When ‘safety nets’ close, people fall through cracks

Safety-net agencies, such as food banks and nonprofit organizations, connect vulnerable people who may be uninsured or underinsured with services, such as health care, legal aid, and housing.

But, when they close, the people most in need may get lost in the system.

A new study, published in the journal *World Medical & Health Policy*, shows that when a large, safety-net agency suddenly closed, many clients receiving services from smaller HIV service organizations got “lost in the system,” or were disconnected from services.

Additionally, clients experienced delays in care and lost a resource where they could be connected to multiple services. Similarly, service agencies reported suffering from the closure because they had relied on the larger agency for case management.

Emotional sustenance

“Safety-net agencies serve as starting points to connect clients with resources and help coordinate services for clients,” says Nidhi Khosla, assistant professor of health sciences at University of Missouri. “The services that the agencies provide are interconnected, and when one agency closes, all have to adjust.”

“Agency leaders need to acknowledge that their organizations often provide intangible services for clients,” she says. “Leaders need to understand that these agencies and their programs serve vulnerable populations, and once individuals have established a relationship with an agency, it means much more to them than simply health care; it’s a source of emotional sustenance for them.”

Agencies should have plans in place so that services for their clients would not dissolve should the agencies close suddenly. Policymakers also should implement changes to agencies incrementally and in a planned manner to ensure individuals are not lost in the system, Khosla says.
Needs of the clients

“Ideally, agencies that close would be able to transfer their clients to other agencies that can fill those needs. Policymakers should consider how difficult it’s going to be for a person who’s already vulnerable to transfer to a new agency, because it takes time to make appointments, to figure out how a new agency works, and how to get there. These are all small factors that sometimes escape policymakers’ consideration.”

Many agencies constantly face a shortage of time and money, and it may be difficult for leaders to find time to think about larger issues, such as long-term sustainability, when they’re confronted with operational challenges on a daily basis, Khosla says.

But, agency leaders should engage in constant review to adapt to the needs of those they serve.

“Agencies begin with a mission, and over time, the environment changes. It’s important for agency leaders to step back and review their missions to make sure they’re still relevant to the needs of their clients.

Additionally, even though non-profits operate with altruistic motives, they still need to function as agencies that are dependent on funding.”

COLUMBIA MISSOURIAN

MU Law School professor Edward Hunvald dedicated 50 years to teaching

ANDREW KESSEL, 12 hrs ago

COLUMBIA — Edward Hunvald Jr. spent five decades reading and writing law, and his greatest passion was sharing his expertise with his students at the MU School of Law.

He rarely took vacations, his daughter, Sarah Lang, said. And when he was not at MU as a teacher, he came as a photographer, keeping a day-by-day photo record tracking the construction of the law school building, Hulston Hall. Over a career that spanned a half-century, he never lost a spark of enthusiasm, his wife, Kay Hunvald, said.

"He was a man of great good nature and always cheerful," she said. "He had a very rich humor."
Edward Hunvald Jr. died Friday, June 27, 2015, after a lengthy battle with Parkinson's Disease. He was 86.

He was born Aug. 27, 1928, in Memphis, Tennessee, to Edward Sr. and Lilias (Castle) Hunvald.

Mr. Hunvald graduated from Princeton in 1950, and he graduated from Harvard Law School in 1953. He then worked for three years at the Judge Advocate General's School in Virginia before returning to Harvard as a teaching fellow.

On June 19, 1954, he married Katherine "Kay" Candee, whom he met while he studied abroad at Cambridge.

The pair came to Columbia in 1957, and Mr. Hunvald quickly came to love MU for more reasons than just teaching: He became an avid Missouri sports fan, and he and Kay often attended concerts around town. He enjoyed birdwatching, and he was always careful to keep his feeders full so he — and his cats — could watch birds in his backyard. He also enjoyed music, especially ragtime, and he liked to play guitar.

Mr. Hunvald spent several years on a committee drafting jury instructions for the Missouri Supreme Court. He led a committee that wrote questions for the Missouri Bar Exam, and in 1969, he served as the chair of a committee that revised the criminal laws of Missouri. He was awarded the annual Faculty/Alumni Award in 1976, and in 2012 he was presented with the prestigious Non-Alumnus Award. He also spent three years as chair of MU's Faculty Council.

Mr. Hunvald is survived by his wife, Kay; his daughter, Sarah Lang and her husband, Jim, of Columbia; two grandchildren, Andrea and Nathan, of Columbia; two nephews, Ken Vines and his wife, Debbie, of Alabaster, Alabama, and Matt Vines and his wife, Lynn, and daughter, Leigh Kathryn, of Decatur, Georgia.

His sister, Irene Hunvald Young, died earlier.
A private service will be held for Mr. Hunvald in the fall. Memories may be sent to bakercd@missouri.edu to be compiled and sent to his family. Memorial contributions can be made to the MU Law School Foundation and the Friends of the (MU) School of Music.

MU alumna to compete for Miss USA

By Megan Favignano

Tuesday, July 7, 2015 at 2:00 pm

Columbia resident Rebecca Dunn is preparing to represent Missouri at the 2015 Miss USA pageant on Sunday.

“I’ve been training my brain like a politician, I’ve been training my body like an athlete, and I’ve been training my poise like the Queen of England,” Dunn said. “I’ve learned to do well; you really have to be balanced in a lot of areas.”

Dunn and the other contestants are in Louisiana preparing for the competition and advertising the pageant.

Dunn lives and works in Columbia and grew up near Kansas City. She graduated in 2014 from the University of Missouri-Columbia, where she earned her bachelor’s degree in communication science and disorders.

Dunn works at Columbia-based Newsy.com. She said her knowledge of current events will help her in the competition.

Dunn was crowned Miss Missouri in November. She describes the past year as a blessing.

“I’ve been able to meet so many people and advocate for so many charities around Missouri,” Dunn said.

Dunn advocates for Warriors for Ross, a charity that raises money for children who have been diagnosed with leukemia and their families. She has also worked with the Mizzou for Malawi program. The organization is part of the Global Orphan Project and aims to raise money to build a self-sustaining town in Africa.
Mizzou for Malawi helped build a school a few summers ago, and Dunn visited the school and orphanages in Kenya and Malawi for two weeks.

“It was a surreal experience,” Dunn said. “When we were leaving, I was already planning my next trip.”

Dunn is hoping to visit the school again next summer. The students, Dunn said, made an impression on her.

“The kids — there was such a language barrier but they spoke to you in so many different ways,” Dunn said. “Just the way they love, the way they have faith, the way that they carry themselves. They don’t take anything for granted. Everything is a blessing to them, and it was inspiring to be around.”

While she was at MU, Dunn founded the mentorship program Mizzou for You. In the program, students assist their peers with special needs as they transition from high school to adulthood and the job market.

The group meets every other week for two hours. The first hour, Dunn said, it focuses on social skills through activities like scavenger hunts and hiking. The second hour focuses on the students’ goals.

“If they want a job, we work on their interviewing skills. If they want to learn how to read, we read a book together,” Dunn said.

Her involvement and responsibilities at MU, Dunn said, prepared her for the Miss USA competition.

Rebecca Dunn’s mother, Christine Dunn, said Rebecca makes a good representative for Missouri and would represent the United States well.

“She has worked hard for this,” Christine Dunn said. “It goes deeper than just beauty. She’s a person who has a great heart and cares for other people.”

The REELZ channel, available locally on DISH Network, Charter, DirecTV, Mediacom, CenturyLink Prism and Mizzou Telecom, will telecast the Miss USA 2015 Pageant at 7 p.m. Sunday. The winner will represent the United States at the Miss Universe Pageant. If Dunn wins Miss USA, she will be the second MU alumna in 25 years to win a major national pageant. Debbye Turner Bell was crowned Miss America in 1990.
Financial sustainability is a marathon, not a sprint; a college that wants to endure has to worry about much more than getting through the next year. So it would be a mistake to read too much into reports like the ones Moody's Investors Service issued on Tuesday, which show a "stabilizing" financial picture for most colleges and universities in the 2014 fiscal year.

But given the tumultuous turn of recent events involving closures of some small private institutions and major proposed cutbacks for some public university systems, the news from the ratings agency is probably modestly heartening for most campus leaders and, perhaps, modestly caution-inducing for those predicting that widespread catastrophe is about to befall traditional higher education.

The twin reports from Moody's separately examine the financial "medians" (which strive to analyze performance based on a set of factors) for public and private nonprofit colleges and universities for the 2014 fiscal year, which for most institutions ended a year ago.

Taken together, the reports show "much of the higher education sector stabilizing into balanced operations, increased liquidity and slowly strengthening balance sheets," Moody's says. But about one in five institutions continue to struggle to produce enough revenue, with particular pressure on public and private institutions that do not have a national reach. The reports also suggest a growing gap between haves and have-nots. "If you look across the sector, there are some signs of moderating stress, with stabilizing revenue growth, though at lower levels than in the past. The broad swath is stabilizing," said Susan I. Fitzgerald, associate managing director at Moody's. "But there is a material portion of each sector that really continues to feel very significant stress, with declining revenues and enrollment and declining viability."

Public Institutions
Moody's offers a decidedly mixed assessment of the state of public four-year colleges and universities. The ratings agency notes that state funding began to solidify in 2014, as "many states ... traded tuition increases for increases in state funding." For the first time in more than a decade, Moody's says, "the gap between state appropriations and
student charges as a portion of operating revenue narrowed marginally,” with the proportion of institutional budgets funded by state funds edging up to 24.3 percent in the 2014 fiscal year, from 23.9 percent in 2013. That trend can be seen in the graphic below.

It takes two changes to shrink a gap like that, of course -- and the flip side of the slight uptick in state support for higher education for public colleges is that their net tuition isn't growing much, if at all. Nearly a quarter of public universities actually saw their net tuition revenue decrease in 2014, with regional universities (those without a global/national reach) particularly affected -- almost half of those institutions saw their net tuition revenue grow less than the 3 percent that inflation rose. Moody's officials said they expected the public policy goal of improving affordability to continue to put pressure on public college finances moving forward.

The differences in net tuition revenue between regionally focused and other public universities is linked, naturally enough, to student demand, Moody's finds. Since 2010, enrollment at the institutions the ratings agency defines as "global/national" (typically flagships and land-grant institutions) has grown by 5.4 percent, while it has fallen by 1.7 percent at regional publics. The Midwest is struggling the most, with enrollment there up by 4.3 percent since 2009, compared to 8.4 percent, 10.6 percent and 11.6 percent in the Northeast, West and South, respectively, according to Moody's.

Over all, Moody's finds, public institutions are managing to make their finances work, as their financial reserves are growing thanks to "strong stock market returns, lower debt issuance and expense management."

Private Institutions
Fiscal 2014 was the first year since 2011 when median growth in revenues (3.4 percent) outpaced expense growth (2.9 percent) for private nonprofit institutions. Other positive developments for private institutions in general: median net tuition revenue surpassed inflation and seemed to be stabilize, although the 3.2 percent level was far lower than the pre-recession range of 7 percent.

But 19 percent of private nonprofit colleges rated by Moody's had their revenues decline, and 18 percent saw their aggregate net tuition revenues fall, with most of
those colleges (as seen in the chart below) belonging to the lower-ranked ratings categories filled mostly with less-wealthy and less-selective institutions.

**Fiscal Discipline Puts Operations on Sound Footing**
Annual Operating Cash Flow Margin and Revenue & Expense Growth

![Graph showing median operating cash flow margin and change in revenue and expenses from 2010 to 2014.](image)

*Source: Moody’s Investors Service*

The divergence in financial outcomes among private colleges was evident in assets, as well, with median total assets growing between 36 and 48 percent for the top two ratings categories and 26 to 28 percent for lower-rated institutions.