he was athletic director at Akron.

During Rhoades' tenure, Houston raised nearly $100 million and built $160 million worth of new facilities, including a new on-campus football stadium and a men's and women's basketball development center, Missouri said. Rhoades also negotiated a new multimedia rights deal for the athletics program and naming rights deals.

"I am delighted to welcome a leader with a track record of enhancing the student-athlete experience and a proven record in fundraising and facility development," Loftin said in a statement. "We found the right fit at the right time to take Mizzou athletics to even greater heights."

Houston played football bowl games four of the last six seasons and was 8-5 last year, beating Pittsburgh in the Armed Forces Bowl.

"The University of Missouri is a world-class institution, and I am honored to serve as its next director of athletics," Rhoades said in a statement.

Under the 56-year-old Alden, Missouri's annual athletics budget has grown from $13.7 million to $85 million and has benefited from $265 million in private donations that have helped fund $233.2 million in facilities upgrades, according to the school.

But the school has come under fire for off-field issues. An independent report said Missouri failed to follow parts of the federal Title IX law that governs sexual harassment on campus when
handling the case of a former swimmer’s suicide. Missouri changed its Title IX policies after the report.

In 1999, Alden hired Quin Snyder over Bill Self as head basketball coach to replace Norm Stewart. During Snyder’s tenure, Missouri incurred NCAA sanctions.

Alden’s big hire was football coach Gary Pinkel in 2000. Missouri is coming off consecutive SEC Eastern Division championships.

**MU hires Houston's Mack Rhoades as new athletic director**

By David Morrison

Monday, March 9, 2015 at 2:00 pm Updated: 6:41 pm, Mon Mar 9, 2015.

*After five weeks of searching, the University of Missouri has found its new athletic director.*

Mack Rhoades, who has headed the University of Houston’s athletic department since 2009, will replace Mike Alden at MU, the university announced in a news release Monday morning. CBSSports.com first reported the news Sunday night.

The UM Board of Curators met Monday morning and entered executive session. All but two curators called in to the meeting before it went to executive session, and Chancellor R. Bowen Loftin, General Counsel Steve Owens and Chief Communications Officer John Fougere sat in on the meeting, which lasted a little more than 50 minutes.

The university sent a release confirming Rhoades’ hire less than two hours later. He will be introduced at a news conference at 2 p.m. Tuesday.

“The University of Missouri is a world-class institution, and I am honored to serve as its next director of athletics,” Rhoades said in the release. “Success begins with great people, and I look forward to working with our talented student-athletes, coaches and staff to keep the athletics program among the nation’s elite. I look forward to traveling the state to meet the fans who are the heartbeat of the Tigers.”

Alden has held the post since 1998 and was originally supposed to head MU athletics through Aug. 31 before stepping down to take a job in the College of Education, but Monday’s release
said Rhoades will take over in late April. Alden declined comment Monday through athletic department spokesman Chad Moller but will be available at Rhoades’ introductory news conference.

"When Mike announced his departure on Jan. 29, that sort of changes everything. I felt very compelled to begin a search right away," Loftin said Monday. "These searches can’t take very long. Coaches are very concerned about stability, who their next boss will be, things like that. So I was able to conduct a search in the same time frame I have in the past, which is good. But Mike understands he has to move out of his role now and that’s happening. The actual date we put out for Mack’s starting is variable because it’s sort of the furthest out date. Contractually he has to give notice where he is right now and that sets a timeline basically. It’s possible his president will allow him to leave earlier, but I can't predict that. We’ve established a later-than start date officially, just in case.

"Whenever he arrives here -- whatever date that might be -- Mike will step aside immediately. He already has an office on campus in education where he's going to move."

Alden announced Jan. 29 that he was stepping down. Loftin has been leading the search for Alden’s successor, though MU also retained international firm Korn Ferry to help keep the search confidential. The contract between the two sides calls for an initial retainer of $75,000 for Korn Ferry, with a maximum of $200,000 for the firm’s services.

Loftin reportedly considered Rhoades for the Texas A&M athletic director opening in 2012 — when Loftin was president there — but eventually hired former South Carolina Athletic Director Eric Hyman. “I am delighted to welcome a leader with a track record of enhancing the student-athlete experience and a proven record in fundraising and facility development,” Loftin said in the release. “We found the right fit at the right time to take Mizzou Athletics to even greater heights.”

Rhoades’ most recent achievement at Houston was spearheading fundraising efforts for TDECU Stadium, the Cougars’ new $128 million football venue that opened in August. Houston also made improvements to its basketball, golf, baseball and softball facilities under Rhoades’ watch.

Houston raised nearly $100 million during Rhoades’ tenure and built $160 million of new facilities, according to the release.

Rhoades, 49, helped facilitate Houston’s transition from Conference USA to the American Athletic Conference in 2013, and 10 of the Cougars’ 17 programs reached the postseason in the 2013-14 school year, according to the release.

He promoted Tony Levine to be the Cougars' head football coach after Kevin Sumlin left for Texas A&M in 2012; Rhoades fired Levine this offseason after Levine posted a 21-17 record in three years, and he hired former Ohio State offensive coordinator Tom Herman.

In men's basketball, Rhoades hired James Dickey after the coach he inherited, Tom Penders, resigned in 2010. Rhoades then fired Dickey after four years and a 64-63 record
through last season. Rhoades replaced Dickey with Kelvin Sampson, who had not been a head coach since he resigned at Indiana in 2008 amid allegations of NCAA violations.

"Well, I’m excited to have him aboard," Missouri's Kim Anderson said during the SEC basketball coaches' teleconference Monday. "I don’t know him personally. I have not had the opportunity to meet him yet, but I know of several coaches that have worked with him and administrators, and he’s a phenomenal fundraiser. ... We’re looking forward to working with him here at Mizzou."

Rhoades also hired baseball coach Todd Whitting in 2011. Under Whitting, the Cougars tied their program record for wins last spring.

“Mack Rhoades is a highly respected national leader who has chaired the Athletic Directors of the American Athletic Conference, served on several NCAA leadership groups and led key committees in multiple conferences,” UM President Tim Wolfe said in a statement. “His demonstrated excellence in all facets of athletics leadership will help MU continue the unparalleled growth and success it has enjoyed over the last few years.”

Rhoades made $537,600 at Houston in 2014, according to USA Today’s database. Alden’s base pay was $301,917 annually, with a possible total of as much as $777,976 based on performance bonuses. Rhoades was also reportedly in talks with Houston for a contract extension as recently as last month.

A University of Arizona graduate — with a master’s from Indiana University — Rhoades came to Houston from the University of Akron, where he served as athletic director from 2006-09.

He began his athletic administration career in marketing and fundraising capacities at Marquette and Yale before beginning a seven-year stint at the University of Texas at El Paso working for Athletic Director Bob Stull, who coached Missouri’s football team from 1989 to 1993. Rhoades started as associate athletic director for development at UTEP and left as executive senior associate athletic director.

COLUMBIA MISSOURIAN

Update: Missouri officially hires Rhoades as next athletics director

Monday, March 9, 2015 | 10:21 a.m. CDT; updated 11:50 p.m. CDT, Monday, March 9, 2015

BY MARK SELIG

COLUMBIA — Missouri has its next athletics director.

The school announced Monday that the University of Houston’s Mack Rhoades will replace Mike Alden in April.
Rhoades, 49, has headed Houston's program since 2009 and previously served as athletics director at Akron. He and his family are expected to be introduced to Missouri fans and media at a news conference at 2 p.m. Tuesday at the MU Student Center.

"Mack Rhoades brings a wealth of experience as a Division I athletic director to Mizzou, and he has demonstrated a commitment to our core values of academic integrity, social responsibility and competitive excellence," Loftin said in a news release. "I am delighted to welcome a leader with a track record of enhancing the student-athlete experience and a proven record in fundraising and facility development. We found the right fit at the right time to take Mizzou Athletics to even greater heights."

Rhoades' tenure at Houston is highlighted by his push to raise money for a $128 million football stadium. The Cougars began playing at the 40,000-seat, on-campus TDECU Stadium last season.

At Missouri, he'll have a much larger budget to work with — roughly $76 million, compared to roughly $42 million at Houston, according to USA Today. He'll also be moving into a post that's been manned by Alden since 1998.

Alden announced in January that he will step down in August and take a teaching position at the school. It's unclear what Alden's role in the athletics department will be once Rhoades arrives in April. Chancellor R. Bowen Loftin said he would move quickly to fill the athletics director opening and less than six weeks after Alden's announcement tapped Rhoades.

Loftin, who came to Missouri from Texas A&M in 2013, interviewed Rhoades for the Aggies' athletics director position three years ago but passed him over in favor of Eric Hyman.

The UM System Board of Curators approved the hiring of Rhoades during a closed executive session Monday morning.

"The University of Missouri is a world-class institution, and I am honored to serve as its next director of athletics," Rhoades said in a release.

Rhoades earned $537,600 according to a USA Today database from 2013. Alden, meanwhile, is making $674,317, with nearly $350,000 in available bonuses. At Houston, Rhoades' tenure was plenty busy — especially in the past year.
After Houston finished this past football regular season 7-5, Rhoades fired coach Tony Levine, whom he promoted at the end of the 2011 season when then-coach Kevin Sumlin left for Texas A&M. Rhoades hired Ohio State assistant Tom Herman last December as the Cougars’ next head coach.

Rhoades also made a big splash with a new hire in men’s basketball last year. He brought in Kelvin Sampson, the former Oklahoma and Indiana coach who hadn’t led a college team since a recruiting controversy in 2006. Sampson and the Cougars have struggled to a 12-18 record this season.

While Rhoades has yet to prove he can make the right hire in the big-money sports, he did, amid nationwide uncertainty about conference realignment, guide his program to the American Athletic Conference. That 2013 move is viewed as an upgrade over Conference USA, where Houston previously held membership.

"Mack Rhoades is the best of the best, and we have been fortunate to have him in our Conference," AAC commissioner Mike Aresco said in a statement to the Missourian. "...Mack is an extremely capable administrator, he is highly intelligent, resourceful, personable and committed."

Missouri, situated in the revenue-rich Southeastern Conference, will offer a new challenge for the up-and-coming Rhoades, who graduated from Arizona and earned a master’s degree from Indiana.

Alden: New AD will do "amazing things" at Mizzou

By Dave Matter

COLUMBIA, Mo. • Missouri athletics director Mike Alden is a fan of his successor. Taking the airwaves on MU’s Tiger Talk radio show Monday night, Alden spoke glowingly of Mizzou’s next AD, Mack Rhoades, who will be formally introduced on Tuesday. Alden initially planned to travel to Nashville on Tuesday but will delay his trip and instead attend Rhoades’ press conference, at his successor’s request.

The outgoing and incoming ADs met Monday and seemed to further validate Alden’s strong opinion of the 49-year-old Rhoades, who has been AD at the University of Houston since 2009.
“I think he’ll be a tremendous athletic director,” Alden said. “He’s a guy who has significant experience in college athletics. The things he’s done not only at Houston but at Akron and UTEP and his entire experiences and undergraduate experiences at Arizona and on and on ... I could just tell you, he’s one of the best ADs in the country. He’s done remarkable things at Houston.”

Alden cleared up a few more logistics about Rhoades’ arrival. Rhoades will take over the AD duties in April, but Alden will remain on the payroll for Mizzou’s athletics department through Aug. 31. Starting Sept. 1, Alden will start getting paid from MU’s College of Education for his new instructor’s role.

“Shoot, that’s almost like a no-brainer,” Alden said. “In our industry you want to make sure you’ve got this thing set. We knew there was going to be an overlap. That’s standard in our business. We knew we’d be double paying athletic directors for several months.”

“It’s perfect timing for our new athletic director to take over in the spring,” Alden added. “Our new budget’s already been approved for next year. We’ve got that rolling. We’ve already agreed that we’re probably going to be extending our contract with Nike for the next couple of years. That’s a good thing for Mack to inherit.”

Tiger Talk host Mike Kelly pressed Alden on whether he truly intends to teach at Mizzou rather than take another job in athletics somewhere else.

“I’m working at the University of Missouri,” Alden said. “We love Mizzou. We love the university. We love the state of Missouri. … Our focus is on Mizzou. Our focus is on higher education. Our focus is on contributing any way we can to the academic mission of our institution and we’re honored to have that opportunity Sept. 1 and beyond.”

Kelly asked Alden to share their conversation from Jan. 29, when Alden told the longtime Mizzou radio voice about his decision to step down from the AD post. Then and again Monday Alden said it had nothing to do with his health, his marriage, his family or finances. He also insisted several times that his decision had nothing to do with his boss, MU chancellor R. Bowen Loftin, who just marked his one-year anniversary on campus in January.

“It absolutely has nothing to do with our leadership in Dr. Loftin, because he’s terrific,” Alden said. “We have a great relationship.” (To further illustrate that point, Alden and Loftin will fly on a private plane together to Nashville on Wednesday for the SEC basketball tournament and SEC AD meetings. Also, when Alden met with Rhoades on Monday, he told him Loftin’s presence should be considered one of the strongest selling points of the job.)

Instead, Alden said he could no longer work at the pace that the job required. He wanted to hand the job over to the department’s next leader and there was no better time to make the handoff. The last several years, Alden said he confided in only a few people about his decision to step down, including football coach Gary Pinkel.

Alden said that anyone who thinks differently about his decision to step down is “absolutely off base.”
More Alden on Rhoades: “For us at Missouri to recruit he — and I don't want to discount this — his wife Amy and their family to come be part of our family at Mizzou is tremendous. He’s unbelievably hard working. He’s focused. He’s a guy who has great speaking ability, great fundraising ability. He understands the breadth of college athletics. I really believe he respects and understands the culture we’ve tried to develop here at Mizzou.

"Understanding all that, with his family and focus and doing things the right way, he has an opportunity to take us to even greater heights as we go forward. He has a lot of characteristics that are going to bode very well not only for athletics but our university."

“Mack Rhoades and Amy and their family, I believe this,” Alden said, “are going to do amazing things for the University of Missouri.”

Alden joked that he didn’t consult Rhoades about one of his long-held quirks. “We didn't get a chance to talk about if you pronounce it Missour-ah or Missour-ee,” Alden said. As most know, Alden has always preferred the former. We find out Tuesday if that tradition continues.

THE KANSAS CITY STAR.

New Missouri athletic director Mack Rhoades known for consensus building, fundraising

BY TOD PALMER

03/09/2015 11:59 PM

Houston athletic director Mack Rhoades earned a reputation as a consensus builder during the chaos of a conference realignment and transformed the Cougars’ athletic facilities the last five years through fundraising acumen.

Rhoades now brings his talents to Missouri after he was hired Monday as the Tigers’ 16th athletic director.

“When you look at the up-and-coming guys that are out there, he’s probably the primo guy out of all of them,” said Texas El-Paso athletic director and former Missouri football coach Bob Stull, who worked with Rhoades at UTEP.
“Mack is very bright ... and will fit in really well in Columbia. He’s really good with people, so he’s outgoing and builds good relationships. He’s very friendly and very personable. People will like that about him.”

Rhoades, 49, will begin work in the Tigers’ athletic department in late April.

He succeeds Mike Alden, who announced Jan. 29 that he would retire after 17 years as Missouri’s athletic director. Alden’s original timetable called for him to remain as athletic director until Aug. 31 before transitioning to a teaching role in the MU College of Education.

Rhoades formally will be introduced Tuesday at a news conference at the MU Student Center.

“I am delighted to welcome a leader with a track record of enhancing the student-athlete experience and a proven record in fundraising and facility development,” MU chancellor R. Bowen Loftin said in a release announcing Rhoades’ hiring. “We found the right fit at the right time to take Mizzou Athletics to even greater heights.”

Rhoades, who has been Houston’s athletic director since June 2009, also was a candidate when Loftin led the search for a new athletic director at Texas A&M in 2012.

Before Houston, Rhoades worked on Stull’s staff at UTEP from 1998 to 2005 and served as Akron’s athletic director from 2005 to 2009.

“I’m excited to have him aboard,” first-year Missouri men’s basketball coach Kim Anderson said. “I don’t know him personally ... but I know of several coaches that have worked with him and administrators. He’s a phenomenal fundraiser — done a great job at Akron, done a great job at Houston. We’re looking forward to working with him here at Mizzou.”

University of Missouri system president Tim Wolfe lauded Rhoades as “a highly respected national leader.”

“His demonstrated excellence in all facets of athletics leadership will help MU continue the unparalleled growth and success it has enjoyed over the last few years,” Wolfe said.
Under Rhoades’ leadership, Houston opened a $120 million football stadium last fall, and a $25 million basketball practice facility is under construction.

Rhoades, who graduated from Arizona with a bachelor’s degree in physical education, later earned a master’s in sports management and marketing at Indiana. He also oversaw upgrades to Houston’s golf, baseball and softball facilities. He has helped raise more than $100 million for capital campaigns in the last five years, according to the Houston Chronicle.

“He’s got great vision and great passion for college athletics, but I think what makes him a great leader is how much he cares for people,” said Houston associate vice president and chief operating officer Hunter Yurachek, who worked with Rhoades at Akron then spent four years as Coastal Carolina’s athletic director before rejoining Rhoades’ staff at Houston last year. “You’ll see that his staff will go above and beyond for that vision that he’s created, because he truly cares for each and every person in the department.”

At Missouri, Rhoades inherits a program that recently completed two significant renovations to Memorial Stadium and has one of the top basketball facilities, Mizzou Arena, in the Southeastern Conference.

A new softball stadium is expected to be completed before the 2017 season, and the Tigers also recently upgraded their baseball, golf and tennis facilities.

Discussions also have started about constructing a south end-zone facility at Memorial Stadium with coaches’ offices, a new locker room, a weight room and a training room for football.

“The University of Missouri is a world-class institution, and I am honored to serve as its next director of athletics,” Rhoades said in a release. “Success begins with great people, and I look forward to working with our talented student-athletes, coaches and staff to keep the athletics program among the nation’s elite.

“I look forward to traveling the state to meet the fans who are the heartbeat of the Tigers.”
Rhoades and his wife, Amy, have three daughters: Nicolette, Natalie and Noelle.

Among his other accomplishments, Rhoades helped lead Houston from Conference USA into the American Athletic Conference, which formed from the remaining football-playing schools in the old Big East. Rhoades later served as the chairman of the American athletic directors committee.

“We had a lot to do, and Mack was instrumental in helping me navigate all of that,” American commissioner Mike Aresco said. “He understood the complex issues and was a voice of a reason. He’s a relative low-key guy, but that belies that fact that he’s very dynamic. He’s got real vision. ... He’s highly intelligent, he’s resourceful, but he’s also extremely personable.”

Aresco said Rhoades doesn’t shout people down or pound his fist on the table.

“He’s just a hard-working guy who just wants to get the right answer and do the job well. I think people will appreciate that at Missouri. ... He’s a good collaborator and facilitator ... and also generates camaraderie. He’s a natural leader, and he’s inspirational — on his campus and within the conference.”

Stull said Rhoades had a similar effect in helping UTEP from its myriad problems in the late 1990s and is well-prepared for a job at a major-conference school like Missouri, whose $84 million athletic department budget is roughly double Houston’s.

“He’s prepared, and I think most people recognize that,” Stull said. “He was on everybody’s list before, so I think he’ll be a really good fit for Missouri.”

Aresco also doesn’t worry about Rhoades’ ability to adjust to a bigger program.

“He’ll do a great job at Missouri,” Aresco said. “He’ll have resources that he hasn’t had. He’s got a football coach (Gary Pinkel) who’s been extremely successful.

“I’ve read some accounts that this is his first so-called Power 5 (conference) job, but I think the jobs in this conference are every bit as challenging. In some ways, maybe more so, because you’re dealing with fewer resources, but you’re trying to do the same things as the big-five conferences. It’s not easy.”
Loftin led a nationwide search — with help from international executive search firm Korn Ferry — for Alden’s replacement and took fewer than six weeks to settle on Rhoades.

“I hate to see him go, but on the other hand, Missouri and the SEC are getting a great A.D. that they’ll really enjoy working with,” Aresco said.

Rhoades hired Ohio State offensive coordinator Tom Herman off Urban Meyer’s national championship staff as Houston’s new football coach in December and hired former Oklahoma and Indiana coach Kelvin Sampson as men’s basketball coach last April.

Todd Whitting, who Rhoades hired in July 2010, has turned Houston baseball into a national power.

Rhoades’ contract paid him $537,600 annually at Houston. He also had a maximum of $75,000 available in bonuses, according to USA Today.

At MU, Alden made $651,917 with available bonuses of $347,915.

**Related stories appeared in:**

Rhoades is MU’s new AD

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MU Hires Rhoades as Athletic Director
Mizzou names Mack Rhoades its new athletic director

Watch story: http://www.abc17news.com/sports/mizzou-names-mack-rhoades-its-new-athletic-director/31692678

Rhoades to be introduced as Missouri AD at press conference

Watch story: http://www.komu.com/player/?video_id=27910&zone=5&categories=5

New Mizzou AD specializes in fundraising, facilities


Bernie: Mizzou's pick for AD not afraid to act boldly

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New Missouri athletics director Mack Rhoades focused on long-term


Mike Alden discusses terms of departure on Tiger Talk

Read story: http://www.columbiatribune.com/blogs/behind_the_stripes/mike-alden-discusses-terms-of-departure-on-tiger-talk/article_69e145c0-c6c0-11e4-b549-c35fe3ba0299.html
MU professor gifts theatre department $1 million

By Ashley Jost

Monday, March 9, 2015 at 9:05 pm

*News conferences at the University of Missouri never end with a theatrical production and rarely include an announcement of a faculty member pledging a $1 million gift.*

Except when Suzanne Burgoyne is involved, that is.

Burgoyne, curators’ teaching professor of theatre at MU, pledged a $1 million estate gift to the university to create the Center for Applied Theatre and Drama Research in the theatre department.

Through applied learning, people can better understand learning strategies that can then be applied to other disciplines, Burgoyne explained after Chancellor R. Bowen Loftin and Mike O’Brien, dean of the College of Arts and Sciences, announced her gift.

The center will use theatre and drama as a way to communicate, unleash creativity and address social justice issues. To better illustrate her point, Burgoyne orchestrated an example of applied theatre in a production during the news conference, hosted in the Rhynsburger Theatre.

The production explored religious differences by showing a discussion among opinionated students in a classroom setting. The plot included one character expressing concern about seeing Muslim students praying on campus; one of her classmates was Muslim.

After the production, the audience had the opportunity to engage with the characters — not the actors — and ask them why they felt the way they did, which created a dialogue about their backgrounds and how it limited their point of view.

"In order to set up a difficult dialogue, we want people to understand that there are different points of view,” Burgoyne said after the production. “We have to respect different points of view.”

She said applied theatre can be used to empower people to speak up and stand up for themselves.
Before announcing her gift, Loftin listed Burgoyne’s accolades, including a federal National Science Foundation grant and the Ford Foundation’s "Difficult Dialogue" Initiative grant that addresses these complex issues like race, religion, sexuality. She is a recipient of a Fulbright Fellowship, a National Kellogg Fellowship and is a Carnegie Scholar.

Burgoyne has been a faculty member since 1989; O’Brien recalled interviewing Burgoyne before thanking her for her “talent, passion and vision.”

Loftin said this is the first of six major gift announcements MU leaders will make this spring, with the second coming Friday morning.

“These are especially important when it’s someone inside of the university,” Loftin said. “They’re better than any other announcement I could make.”

COLUMBIA MISSOURIAN

Renowned faculty member donates $1 million to theater department

Monday, March 9, 2015 | 9:34 p.m. CDT; updated 10:15 p.m. CDT, Monday, March 9, 2015

BY LAUREN STYX

COLUMBIA — Audience members fidgeted uncomfortably in their seats as six actors performed a heated argument about religion and freedom of speech.

Suzanne Burgoyne, MU Curators’ Teaching Professor of Theatre, proudly stood by as her students performed this shortened version of a "difficult dialogue," an exercise she uses to promote active learning and intercultural competency. The dialogues pertain to social issues that may be difficult to discuss candidly; instead, these conversations are fostered through performances that feature differing views.

This is just one of the methods that will be supported by the Center for Applied Theatre and Drama Research, a new creation funded by a $1 million donation from Burgoyne to
the MU Department of Theatre. The short performance concluded the reception announcing the gift at Rhynsburger Theatre Monday afternoon.

Burgoyne was introduced by Chancellor R. Bowen Loftin and received roaring applause. Loftin noted her profound impact on her students as well as her zeal for theater.

"Through her generosity and dedication to her craft, it's obvious that Burgoyne is passionate about theater education," Loftin said. "She is a credit to the MU faculty and to the entire academic community."

Burgoyne said she began to realize 35 years ago that using improvisational theater could enhance creativity in student actors and advance communication. She trained in therapeutic theater and applied those techniques to faculty development. As a Carnegie scholar, she discovered that active learning was superior to traditional lecture. She had implemented this teaching for the past 25 years at MU.

Burgoyne said she was happy to help future students continue working in applied theater.

"I have been blessed to find support in my department and across campus and to work with dedicated and talented students who have joined me in my quest," Burgoyne said.

In 2003, she and colleague Clyde Ruffin founded the Mizzou Interactive Theatre Troupe, in which exercises such as difficult dialogues are a method. The center will also use other techniques as well — such as interactive theater — to develop the skills necessary for personal and professional success.

The short difficult dialogue, "Parts of Speech," performed at the reception was followed by a Q&A session in which the students on stage remained in character, answering questions as they felt their characters would.

"I believe theater is a powerful art form that allows us to explore what it means to be human," Burgoyne said.

College of Arts and Science Dean Michael O'Brien noted that this is the largest donation ever made by an arts and science faculty member. He thanked Burgoyne for sharing her talent, vision and passion.
"The gift that we celebrate today will continue your important work far into the future," O'Brien said. "This — together with your continued wise counsel, your teaching and your performance — is your legacy."

MU announces $1 million gift for theater department

Watch story: [http://www.komu.com/player/?video_id=27901&zone=2,5&categories=2,5](http://www.komu.com/player/?video_id=27901&zone=2,5&categories=2,5)

COLUMBIA - **MU Chancellor R. Bowen Loftin announced Monday that a current theater professor has given a $1 million estate gift to the university to create a new center for the theater department.**

Professor Suzanne Burgoyne, currently the Curators' Teaching Professor of Theatre at MU, gave the estate gift to establish the Center for Applied Theatre and Drama Research.

Applied theatre is an interactive form of theatre used "for some purpose beyond entertainment," such as a teaching tool or for therapy, said Burgoyne. She said applied theater can deal with social issues, for example.

MU will receive the money after Burgoyne dies. She said she had been thinking about making the donation for a while.

"It was something I had been thinking about for a long time," said Burgoyne. "I don't have children, I don't have brothers or sisters, my parents are gone, I really don't have family."

Once she realized the university will be able to open the center before she dies, she decided to make the donation.

"I had not realized that if I gave it to the university I could go ahead and found the center," said Burgoyne. "That was the thing that made me go 'Yes, I'm going to do it now, because I want the center now,' I don't want to wait until I'm dead."

Loftin said the gift was special because it came from someone inside the university.
"This is one of those great moments where we get to acknowledge someone who's been extraordinarily generous to our university," said Loftin. "It is especially important when there is someone who is inside the university."

Burgoyne said she hopes the new center will provide broad educational opportunities for students and change the current education system.

"I'm a real dreamer," said Burgoyne. "I hope the center helps to reform education."

Burgoyne added she hoped theater would get more respect. She said theater teaches students numerous life skills including communication, creativity and empathy.

"A lot of people don't understand what theater is and so they dismiss it," said Burgoyne. "And I think theater has a lot more to offer than most people give it credit for."

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**Professor donates $1 million to theater department**

An MU professor’s $1 million donation to the Department of Theatre was announced by university officials on Monday.

Suzanne Burgoyne, Curator’s Teaching Professor of Theatre, donated the gift to establish the Center for Applied Theatre and Drama Research. She said the center will explore new opportunities to use theater techniques in a variety of fields.

Chancellor R. Bowen Loftin said donation announcements are especially significant when the gift comes from a university member.

“They not only thank the donor, they celebrate the generosity of people who have made this university’s trajectory so powerful over time,” he said.

Loftin said Burgoyne’s impact on students has been profound.

“You have a true passion for what you do, and it shows,” he said to her at the announcement ceremony.
Burgoyne founded the MU Interactive Theatre Troupe with professor of theatre Clyde Ruffin in 2003 and currently contributes to MU’s Difficult Dialogues program. She said applied theater uses the practices of theater for other fields.

“Applied theater and drama are active learning techniques,” she said.

College of Arts and Science Dean Michael O’Brien said he has known Burgoyne since 1989, when he interviewed her for a faculty position at MU. He said her donation is the largest ever made by a faculty member in the College of Arts and Science.

O’Brien mentioned the variety of accolades Burgoyne has won, including W.K. Kellogg and Fulbright fellowships and the William T. Kemper Fellowship for Teaching Excellence.

The announcement closed with a short interactive theatrical performance by MU students. Entitled “Parts of Speech,” the performance was set in a college English class, where students discussed freedoms of speech and religion after encountering a campus evangelist named “Brother Carl.”

“To set up a difficult dialogue, we want everyone to understand that are different points of view, and we have to respect different points of view,” Burgoyne said.

**the maneater**

**Water break causes damages, shuts off water services**

*A water main broke at Parker Hall on Monday, leaving water damage in six offices and shutting off water services in nearby buildings, according to university officials.*

The breakage affected Parker, Noyes and McAlester halls, McAlester Annex and the Old Student Health Center. All buildings are currently without water service, Campus Facilities spokeswoman Karlan Seville said.

The east wing of the Parker Hall basement, where Center for Studies of Oral Tradition and Peace Studies Program is housed, had flooded, Seville said. She said the office of Facility Operations and Service Master is cleaning up the water damage.

The office of Energy Management excavated under the eastern steps of Parker Hall to make repairs, Seville said. She said water services will return between 7 and 9 p.m. Monday.

COLUMBIA MISSOURIAN
MU Greeks react to University of Oklahoma video
Monday, March 9, 2015 | 8:28 p.m. CDT; updated 9:59 p.m. CDT, Monday, March 9, 2015
BY FROM STAFF AND WI
RE REPORTS

COLUMBIA — A video of racist chants from the Sigma Alpha Epsilon fraternity chapter at the University of Oklahoma is sparking conversation about the racial climate among Greek organizations at MU.

The video emerged Sunday showing members of the fraternity chanting racial slurs on a bus. Posted online, it shows several people participating in the chant that included a racial slur, referenced lynching and indicated black students would never be admitted to OU's chapter of Sigma Alpha Epsilon.

University of Oklahoma President David Boren attended a pre-dawn rally Monday organized by students. He lambasted the fraternity members as "disgraceful" and called their behavior "reprehensible." He said the university was looking into a range of punishment, including expulsion.

"This is not who we are," Boren said at a midday news conference. "I'd be glad if they left. I might even pay the bus fare for them."

Since the video went viral on YouTube — garnering hundred of thousands of views — both the school and the national Sigma Alpha Epsilon fraternity responded almost immediately by cutting ties with the chapter.

In Columbia, the president of the Alpha Chapter of the national fraternity issued a strong statement:

"The National Office of the Sigma Alpha Epsilon Fraternity has shut down the chapter at the University of Oklahoma, and we are in full support of this decision being taken following the release of such an appalling video," MU chapter President Garrett Knox wrote.

"We are also in full agreement with the decision made by the University of Oklahoma administration to remove these individuals from the campus immediately," Knox continued. "Racism and discrimination has no place in this world, period. In no way do
the actions of those few reflect, by any means, the values and beliefs of the men of the Missouri Alpha Colony of Sigma Alpha Epsilon, here at the University of Missouri, or those of our national organization as a whole.

"The Missouri Alpha colony looks for men who can best exemplify the standards, beliefs, and values that coincide with our creed, 'The True Gentleman,' in their everyday actions, regardless of their race, religion or sexual preference. We are extremely embarrassed and saddened that individuals who wear our fraternity letters, dare to call us brothers, and claim to be true gentlemen would behave in such an abhorrent manner."

The MU Panhellenic Association, which has representatives from all the sororities on campus, discussed the video and how it pertains to the MU Greek community during its regularly scheduled delegation meeting. Greek women expressed some concerns about racial and religious problems they've witnessed on campus.

Some complained about fraternities using Confederate flags as decorations and about instances in which women have been denied entrance to fraternity parties because of their race.

MU Panhellenic Association President Allison Fitts encouraged the delegates to start conversations about diversity in each of their sorority chapters.

The Panhellenic Association held a roundtable last week with non-Greek women and members of the MU Interfraternity Council to discuss cultural issues in Greek life.

"We don’t want to act unless we know the root of the problem," Carolyn Welter, vice president of public relations for the Panhellenic Association, said. "We are getting input from the community."

The group also plans to hold another roundtable discussion later this month to keep the conversation going.

MU Interfraternity Council President Jason Blincow said the group plans to discuss the issue at an executive board meeting Wednesday. He said he emailed an article about the Oklahoma fraternity's chant to all MU fraternity chapter presidents to start the conversation before the meeting.

The Sigma Alpha Epsilon chapter at MU did not respond to requests for a statement about the Oklahoma video.
The Sigma Alpha Epsilon national fraternity's headquarters issued a statement on Twitter apologizing for the Oklahoma members' actions, saying, "This type of racist behavior will not be tolerated and is not consistent with the values and morals of our fraternity."

The fraternity's national president, Brad Cohen, also weighed in on the Twitter message. "I was not only shocked and disappointed but disgusted with the outright display of racism displayed in the video," Cohen said.

The national fraternity closed the chapter, suspended all its members and was considering removing them from the organization permanently.

Boren said members have until midnight Tuesday to remove their belongings from the fraternity house. He said the fraternity was "not totally forthcoming," and he was still trying to find out who was on the bus so the school could consider disciplinary actions.

He said the university's legal staff is exploring whether the students who initiated and encouraged the chant may have violated Title VI of the Civil Rights Act, which prohibits racial discrimination.

"We are also going to look at any individual perpetrators, particularly those that we think took a lead in this kind of activity," Boren said.

White House Press Secretary Josh Earnest said the efforts by the university and the national fraternity to repudiate the racist comments were "an appropriate step."

It's unclear who recorded the video, when it was recorded and who initially posted it online. Boren suggested it was likely taken by another student who didn't agree with what was being chanted.

OU Unheard, a black student group on campus, posted a link to the video after someone anonymously called it to the group's attention Sunday afternoon, communications director Alexis Hall said Monday.

"We immediately needed to share that with the OU student body," said Hall, a junior. "For students to say they're going to lynch an entire group of people ... It's disgusting."

The video appears to have been taken on a charter bus, with at least one of the chanting young men wearing a tuxedo.
Telephone and email messages left Monday with several current members of the fraternity seeking comment on the video were not returned. Other members declined to comment.

"I was shocked they were just doing it openly on the bus, like they were proud of it," said Jared Scarborough, an OU junior in construction science. "From the chant you could tell they had done it before. It wasn't a first-time thing. And it was everybody. And the fist-pumping."

North Mesquite High School football star Jean Delance, a top offensive lineman prospect, told a Texas radio station he withdrew his commitment to OU after he learned about the video. He said he spoke Sunday night with coach Bob Stoops, but wasn't told about the incident.

"I'm very disappointed in the coaches not letting me know. 'Hey Jean, this is going on. Be aware. I don't want you to be shocked tomorrow when you wake up,'" Delance told Dallas/Fort Worth station KRLD. "But that was just heart-breaking right there."

The Oklahoma football team decided to protest rather than practice on Monday. At the team's indoor practice facility, Stoops led the way as players, joined by athletic director Joe Castiglione, walked arm-in-arm, wearing black.

An OU police cruiser was parked Monday outside the fraternity house, a sprawling two-story, sand-colored brick building on a street lined with Greek houses just west of the center of campus. The Greek letters were removed from the side of the house Monday afternoon.

OU, located in the southern Oklahoma City suburb of Norman, has about 27,000 students, about 5 percent of whom are black. The Greek system is largely segregated.

Boren was emphatic in his repudiation of the Sigma Alpha Epsilon chapter in a Twitter statement issued Monday morning.

“You should not have the privilege of calling yourself 'Sooners,'” Boren said. "Real Sooners are not racist. Real Sooners are not bigots. Real Sooners believe in equal opportunity.”
Pelvis discovery adds variety to human body types

An analysis of pelvis and femur fossils suggest early humans not only had different facial features, but also different body types.

The fossils found in Kenya are from an early human ancestor who lived 1.9 million years ago.

“What these new fossils are telling us is that the early species of our genus, Homo, were more distinctive than we thought. They differed not only in their faces and jaws, but in the rest of their bodies too,” says Carol Ward, professor of pathology and anatomical sciences at University of Missouri.

3 early species

“The old depiction of linear evolution from ape to human with single steps in between is proving to be inaccurate. We are finding that evolution seemed to be experimenting with different human physical traits in different species before ending up with Homo sapiens.”

Three early species belonging to the genus Homo have been identified prior to modern humans, or Homo sapiens: Homo rudolfensis and Homo habilis were the earliest versions, followed by Homo erectus and then Homo sapiens.

Because the oldest erectus fossils that have been found are only 1.8 million years old, and have different bone structure than the new fossil, Ward and colleagues conclude the fossils they have discovered are either rudolfensis or habilis. These fossils show a diversity in the physical structures of human ancestors that has not been seen before.

“This new specimen has a hip joint like all other Homo species, but it also has a thinner pelvis and thighbone compared to Homo erectus,” Ward says. “This doesn’t necessarily mean that these early human ancestors moved or lived differently, but it does suggest that they were a distinct species that could have been identified not just from looking at their faces and jaws, but by seeing their body shapes as well.

“Our new fossils, along with the other new specimens reported over the past few weeks, tell us that the evolution of our genus goes back much earlier than we thought, and that many species
and types of early humans coexisted for about a million years before our ancestors became the only Homo species left.”

A small piece of the fossil femur was first discovered in 1980 at the Koobi Fora site in Kenya. Project co-investigator Meave Leakey returned to the site with her team in 2009 and uncovered the rest of the same femur and matching pelvis, proving that both fossils belonged to the same individual 1.9 million years ago.

Researchers from Stony Brook University, Rutgers, University of Arkansas, the Max Planck Institute for Evolutionary Anthropology, and University College London are coauthors of the study. The fossils are housed at the National Museums of Kenya.

St. Louis Business Journal

Which Missouri universities made U.S. News' law school rankings?

Washington University ranked among the top 20 in U.S. News & World Report's recently released ranking of America's best law schools.

Washington University's law school ranked at No. 18 on the 2016 list. Tuition at the law school is $50,152 per year for full-time students.

The University of Missouri came in at No. 59. Tuition at Mizzou's law school is $19,832 per year for in-state, full-time students, and $37,462 for out-of-state.

Saint Louis University ranked at No. 87. Tuition at SLU's law school is $34,435 annually.

The University of Missouri-Kansas City came in at No. 127 on the list, and Southern Illinois University-Carbondale ranked at No. 149.

Yale University earned the top spot in this year's list, followed by Harvard, Stanford and Columbia University.

March 9, 2015
Connie Clery never intended to be an activist. But the 1986 murder of her daughter, Jeanne, who was killed in her dormitory room when she was a freshman at Lehigh University, galvanized her and her husband, Howard Clery Jr. (who died in 2008). They pressed for legislation that would force colleges to report crimes and to be held more accountable for safety on their campuses. It has been 25 years since the federal campus-crime-reporting law known as the Clery Act was signed. Here is an edited version of a conversation with Ms. Clery about the legacy of her work.

Q. When you first set out on this quest after your daughter’s death, what did you envision might come of it?

A. I didn’t envision anything, because I didn’t know how to do what I wanted to do, which is make college campuses safer so that others wouldn’t have this lifetime nightmare to deal with. How could I help so that Jeanne’s legacy would mean that others wouldn’t be victims of horrible crimes, and parents wouldn’t have to deal with losing their children?

Q. Are you happy with the current state of the regulation and its effect on colleges and campus security?

A. I’m thrilled, but you know, nothing’s perfect. The one disappointment that I have is that I know all the schools are really struggling to comply, and that is such a tough, tough, tough road.

But I’m hopeful because I see the students, the young people, now have the courage to speak out, and they’re spearheading this desire for truth and justice.

Q. In addition to the challenges colleges sometimes face in complying with the Clery Act, campus police must also deal with the fact that a lot of campus crime is committed by students, victimizing other students, which is difficult to police.
A. It is such a tough job, because it’s really double-edged. The colleges and universities can have the best, most perfect security possible, but the students have the responsibility of helping to protect themselves.

One thing that I think is so absolutely necessary is for students to start respecting one another, and the authority of the college or university, and themselves. But I don’t know how you bring respect about again.

Q. One of the key tenets of the regulation compels colleges to compile and share statistics for crime on campus in annual reports, but there’s little evidence that students consult the data. While the legislation has had profound effects on campus security, it appears not to have worked exactly as intended.

A. Oh, no, I disagree. It was intended to save lives. That’s all. That’s all we cared about.

Q. So the transparency it brings to campus security is more important than the consumer-safety aspect?

A. I’m just hoping that our great system, our government, makes sure that our students have the instruments, the knowledge, to know how to protect themselves, and that the colleges, with their expertise, provide the technical security for them.

Q. So has the Clery Act made students safer?

A. Oh, absolutely. How could there be any doubt of it?

Q. I understand that an image of your daughter hangs in the offices of the Clery Center for Security on Campus, the advocacy organization you and your husband founded. Can you imagine what Jeanne would think if she could see what arose from what happened to her?

A. She would be so happy, and smiling that beautiful smile of hers. She would be so thrilled that so many lives were being saved as a result. That’s all she cared about—other people.

For a longer, in-depth article, visit:

25 Years Later, Has Clery Made Campuses Safer?
March 10, 2015

Obama to Expand Protections for Student-Loan Borrowers
By Kelly Field

NO MU MENTION

In a speech he’s scheduled to give on Tuesday at the Georgia Institute of Technology, President Obama will announce a Student Aid Bill of Rights and sign a presidential memorandum directing federal agencies to take steps to help borrowers repay their debt.

The memorandum will require the Education Department to create a new complaint system in which borrowers can log grievances against lenders, loan servicers, collection agencies, and colleges. It will also establish a central portal where federal borrowers can view information about all of their loans, regardless of their servicer.

The memorandum will also require loan servicers and debt collectors that work under contract with the department to change how they operate. Servicers will have to provide "enhanced disclosures and stronger consumer protections" throughout the repayment process, and ensure that prepayments are first applied to loans with the highest interest rates. Debt collectors will need to ensure that their fees are reasonable and to help borrowers return their loans to good standing, among other things.

In addition, the president will direct his cabinet and advisers, along with the Consumer Financial Protection Bureau, to study whether consumer protections recently applied to mortgages and credit cards should be extended to student loans. The agencies will also be charged with recommending statutory and regulatory changes for all borrowers, "including possible changes to the treatment of loans in bankruptcy proceedings and when they were borrowed under fraudulent circumstances," according to a fact sheet released on Monday.

The announcement comes just over a week after the department canceled its contracts with five of its debt collectors, citing inaccuracies in the information they were providing borrowers. The department has been under pressure from consumer
groups, members of Congress, and its own inspector general to step up its oversight of
the organizations, or bring debt collection in-house.

In a conference call with reporters late Monday, Sarah Bloom Raskin, deputy
secretary of the U.S. Treasury, said her agency would conduct a pilot that would allow
the Bureau of the Fiscal Service to work directly with some defaulted borrowers.
However, she said the goal was not for the government to bring debt-collection in-
house, but to "put our toe in the water – to acclimate ourselves to the particular
challenges involved in collecting student debt."

Ted Mitchell, under secretary of education, added that the agencies were "hoping to
try out different techniques without disrupting the work of a contract or contractor."

The nod to bankruptcy proceedings appeared to be a response to complaints from
Democratic lawmakers and consumer advocates that the department had failed to
exercise its authority to discharge student debt when colleges close or mislead their
borrowers. They are urging the Education Department to forgive the debt of some
borrowers who took out federal loans to attend campuses that were owned
by Corinthian Colleges Inc. Mr. Mitchell has said the agency is considering it.
Student-loan servicers have also faced scrutiny from consumer advocates and federal
regulators in recent years.

Asked if the changes in student-loan servicing had been prompted by any particular
problems identified by the Obama administration, Ms. Raskin said no. She said
federal officials just wanted to ensure that servicers were "engaged with borrowers"
and were tailoring their advice to individual circumstances.

March 10, 2015

Racism in Oklahoma Frat Video Is Widespread at Colleges, Researcher Says

By Peter Schmidt

NO MU MENTION
The University of Oklahoma chapter of the Sigma Alpha Epsilon fraternity became the focus of outrage on Monday as a result of the online posting of a video that shows its members celebrating the chapter’s exclusion of African-American men in a song containing a racial slur and lynching reference. The video, leaked to the university’s student newspaper, prompted the fraternity’s national organization to disband the Oklahoma campus chapter and David L. Boren, the university’s president, to order the fraternity’s house on the campus immediately closed.

Among those who have watched the video is Nolan L. Cabrera, an assistant professor of higher education at the University of Arizona who has conducted several studies in which he interviewed white male college students about their thoughts on race. The Chronicle interviewed him to see how the incident fits in with his findings.

Q. Based on your research, are you at all surprised by the behavior that the Oklahoma Sigma Alpha Epsilon members displayed on that bus?

A. Absolutely not. What was displayed on that bus is only what was caught. This behavior is endemic throughout the country. People say, "Well, this is only a couple of bad apples." This is something that occurs on a very, very regular basis. They just happened to have the bad foresight to have it recorded and then uploaded on the Internet.

Q. I have heard some people link such behavior to Oklahoma’s troubled racial history, and others connect it to Greek culture. Is either suggested link valid, or are things no better outside the Greek system, or in other regions of the country?

A. You have to be a little careful about this. In terms of region, I have a lot of difficulty having those conversations because it is very frequent that people in New York and L.A. locate issues of racism in, say, the Deep South. … In many respects it is not that racism is worse in the South. It’s just that it is more out in the open. In L.A. or New York, it is a lot more hidden and underground.

In terms of Greek life, the biggest problem is that the students — and this is primarily for "housed" Greek life — are within environments where there is very little accountability. It is them amongst their peers, and it almost can become like a Lord of the Flies situation. There isn’t any accountability for diversity in recruitment, and so it becomes this major echo chamber where it is OK to say things like this on a regular basis.
What is going to happen? Is your fraternity brother going to rat you out? That is the antithesis of the way the Greek life is supposed to be structured. They are supposed to have each others’ backs. …

I am not saying every student in Greek life is saying these things. But what happens is you have a number of students who are saying these horrifically racist things, and then you have a lot of other people who are laughing along with it even if it is not necessarily their own ingrained belief system.

Q. Tell me about the research that you have done that has given you expertise in this area.

A. I have interviewed dozens and dozens and dozens of white men and have talked with them openly about issues of race. Frequently the No. 1 area that they talk about where they see race on campus is through racial joking patterns that occur in their primarily white friendship groups. Now they don’t think there is anything inherently wrong or problematic with it because it is framed as a joke.

But it only occurs in very racially isolated environments, and these are even in institutions that have high degrees of compositional diversity. It’s one of those things where if you don’t have diversity of perspectives around you, it is very easy to say, ‘Oh yeah, this is totally OK and this is totally fine behavior.’ If the young men were really being honest and really thought the behavior was totally acceptable, they would do it everywhere. But it doesn’t occur at the student union. It occurs in houses, behind closed doors.

Q. Does any of your research look specifically at fraternities?

A. None of it looks specifically at fraternities, but I have interviewed a number of people who participate in fraternities and these behaviors tend to spike within fraternities. … If you have a bunch of incoming freshmen and they go to a residence hall, they don’t have a lot of choice in terms of who they are rooming with or who is in their hall or anything like that. But the fraternity system can absolutely choose who is going be our fraternity brothers. They are one of the few organizations on campus that have the right to exclude.

Q. What about sororities and white women?

A. I don’t interview white women, and for whatever reason it hasn’t been as prevalent, but I don’t want to say that it is a nonissue either. A number of sorority women have been hosting and participating in racially themed parties. … It is a
situation where if you don’t have the necessary accountability within your specific house, people just run rampant. Especially if you don’t have any diversity within your specific house, you don’t have anyone on the inside who would say, "This is probably not a good idea."

Here at the University of Arizona we had a racially themed party last semester, and that was right after the director of Greek life specifically sent a memo to everyone in Greek life saying, Do not have these parties, just don’t do it. … It still occurs because they don’t think that there is anything wrong with it.

Q. Back to that Oklahoma incident. Do you think these students thought through how they sounded? Do you think they thought of what they were doing as clearly racist?

A. No. They obviously didn’t think through it in any meaningful way. I also don’t think they thought what they were doing is racist. In some of the research that I am doing right now, it is actually becoming increasingly popular to play around with the N-word. As long as people are using it in a joking fashion … it’s not as harmful as if I walked up to somebody and said, ‘Hey, you N-word.’ It is not as immediately hurtful. Or at least that’s sort of the rationalization that goes on.

Q. Pretty much everyone on the bus with them appears to be going along with them in singing their song. Is this a reflection of the pervasiveness of their attitudes, or of something else, like crowd psychology or some tendency of students with such attitudes to gravitate toward one another?

A. It is definitely a combination. … On the one hand I don’t want to downplay the prevalence of these attitudes. … They are everywhere. … The more we keep talking about this nonsense about a postracial society, the more we overlook that this is what is brewing just below the surface.

Having said that, I would be willing to bet that there were a number of students on that bus who did not feel comfortable with the way that the scene was going along. But yet through the peer pressure that was happening, they still participated, they smiled, they were laughing, they owned no individual responsibility for disrupting that situation. In that respect they’re complicit.

Q. Do you think these students ever would have displayed such behavior in the company of a black student? If such behavior remains hidden, how does it cause harm?
A. They never would have done this if black students were present. But really the underlying issue is not that the students used the N-word. It is the underlying attitudes and ideologies that sort of allow that to occur. … The problem is that in many respects they are viewing the world through very racist lenses. …

This informs the way that they have interpersonal interactions with people of color. Very rarely do people intend to be racist. It is more that we act racist in interpersonal interactions because we haven’t checked our unconscious biases. It could be something as simple as this is a student who believes that black people would not be as qualified to hold, say, a managerial position.

Q. What can colleges do about this? Is there any risk they will take steps that will provoke resentment and make things worse?

A. Anytime you go against the Greek system, there is always a very, very high likelihood that resentment is going to be building. Colleges and universities understand that these are very high-powered donors whose children in many respects are coming as legacies to the same institution. In many respects a lot of these incidents continue to pop up because, while institutions of higher education know that they are occurring, they are not willing to actually hold Greek life to an acceptable standard. …

Having said that, the university owes it to the entire campus to be able to do something proactively. … Just because there is pushback doesn’t necessarily mean it is counterproductive or unnecessary. In many respects the level of pushback is an indicator of how necessary those programs are.

March 9, 2015

The Chronicle of Higher Education

Charges of Sexual-Assault ‘Cover-Ups’ Gain New Power on the Big Screen
By Sara Lipka

NO MENTION
Two years of scrutiny have given college presidents many opportunities to offer the reassurance that they take sexual assault seriously. But they might think twice before phrasing it that way again.

*The Hunting Ground*, a new documentary about campus sexual assault, excoriates colleges in a montage of clips of leaders claiming to take the issue "very seriously." All evidence the film presents is to the contrary. It largely omits administrators’ perspectives, going "straight to the heart," it advertises, "of a shocking epidemic of violence and institutional cover-ups sweeping college campuses across America." Each class arrives full of potential. "To our new, treasured students: This is your moment," a nameless dean declares as the film begins. But when a fifth of young women experience sexual assault, and one after another turns to her college for help, the institutions don’t treasure them at all, but discredit and forsake them. According to the film’s experts, colleges care more about keeping their crime statistics low and their applications high, about not challenging powerful interests like fraternities and athletics.

Students, parents, faculty, and alumni must "help stop this epidemic," *The Hunting Ground* implores. Administrators, apparently, are beyond hope. Online the filmmakers have posted a pledge: "Commit to holding your college accountable." The project was a moral imperative, say the filmmakers, Kirby Dick and Amy Ziering. As they traveled with their last film, *The Invisible War*, on sexual assault in the military, they were exploring a new topic entirely. But personal appeals from students came after screenings and in letters. "We felt compelled," says Ms. Ziering, "like how could we not make this film?"

Its rising action is the activism of the past two years: the wave of federal complaints against colleges under the gender-equity law Title IX, White House campaigns, and close attention from lawmakers. "You can see the movement gain momentum in real time," says Annie E. Clark, a graduate of the University of North Carolina at Chapel Hill and one of the movement’s founders.

The film’s provocative title comes from a young woman at Occidental College describing the environment there in one of many wrenching testimonials. "This is not about bad hookups," says Ms. Ziering, but predators and prey, with the latter uniformly betrayed by their institutions.

That lack of nuance has led to some harsh criticism of the film. Presenting a series of counterpoints with statistics and facts of individual cases, Slate dismisses it as a polemic that does the public a disservice.
Yet as the film screens in more places — Ithaca, N.Y.; Columbia, Mo.; La Jolla, Calif. — its portrayal of colleges is something they’ll have to reckon with.

"Any parent sending a child off to college should consider this required viewing," says a new flier, quoting David Edelstein of New York magazine. Students and faculty want the film on their campuses, and more than 50 will show it in the next couple of months. By the end of the year it will air on CNN.

While the Obama administration and Congress have kept the pressure on colleges, more than 100 of which are under federal investigation, The Hunting Ground will only heighten it.

‘Empty Gesture’

Defending an institution to people primed to distrust it is a formidable task. And any attempts colleges are making to confront sexual assault aren’t part of this picture. Initially the film said, in text on the screen, that leaders of a handful of campuses prominently featured and 35 others had all declined to be interviewed. A later version dropped the reference to the 35. But it’s not clear whether anyone had a real chance. Research and production for the film began in early 2013, and filmmakers requested an interview with a representative of at least one institution, the University of California at Berkeley, toward the end of that year. "We gave the request careful attention; however, we weren’t certain that a balanced view of the campus’s efforts would be conveyed," Janet Gilmore, director of strategic communications, said in a written statement to The Chronicle. Instead, campus officials provided information to the filmmakers about how Berkeley is trying to prevent and respond to sexual assault, but that didn’t make it into the film.

Other colleges received requests much later. "We would welcome the opportunity to sit down with a respected leader like yourself who could share with us your thoughts and insights on the issue and how your institution is responding to the current crisis," says an email from Ms. Ziering received by a number of colleges — including Florida State University, Occidental, the University of California at Davis, the University of Connecticut, and the University of Southern California — between December 9 and 21 of last year. "Thanks so much for considering," it says, "and for doing all you do to bring awareness to this issue."

Some administrators took that as a token effort. The final deadline for submissions to the Sundance Film Festival, where the documentary debuted, had been in September, and the lineup was announced on December 8.

Florida State, already the subject of public rebuke for its handling of sexual-assault allegations against its star football player Jameis Winston, has responded fiercely
to *The Hunting Ground*. Carolyn A. Egan, the university’s general counsel, sent a letter last month to the production company, RADiUS-TWC, to register her "most strenuous objection" to, among other things, the interview request she describes as an "empty gesture."

But pushback can play into a narrative of malfeasance, and the letter’s tone may not do the university any favors. "The filmmakers should have been well aware that it takes weeks to schedule any interviews with university presidents," Ms. Egan wrote. In a public statement, the president, John E. Thrasher, denounces the film for ignoring how the university went to "extraordinary lengths" to support Mr. Winston’s accuser and "to initiate an impartial, independent Title IX investigation."

The film’s writer and director, Mr. Dick, says Florida State took more than two months to respond to the interview request. "We kept the film open until February 19th in the hopes that President Thrasher and other presidents would come forward," he said in a statement to the Hollywood publication *The Wrap*. "It’s unfortunate because we would have welcomed including President Thrasher or another FSU official in the film."

One of the two presidents who was interviewed, Patricia A. McGuire of Trinity Washington University, appears for a few seconds in the film’s sequence about protecting high-profile athletes accused of rape. Colleges, she says on screen, fear alienating important people. She wrote last month in *The Washington Post* that her quote was out of context and didn’t accurately represent her position on the issue. "Some presidents," she said, "actually are quite serious about taking action to stop sexual assault."

When Carolyn A. (Biddy) Martin, president of Amherst College, was asked to be interviewed for the film, she readily accepted. "I care about the issue deeply," she says. "I think it’s important to be as open as possible in the hope that that makes it easier for students and for the campus as a whole to talk about the issue, and for people to come forward when there are incidents."

Ms. Martin has yet to see the film, but understands why it portrays colleges as it does. "There’s a lot of criticism that is fair and warranted," she says. And yet "it’s also important," she adds, "to acknowledge the change that’s under way."

She described that change in her interview for the film, but her comments didn’t make the cut.
Other material sufficiently conveyed the perspective of college presidents, says Mr. Dick. "We decided that Pat McGuire was covering that area pretty well."

Trinity may not have big-time sports or even many male students, but Ms. McGuire speaks for universities that do, says Ms. Ziering, the producer. "She meets frequently with other presidents, they trade notes. She really understands how the system works."

**Faculty Allies**

The story of a corrupt system is powerful, and it’s resonating. Despite *The Hunting Ground*’s warning that colleges retaliate against employees who advocate for victims of sexual assault, the film is attracting allies in the faculty ranks.

Timothy L. Barnard, a visiting assistant professor of film and media studies at the College of William & Mary, went to Sundance expecting to find a foreign film for the campus’s Global Film Festival, which he directs. But when he saw *The Hunting Ground*, he felt an immediate sense of urgency. "Any professor who sees the film has to reflect on all of the students they’ve had over the years," he says. Statistically, some of them were victims of sexual assault.

He left the screening feeling like he was at a "personal moral crossroads," he says. "If William & Mary is going to be one of these institutions that’s not proactively working to change this culture and eliminate the status quo, then I don’t know if I can work for an institution in good conscience like that."

Back on the campus, he and students working on the festival secured the rights to the documentary and reserved complimentary tickets for leaders of fraternities, sororities, and other student groups. Many administrators attended on a Friday night last month, and counselors were on hand to speak with anyone upset by the film.

A second showing the following Sunday led into a discussion with Ms. Clark and Andrea Pino, the activists and film subjects, paid for by the student assembly and the college’s Task Force on Preventing Sexual Assault and Harassment. William & Mary’s president, W. Taylor Reveley III, stayed afterward to speak with students. "We recognize the problem exists, and we are working on it tooth and claw," he told the campus newspaper, *The Flat Hat*.

But that doesn’t ease Mr. Barnard’s worry that "a task force or a teach-in are these Band-Aid things that are just for show." The film may have amplified the voices of sexual-assault survivors, he says, but he wonders if campus activism will continue: "Will that translate into pushing the task force if they don’t do enough?"
The film lowers the risk of complacency, but what’s needed is vigilance, he says. "We’re going to have to stay on them."

‘Moral High Ground’

Many campuses now tout a list of their efforts to combat sexual assault. They’re taking action, creating new brochures and websites, adopting new policies, hiring new staff members, training students and employees in new ways. While they promote and refine such efforts, can they meet increasing expectations?

"There is this moral high ground in higher education that’s just sitting vacant," David Lisak, a retired associate professor of psychology at the University of Massachusetts at Boston, says in The Hunting Ground.

In an interview, Mr. Lisak, who studies sexual assault and consults with the military and colleges, says he sees abdication and general ineptitude on some campuses. But he also knows administrators scrambling to protect students. "If you want to make a documentary about the institutions that are desperately working their tails off to make the necessary changes, to get it right, to create systems that are fair and effective," he says, "it’s happening."

Still, that isn’t enough. Colleges are too reactive, Mr. Lisak argues, and their responses are incomplete. He’s waiting for a five-year strategic plan for adjudication, prevention, and assessment. "There are a number of campuses that say, We’re a leader, and we’re going to be a leader and whatever, but I don’t think we’ve really seen a true example of that."

To Ms. Martin, of Amherst, what’s crucial is open, honest discussion. "We’ve been guided in very large measure," she says, "by the activism and the insight that some of our own survivors and survivors across the country have provided." She points to Dartmouth College and the University of Virginia as tackling sexual assault head on. "Colleges and universities are not going to be able to end this problem on their own," she says, "but we can certainly do a lot more than we’ve done in the past."

In her interview for The Hunting Ground, Ms. Martin says she was asked if she was hopeful about the future. "I said that I was hopeful, given the changes that are under way," she recalls, "and also that I thought progress depended on more awareness societywide."

Ms. Martin may not appear in the film, but she advocated for a local theater to show it. She’s trying to set up a screening at Amherst in April.