Incoming UM System president talks priorities at UMSL

By Ashley Jost St. Louis Post-Dispatch, 16 hrs ago

BELLERIVE ACRES • Kicking off an almost weeklong tour of all four University of Missouri System schools, incoming president Mun Choi visited the St. Louis campus for the first time Tuesday.

Choi, currently the provost at the University of Connecticut, was officially named as the incoming university system president last month. He arrives at the system office in Columbia March 1.

During his University of Missouri-St. Louis visit, Choi spoke briefly to a room of more than 100 faculty, staff, students, alumni and community members. He shared a similar vision that he did when he was introduced at a press conference in Jefferson City, recommitting himself to wanting to listen to all of the stakeholders.

A few dozen people lined up to glad-hand with the incoming president. Those who did said they were impressed.

“He seems plugged into something we’ve been looking at on this campus, which is how students can succeed when they get here,” Betsy Sampson, a project coordinator with UMSL’s Office of Academic Affairs, said. UMSL’s push is part of a systemwide retention effort, she said, but it’s good to have someone at the helm who understands that’s important.

After the reception, Choi spent much of the day meeting with campus leaders. Monday night, he met with business leaders including Tom Minogue of Thompson Coburn LLP, and UMSL donors Terry and Stan Freeks, a spokesman said.
Civic engagement was among the priorities Choi outlined during his remarks Tuesday.

Specifically, he mentioned the work that students and faculty are doing around the campus in north St. Louis County, and similar opportunities that all of the campuses can leverage for federal grants. That impressed Patricia Zahn, UMSL's director of community outreach and engagement.

She said that connecting with the community can often get overlooked at schools with large research missions, but “UMSL was created to serve this community and he recognizes that.”

**Planning ahead**

Choi said he expects to announce his plans on the search for a new chancellor at Mizzou. Hank Foley has served as the interim chancellor since R. Bowen Loftin stepped down during November 2015, the same day that system president Timothy M. Wolfe resigned.

“Right now I’m in the process of meeting with the stakeholders both with the Mizzou campus and the Board of Curators, and I plan on making a decision soon,” Choi told the Post-Dispatch.

Choi also announced that he is meeting with governor-elect Eric Greitens on Dec. 11 to discuss their respective higher education priorities.

Wednesday, Choi meets with officials at the Missouri University of Science and Technology. He then travels to Mizzou on Thursday and finishes the week out Friday at the University of Missouri-Kansas City.
ST. LOUIS — Incoming University of Missouri President Mun Choi is on an extended honeymoon as he prepares to take his job March 1, hearing nice words about his selection at public events and being able to answer questions about tough issues without taking a specific stand.

Choi, currently provost at the University of Connecticut, began a four-day, four-campus tour Tuesday morning on the University of Missouri-St. Louis campus. He was introduced by Chancellor Thomas George, who called him “the right person at the right time for the University of Missouri,” and Board of Curators Chairwoman Pam Henrickson, who said Choi represents “the start of a new era.”

Choi gave a brief talk and then met the about 150 staff, faculty, students and visitors who came to greet him. Afterward, he spoke to reporters and said he will study faculty unionization at UMSL, legislation to allow concealed weapons on campus and state budgeting before he takes over.

“I want to be sure that once I begin my position on March 1 that I am beginning that position by understanding all of the foundations,” Choi said when asked about the budget.

Choi’s tour continues Wednesday with a visit to the Rolla campus. The Columbia reception will be at 9 a.m. Thursday in Stotler Lounge at Memorial Union, 518 Hitt St. The tour will conclude with a visit Friday to the University of Missouri-Kansas City campus.

One of the first decisions Choi will have to make is whether to initiate a national search for a permanent chancellor on the MU campus in Columbia. He said he will discuss the job with interim President Mike Middleton and the curators before deciding. The job currently is held on an interim basis by Hank Foley.

Choi also is holding meetings with leaders in each city. He met about 50 St. Louis-area leaders at a dinner Monday evening at George’s residence, and other meetings were planned for Tuesday afternoon.

In his remarks Tuesday, Choi said he wants to promote research, teaching and public engagement by the university.
“I believe in the transformative power of higher education and what it means for students to attend a university like UMSL to advance their careers and become good citizens,” Choi said.

Choi’s selection was announced Nov. 2 in Jefferson City, so the reception Tuesday was his first official event on a system campus. He is the first president with an academic background since the late Elson Floyd. He follows Gary Forsee and Tim Wolfe, who both had a career in business before being hired at the university.

Choi is an engineer by training who has been involved in research with NASA for most of his career. During his remarks, he spoke often about research and the university’s role. The university is a land-grant institution with a teaching mission. UM also is a research institution, and the Columbia campus is part of the elite American Association of Universities, the top public and private research universities in the nation.

A big part of his job, he said, is “investing in grand challenge ideas and projects that will bring about collaborations, not only among the different schools within UMSL, but across the four campuses of the University of Missouri System.”

It also is important to have a university that “is welcoming, inclusive, collegial and respectful,” Choi said.

The university suffered major damage to its public image during fall 2015 when Wolfe resigned amid protests over racial issues on campus and a major political backlash developed, both to the protests and the actions of former Assistant Professor of Communications Melissa Click. The university saw its administrative budget slashed by lawmakers as a result, and the relationship with legislators and the public still is being repaired.

“A strong and successful leader of the UM System will be its greatest advocate and champion,” Henrickson said. The president must be “equally comfortable and effective interacting with the diverse constituencies that” make up “a university community — faculty, staff, students, alumni, legislators, donors and friends.”

The search process began in February. Former Curator Wayne Goode, who as a lawmaker helped establish UMSL in the 1960s, said he met Choi for the first time on Tuesday and was “very impressed.”

Goode said he followed the selection process throughout the year and also was impressed by what he heard about the candidate pool.

“I figured after what went on at MU last fall it would make it difficult to recruit good people,” Goode said.
UM System President-designate Dr. Mun Choi makes first stop on statewide campus tour


UM System President-Designate Dr. Mun Choi made his first stop Tuesday on his tour of all four UM System campuses.

The event began with an introduction by Pamela Henrickson, UM System Chair of the Board of Curators, who praised the incoming president for bringing "incredible experience and energy" to the UM System.

Dr. Choi then briefly addressed the crowd before spending about an hour speaking with attendees at the welcome reception.

"I believe in the transformative powers of higher education and what it means for students who want to attend universities like UMSL to advance their careers and become productive citizens," Dr. Choi told the crowd. "Toward that end, all of us sitting in this room have a broad responsibility to provide access, opportunity and also encouragement to each student."

Dr. Choi will serve as the 24th president of the University of Missouri system, succeeding former UM System President Tim Wolfe who resigned in November 2015 following protests on campus. The incoming president, who will officially begin his new position on March 1, 2017, previously served as provost and executive vice president at the University of Connecticut.

ABC 17 News will have more on this story in our noon and evening newcasts.
Can social skills training help kids react to bullying?

Generated from a News Bureau press release: Bullying Rates Remain Higher for Children with Disabilities Even as They Mature

Kids and teens with disabilities are victimized by bullying at a much higher rate over time than kids without disabilities, a new study finds. Researchers say it’s possible children with disabilities aren’t developing the social skills they need to combat bullying as they grow up.

“This study points out the necessity for special education programs to teach appropriate response skills to children with disabilities,” says Chad Rose, assistant professor of special education at the University of Missouri.

“Schools need to further develop these programs by tailoring social development goals for each individual student to ensure they are learning the social skills that will help them prevent bullying from occurring.

“Prior research has shown that children with disabilities, when bullied, may react aggressively when they lack appropriate response skills. Teaching these students how to communicate more effectively with their peers and with teachers can help them react to bullying in more positive ways, as well as prevent it from occurring at all.”

Over the course of three years, researchers surveyed more than 6,500 children from grades 3-12 about their experiences with bullying; 16 percent of the children surveyed had disabilities, specifically learning disabilities, emotional disabilities, and autism spectrum disorders.

The findings, published in the journal Exceptional Children, show that bullying rates across the board peaked in third grade, were reduced drastically in middle school, and then rose again during high school. However, while mirroring this trend, bullying rates for children with disabilities remained consistently higher than those without disabilities.

“Studying how individual children are victimized by bullying over time has revealed that children with disabilities are not learning how to effectively respond to victimization,” Rose says. “As children continued to mature, we expected to see that they would slowly develop social
skills that would help them combat victimization and close the gap with children without disabilities, but that was not the case.

“Their rates of bullying victimization remained consistently higher, which shows that current intervention approaches are not effectively preparing these children who are most at-risk for bullying involvement.”

Many schools have devoted less and less time over the years to teaching social skills to all students, in exchange for increased focus on common core subjects and standardized test preparation. Schools should refocus some of their efforts on teaching important social skills, especially to children with disabilities.

MU Study Finds Children with Disabilities are Bullied at Higher Rates

Generated from a News Bureau press release: Bullying Rates Remain Higher for Children with Disabilities Even as They Mature


World-renowned speaker to raise awareness on sexual violence
COLUMBIA — Jackson Katz, a world-renowned activist believes sexual violence and its prevention is not just "a women's issue" but instead "it's a men's issue."

Katz will speak at The University of Missouri on Wednesday, Nov. 30, with his speech titled: "Why Some Men Hurt Women and How All Men Can Help."

According to the biography on his website, Katz is the co-founder of Mentors in Violence Prevention, one of the longest-running and most widely influential gender violence prevention programs in North America.

He is also the author of two novels, several academic journals and articles, as well as the narrator and writer of award-winning "Tough Guise" documentary videos.

Katz's work focuses on how men play a crucial role in sexual violence and how they can help prevent it.

His arrival to MU is part of an effort to recognize The White Ribbon Campaign, which is a global movement that engages men in the movement to end violence against women. It advocates for gender equality, a compassionate view of masculinity and the promotion of healthy relationships.

The Relationship and Sexual Violence Prevention (RSVP) Center on MU's campus is teaming up with Interfraternity Council peer educators to raise awareness and provide education about men's role in violence prevention.

RSVP Center Education Coordinator, Kim Scates helped plan the efforts to bring Katz to MU's campus.

"We're really excited to bring him to campus because we know his research will resonate with a lot of folks on our campus," Scates said. "He is an expert in his field and he knows how to correlate toxic masculinity and violence in a way that is accessible so we can all understand."

Scates said even though Katz speech focuses on men's role in violence, his speech is important for all people to come hear.

"Specifically when we're talking about relationship violence, college-aged individuals are the most at risk for experiencing relationship violence," Scates said. "It's critical to have these conversations now and to make sure that folks know what they can do to prevent and then also the resources that are available to them if they experience violence."
She also discussed that changing the conversation surrounding sexual violence is important. Historically, it has been a women's led effort, she claims.

"When we've talked about prevention, we have focused on survivors of violence or potential survivors of violence and we've told them what not to do. So, we will say 'Women take a self-defense class, carry mace, et cetera' in order to prevent violence," Scates said. "But, what we know is that does not prevent violence."

Scates said educating young men and boys on their responsibility to be non-violent is the best form of prevention.

"I think it's important that young men and boys know that they play a critical role in prevention. They have so much power and influence over this situation and can really make a difference in truly ending violence," Scates said.

Earlier in the week, the RSVP Center and IFC peer educators passed out information to students, as well as hosted a "lunch and learn" discussion focusing on the socialization of masculinity and how to redefine it.

Men's Greek chapters will also compete in an online banner contest later in the week. The chapters are challenged to come up with a unique way to raise awareness about violence against women and the prevention of it.

Katz will speak in the ballroom at the Reynolds Alumni Center on MU's campus at 7 p.m. The event is free and open to the public.

Photo therapy may treat PTSD after sexual assault

Generated from a MU Health press release

Photovoice interventions, combined with standard treatments for post-traumatic stress disorder, could help survivors recover from sexual assault, say researchers.
One out of every six American women has experienced a sexual assault or an attempted sexual assault or rape in her lifetime, according to the National Institute of Justice and the Centers for Disease Control and Prevention.

While more than half of female survivors of rape report symptoms of PTSD, previous research has found that not all survivors respond to traditional treatments for PTSD, causing their symptoms to resurface over time.

**Abigail Rolbiecki, a researcher at the University of Missouri School of Medicine, says that photovoice interventions, in which participants express their thoughts and feelings through photos, combined with traditional PTSD treatments, could result in a more complete recovery for survivors of sexual assault.**

“Photovoice gives vulnerable populations an alternative way to express themselves, allowing survivors to use photographs to help convey their thoughts and feelings,” Rolbiecki says. “Participants took photos that represented their strengths, weaknesses, triggers, and their processes of obtaining justice.

“The intervention allowed participants to gently expose themselves to their triggers and discuss their thoughts and feelings about their experience in a safe and supportive environment.”

**Changing the narrative**

Rolbiecki says that current PTSD treatments are designed to help survivors manage their anxiety when confronting triggers, but offer little support at addressing the powerlessness survivors may feel as a result of their experience.

“The typical approaches to treating PTSD are not specifically designed to foster post traumatic growth and empowerment for survivors,” Rolbiecki says. “These approaches rarely provide an opportunity for survivors to rewrite their story and make meaning of their experiences, which is important and necessary for growth.”

In the study, Rolbiecki recruited nine women who had experienced a sexual assault at any time in their lives. Each woman received a camera and instructions to take photos that captured her experience with sexual assault and recovery. The women met weekly as group to discuss their pictures.

After group discussions were complete, the participants worked together to plan an invitation-only photography exhibit to educate others about sexual assault and sexual assault policies. Rolbiecki interviewed each participant after the exhibits to further discuss their experience with photovoice as a therapeutic intervention.
Personal strength

Rolbiecki says that after the intervention was complete, the participants reported decreases in PTSD symptoms and self-blame, and increases in their post-traumatic growth, particularly with their personal strength.

“Survivors of sexual assaults are often identified by society as victims,” Rolbiecki says. “Photovoice allows participants to redefine themselves despite their victimization. Through this tool, survivors can share their story with complete control of how it is told, allowing them to re-enter the world with a story solely authored by themselves.”

Rolbiecki says that results from her study show that photovoice has therapeutic implications, especially in terms of treating trauma through creating and critically discussing photo narratives.

Rolbiecki is a postdoctoral fellow in the department of family and community medicine. She previously worked at the University of Missouri’s Relationship and Sexual Violence Prevention Center.

Rolbiecki’s study appears in the journal *Traumatology*.

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**THE KANSAS CITY STAR.**

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‘Professor Watchlist’ by conservative millennial group accuses teachers of ‘leftist propaganda’

**BY MARÁ ROSE WILLIAMS**

*mdwilliams@kcstar.com*

A University of Kansas journalism professor has landed among a list of nearly 200 college professors being accused on a right-leaning website of “discriminating against conservative students” and advancing “leftist propaganda in the classroom.”

Remember David Guth?
He is the journalism professor who was put on paid leave from KU for seven months, after he angrily lashed out at the National Rifle Association on Twitter following the Navy Yard shooting in 2013.

He’s on the list which was launched last week.

**Former University of Missouri communications professor Melissa Click, who called for muscle to remove a journalism student who was documenting a student protest last fall, is on the list too. Click was later fired.**

So is Candis Bond, an adjunct professor in the department of women and gender studies at St. Louis University. The website says Bond “endorsed some of her students’ participation in pro-choice demonstrations.”

The “Professor Watchlist” is a project of Turning Point USA, a conservative nonprofit organization that says its mission is to educate students about “the importance of fiscal responsibility, free markets, and limited government.”

Matt Lamb, a 23-year-old online student at the University of Nebraska and director of constitutional enforcement and transparency for Turning Point USA, manages the watchlist for the organization.

He said professors are added to the list when “we have a documented source proving the professor did or said something to silence the views of conservative students on campus.”

Lamb said: “We only need one video of a professor yelling at a student to have proof. The Professor Watchlist is a resource for students to know a professor is biased in one direction. We have the freedom of speech to say, hey this is going on.”

One of the instructors listed is Joan Neuberger, a Russian history professor at the University of Texas at Austin.

The list describes the professor as leading a petition to bar students from carrying concealed weapons into classrooms.

A New York Times report on Monday said Turning Point USA has been criticized as a threat to academic freedom.

The Times quoted Julio C. Pino, an associate professor of history at Kent State University in Ohio. Pino is named on the Turning Point USA site and in an interview said, “What we are seeing with this site is a kind of normalizing of prosecuting professors, shaming professors, defaming professors.”
On its website, though, the group said it strongly supports free speech for students; the elimination of safe spaces on campuses; and the end of political correctness.

The group’s founder and executive director, Charlie Kirk, 23, wrote in a blog post that “it’s no secret that some of America’s college professors are totally out of line,” and he said it was time to expose them.

Guth said when he saw his name was on Turning Point USA’s watch list, “I kind of chuckled. It’s no big deal.”

Guth said that while he has “respect for everyone’s right to free speech,” he doesn’t see the group as having much credibility.

“I don’t agree with their characterization of me,” Guth said, and added that he believes it’s up to others to decide whether to put any stock in what they read on the Turning Point USA site.

Click, who is now a lecturer in Gonzaga University’s undergraduate communication department in Washington state, was not available for comment.

According to its website, Turning Point has representation on over 1,100 high schools and college campuses nationwide and has more than 75 paid field organizers — student leaders and activists working to “identify young conservative activists, build and maintain effective student groups, advertise and re-brand conservative values...”

MU scientist: expect colder weather, 15-20 inches of snow this winter

Missourians can expect slightly colder weather this winter, and an average accumulation of snow.

Tony Lupo is a professor of atmospheric science at the University of Missouri. He says this winter’s weather is dependent on what takes place with air in the west. “In the Pacific region we’re trending toward La Nina conditions” said Lupo. “What that tends to do is set up a jet stream pattern that favors colder air coming down from the Arctic region in central Canada into the central United States.”
Lupo says the colder air will cause the state’s average temperature to drop from 32-to-30 degrees. He thinks Missourians will perceive the upcoming winter to be especially cold because it was unusually warm last year. He notes people get accustomed to weather quickly, and if the previous winter was abnormally warm, then a marginally cooler winter will seem much colder to people.

The state’s snowfall is predicted to be in the normal range if 15-20 inches for the three months of December, January and February. However, Lupo says those numbers represents the central part of Missouri, not the whole state. “Snowfall amounts in our state tend to vary from 45-50 inches in the northwest corner of the state, as to way down to, say, 5-10 inches in the southeast corner of our state.”

The southern part of Missouri also tends to get more ice storms and less snow due to the way cold air settles into the continental United States and is met by warm gulf air.

The colder than normal winter will translate to a drop in average temperature from 32-to-30 degrees. During the three months between December and February, highs will be in the lower 40’s, while lows will dip to the lower 20’s.

Even though he predicting a slightly colder winter, Lupo says it won’t be felt initially because lower temperatures will be delayed by a historically warm fall. “It’s going to take awhile for the colder weather to set in” said Lupo. “December may start off pretty warm, but we expect that by January, February, things should be on the colder side, a little colder than normal.”

Lupo says this fall will go down as the third warmest on record because of a jet stream pattern which has left North America and Europe with higher temperatures.

With the colder weather on the horizon, Lupo thinks it’s important to be prepared to protect yourself from the elements.

“You want to have some things on hand like candles and blankets, put some of that in your car just in case,” Lupo said. “Carry some kitty litter or sand in the back of your trunk. It helps with the weight and, if you are stuck, you can use some of it under your tires to give you traction.
Taking a page from another university’s health care system, a team of local medical professionals hopes to make Columbia a destination for specialty health care services in Mid-Missouri.

The question “Why go anywhere else?” is at the heart of the University of Kansas Medical Center’s marketing. Gene Austin, chief executive officer of Columbia Orthopaedic Institute, said Monday that the Mayor’s Task Force on Medical Tourism should focus on the Mid-Missouri area to help patients recognize the quality and value of medical care in Columbia.

Austin, part of the task force’s provider subcommittee that met Monday at Boone Hospital Center, referred to the “leakage” of Mid-Missouri patients seeking specialty care in St. Louis or Kansas City. He said the committee should determine how many Columbia and Mid-Missouri residents leave the area for medical care.

Task force member Jonathan Curtright, chief operating officer for University of Missouri Health Care, said there is “compelling” data on “the thousands of patients who are leaving the 25-county catchment area that could come to Columbia but aren’t.”

**A majority of cancer care is outpatient or ambulatory, Curtright said, adding that both Boone Hospital and MU Health Care have cancer centers.**

“Why drive to Kansas City or St. Louis for ongoing cancer treatment?” he asked.

Curtright, a former Mayo Clinic executive, said other locations in the country are vying to be destinations for medical services but Columbia’s approach is unique in that it does not revolve around one provider or one health system.

“We’re talking about something much larger,” Curtright said, adding that the local health systems represent “this jewel of medicine … right here in Boone County.”

Mayor Brian Treece’s task force began meeting in September to talk about ways to boost promotion of Columbia’s health care services, which already are bringing patients from other states and other countries for specialty care.

Task force member Lana Zerrer, chief of staff at Truman Memorial Veterans’ Hospital, said many times veterans choose a St. Louis or Kansas City hospital for specialty care because of the perception that their care will be better than selecting a Columbia provider.

Subcommittee member Jerry Kennett, representing Missouri Heart Center, said some new realities of medicine also are responsible for more patients leaving the area for care. For instance, Audrain Medical Center in Mexico, Mo., is now part of SSM Health, and physicians there will refer patients to other SSM hospitals in Jefferson City or St. Louis for specialty care. The same is true for hospitals in Hermann and Chillicothe that are affiliated with larger health systems.
Zerrer listed the group’s next steps as compiling a top 10 list of local specialty services and coming up with a cost comparison for specialty procedures among hospitals and providers in St. Louis, Kansas City and Columbia.

“Whatever you can get in St. Louis or Kansas City, you can get here,” Zerrer said. “Almost.”

Some specialty services not offered in Columbia include heart, liver and bone marrow transplants, and there is no facility that offers pediatric open heart surgery.

Curtright suggested there is ample “common ground” where local, competing hospital marketing departments can work together.

Subcommittee member Mark Monroe, radiologist at Advanced Radiology, agreed.

MU student captures melancholy in winning composition

ANN MARION, 14 hrs ago

COLUMBIA — Captivated by Edna St. Vincent Millay’s poem of the same name, emerging composer Douglas Osmun has written an ensemble piece called “First Fig” to draw listeners into a somber world of sound.

Osmun paired haunting cello and piano with subdued mezzo-soprano vocals taken directly from the poem:

My candle burns at both ends;

It will not last the night;

But ah, my foes, and oh, my friends—

It gives a lovely light!
“First Fig” won Osmun, a first-year graduate student, the 2016 Sinquefield Prize for composition at the MU School of Music. The award brings with it a welcome challenge for Osmun — writing another original composition for the University Philharmonic Orchestra at Missouri to be performed in April.

When it comes to writing something new, Osmun focuses on timbre, or the characteristic of sound.

“It’s why a guitar and a violin could play the same note, but we can still recognize the instruments' individual voices because they have their own timbres,” Osmun said. “A lot of my writing is thinking about the specific sounds of the instruments or the voices and how those can be blended together to create interesting textures and timbres.”

Here's an excerpt from the 10-minute "First Fig:"

Osmun’s ability to understand how certain sounds from instruments and voices interplay allows him to create music that evokes the precise feeling he imagines. Before he writes, he envisions a holistic plan for the shape of his composition. But, he admitted that bringing a mental image to fruition is complicated.

"One of the most difficult parts of composing is trying to convey the exact idea for a piece to performers," Osmun said. "This isn't always a bad thing, though, as there can often be pleasant surprises. Things can occur during performance that enhance the music, even if you had no intention for them to happen. It's a double-edged sword in that sense, but it's just the nature of the process."

Stefan Freund, an MU composition professor and the artistic director of the Mizzou New Music Initiative, has overseen Osmun's work on "First Fig" and other compositions. Freund described Osmun's style as modern-day post-Impressionist.

“His music is really at the forefront of what composers are doing right now,” Freund said.

Osmun said he isn’t sure which path he will take professionally, whether freelance composing, teaching or something else entirely. He said he hopes he can continue writing music. For the time being, he’s occupied with finishing the spring commission for the University Philharmonic.
But Osmun hardly seems nervous. He meets with Freund frequently to show his progress.

“He’s focused but in a good way. It’s not an obsession,” Freund said. “He’s simply focused on what he needs to do and is very good at staying on track.”

Freund said the piece is the culmination of everything Osmun has explored so far; it showcases his use of extended techniques, understanding of breath and command of timbre.

Osmun is keeping the details of his newest composition under wraps for now. It will be premiered April 10 at the Chancellor’s Arts Showcase at the Missouri Theatre.

### The Chronicle of Higher Education

### NO MENTION

**Blocked Overtime Rule Sows Uncertainty for Colleges**

*By Lee Gardner* November 30, 2016

Colleges that spent much of the past year preparing for changes in the federal rule governing overtime pay have been left in confusion after a federal judge blocked their implementation just days before they were to take effect. The last-minute ruling has forced institutions to either tell employees that pay increases and changes to hourly employment status are on hold, or proceed as planned in response to a standard that now may be moot.

The new rule, which updates the Fair Labor Standards Act, would make more full-time salaried employees eligible for overtime pay. Employees who earn up to about...
$47,000 per year would be eligible for extra pay for work over 40 hours a week; now only those who earn up to about $23,000 per year are.

Colleges have spent the months since the rule was finalized in May determining which employees fall under the new threshold, and which might receive raises to exempt them from overtime pay or be converted to hourly workers. Since many college employees, such as coaches and admissions counselors, work long and irregular hours, the changes promised to increase overtime payroll and further destabilize the finances of struggling institutions.

Now, with the new rule on hold, colleges must decide whether to continue with their plans to comply or to postpone them. "There’s a lot of uncertainty right now, which is not a good thing," says Scott M. Fitzgerald, director of human resources at Otterbein University.

The injunction came in response to a federal lawsuit filed by 21 states and many business groups asserting that the rule would cause irreparable harm and that the U.S. Department of Labor had overstepped its authority in making it. Judge Amos L. Mazzant III issued a temporary injunction against the rule last week, days before the new rule was to take effect on December 1.

Colleges have several options for responding to the injunction, according to Andy Brantley, president and chief executive of the College and University Professional Association for Human Resources, or CUPA-HR. If they hadn’t informed employees about any changes to their pay or overtime-exempt status, or they had communicated the changes but not implemented them, colleges can postpone. "We’re all used to things with the federal government being changed at the last minute," he says. If institutions had made changes, they should weigh which would be less disruptive to employees and campus processes — to go ahead and keep the changes, or to rescind them.

The California State University system has postponed rule-related changes in pay and overtime-exempt status on its 23 campuses in the wake of the injunction, according to Marc D. Mootchnik, general counsel for the system. The institutions had already informed thousands of full-time Cal State employees about forthcoming changes to their pay or overtime-exempt status, but "we’re in a holding pattern, and we’ll wait for further direction from the courts or the Department of Labor," he says.

Otterbein had already converted about 40 of its more than 500 full-time employees to hourly pay and made them eligible for overtime before the injunction, according to Mr. Fitzgerald. The university also raised the salaries of a handful of employees above the $47,000 threshold to keep them exempt from overtime. Otterbein has no plans to
rescind the conversions or the raises with the rule in limbo. "We need the dust to settle and get a final decision before we do anything," Mr. Fitzgerald says.

'A More Moderate Rule'

Right now, the new rule is dead, and the looming transition of presidential administrations makes its resurrection doubtful.

The Department of Labor is expected to appeal the injunction, a motion that would be taken up by the United States Court of Appeals for the Fifth Circuit. "Never say never, but that Fifth Circuit rarely overturns orders of preliminary injunctions," Mr. Brantley says.

James H. Newberry Jr., a lawyer who represents colleges, agrees. "If you had to bet right now, you’d probably bet on the court system not undoing the injunction," he says.

If the injunction remains in effect through January 20, the rule would become a matter for the incoming administration of President-elect Donald J. Trump. If the new administration doesn’t pursue appeals of the injunction, the new rule would go unenforced pending resolution of the lawsuit against it. If Mr. Trump and his Labor Department wanted to create their own new rule, they could begin the process of doing so.

Another new, or modified, rule could take months, or years. Amid the tumult of a transition, "one would doubt that this is really high on the list of things for the new President Trump to do," says Mr. Newberry. The rule enacted by the Obama administration was first formally discussed in May 2015 and wasn’t scheduled to take effect until nearly 18 months later. A similar timetable for any new rule would stretch implementation into late 2018 at the earliest, "and that assumes a remarkable degree of alacrity on the part of the new Department of Labor to address this issue," Mr. Newberry says.

Some college leaders are happy to see the rule put on hold for now. Campbellsville University in Kentucky had already raised the salaries of more than 20 of about 400 full-time employees, and had already converted about a dozen other workers to hourly employees eligible for overtime. Michael V. Carter, the president, says he has no plans to rescind the changes, but adds that the injunction "has come as welcome news." While the new rule was designed to pay employees fairly for the work that they do, it also promised to add thousands of dollars in additional overtime to already tight college budgets. "Does this rule increase the cost of higher education?" Mr. Carter says. "Yes, it does."
Many in academe would welcome a less-onerous overtime rule from the incoming administration. Mr. Brantley, of CUPA-HR, says that when he and other higher-education leaders first met with the Labor Department about the new rule in 2015, they proposed an increase in the salary threshold to the mid-$30,000 range. While there was bipartisan support for raising that ceiling, "doubling the salary threshold in one step was not reasonable," says Mr. Fitzgerald of Otterbein.

But the threshold clearly needs to be raised from the current figure, set in 2004, he adds. "I do hope that, once the dust settles, people will remember that bipartisan support and do the right thing."

Colleges, and their affected employees, will have to live with some uncertainty for now, but the process of preparing for the rule has had a silver lining for some institutions. It allowed Campbellsville "to really look at job descriptions and the roles that people are playing," Mr. Carter says, highlighting critical positions and also areas where the university may be understaffed. "I think we’re going to be a better institution because of it."

**HHS Pick Longtime Foe of Stem Cell Studies**

Views held by Tom Price, Trump’s pick for health secretary, would put him at odds with many scientists, but academic groups say he appreciates medical education and value of research.

**No MU Mention**

President-elect Donald Trump announced Tuesday that Representative Tom Price, a Georgia Republican, is his pick to lead the Department of Health and Human Services. The selection was widely interpreted as a signal of Trump’s intentions to deliver on his campaign promise to repeal the Affordable Care Act. But academics may be more likely to focus on Price’s past opposition to embryonic stem cell research and his skepticism about the scientific consensus around climate change.

Most of the discussion of Price’s selection noted his strident criticism of the Obama administration’s health care reform law and his plans to replace it with a Republican alternative as well as overhaul Medicare.
HHS's primary significance for higher education relates to its direct oversight of the National Institutes of Health, the world's largest provider of funding for biomedical research.

Price, who has sponsored a bill to define human life as beginning at conception, has been a longtime opponent of embryonic stem cell research. The issue became a political flash point during the George W. Bush administration but became less prominent even as the current administration reversed limits on federal support for stem cell research.

Price is also a global warming skeptic who has voted against restricting carbon emissions, which puts him at odds with the scientific mainstream.

"I think people will have a pretty good idea of where he stands," said Rush Holt, CEO of the American Association for the Advancement of Science. "He's certainly not middle of the road on anything as far as I know."

Holt, who served in Congress with Price, said Trump's HHS pick has significant knowledge of the sector. "He's certainly thought about the issues intensely," Holt said. "He may well be a person who will try to shake things up."

Higher education and medical research groups had nothing but praise for Price Tuesday, citing his familiarity with the health care industry and medical education. Lizbet Boroughs, associate vice president for federal relations at the Association of American Universities, said that Price understands the value of medical research, which she said bodes well for funding of the National Institutes of Health.

"I have always found him to be open to listening. And he's very deliberative," she said. "In my dealings with him, he's not a guy who makes snap judgments. He thinks about things. He considers the impact."

Price's home district in Georgia includes several medical centers. Boroughs said his familiarity with the hospitals as an orthopedic surgeon and with medical education should make him a secretary higher ed can work with.

"He's somebody that higher ed and academic medicine feel they definitely can work with, feel like they have a good relationship [with] going into the cabinet appointment, and we're looking forward to working with him," she said.

Medical lobby groups praised the Price nomination, as did the Association of American Medical Colleges, which represents medical schools throughout the country. AAMC President and CEO Darrell G. Kirch said Price understands firsthand the challenges facing medical schools and teaching hospitals.

"We are confident that Representative Price will bring a thoughtful, measured approach to tackling the wide range of issues affecting the nation’s health -- from funding for biomedical research to training the next generation of physicians to
transforming the nation’s health care system in order to provide all Americans with the care they need when they need it," Kirch said in a statement.

The association backed the Obama administration's lifting in 2009 of restrictions on federal funding of human embryonic stem cell research. Asked about Price's criticism of that decision, AAMC Chief Scientific Officer Ross McKinney said AAMC continues to strongly support the research to find new treatments for conditions such as cancer, autism, Alzheimer's and Parkinson's diseases, and diabetes.

"The AAMC looks forward to working with the administration and Congress to ensure that those same standards will continue, and to preserve the ability of researchers to continue pursuing the most promising science in support of treatments and cures for patients," McKinney said.

Hudson Freeze, president of Federation of American Societies for Experimental Biology (FASEB), said Price has voted many times to limit federal spending, which he acknowledged was a cause for concern. But he said Price has given the impression he understands the value of NIH. Freeze said funding for NIH and medical research may be low on Price’s list of immediate priorities should he be confirmed for the cabinet position.

“My gut feeling right now is that he will have much bigger issues to look at, which includes the Affordable Care Act. That’s going to be the principal focus for a good long time,” he said. “FASEB is going to be watching all of these things really closely.”

**When Presidents Talk Politics**

Campus leaders face intense scrutiny for what they say or don’t say in this tense period. Some messages that go over well on campus receive considerable criticism as they spread.

**No MU Mention**

As student concerns and campus protests play out in the wake of Donald Trump’s victory in the presidential election, college and university presidents grapple with the question of whether they should weigh in -- and what they should say.

Some presidents chose to speak quickly and forcefully, attacking perceived falsehoods from the campaign and assuring students feeling anxiety in the wake
of an election that many see as laying bare bigotry, white supremacy and xenophobia in the United States. Take, for example, Columbia University President Lee C. Bollinger, who issued a statement the morning after the election calling for freedom of thought, tolerance and reason before later publicly denouncing Trump at an awards dinner.

In language unusually pointed for a sitting college president, Bollinger said of Trump, “The denial of climate change, the rejection of the fact of evolution, the attack on free speech, the dissemination of falsehoods deliberately and intentionally that would make George Orwell seem naïve and unimaginative, the attack on groups that we celebrate at Columbia and embrace as part of our greatness--these are not political issues. This is where we stand. This is a challenge to what we stand for.”

**Principles at Notre Dame**

Others waited to speak or tried to address broad principles. The Reverend John I. Jenkins, president of the University of Notre Dame, addressed the election at an interfaith prayer service Nov. 14, laying out his university’s guiding principles, calling for constructive dialogue and trying to assure undocumented students at Notre Dame.

Presidents who issued statements or publicly commented after the election said they felt it was important to proclaim their institution’s values in a world of unsettled political discourse. They also said they felt compelled to update students and faculty members who were looking for leadership in an uncertain time--or alumni who wanted an update from campuses about which they care. But some remarks that were well received on campuses have been attacked and mocked in publications sympathetic to the president-elect.

Communications experts, meanwhile, cautioned college and university presidents to speak with care, especially in the current highly charged political climate. Speaking quickly or frequently is no substitute for leading by action and example, they said. Leaders who react too quickly risk trapping their campuses in a media maelstrom, disaffecting key constituencies or eroding the power of their own words.

Such concerns played heavily in the mind of Notre Dame's president, Father Jenkins, as he prepared his remarks for the Nov. 14 prayer service. University presidents must be careful not to take political stances, Father Jenkins said in an interview this week. At the same time, the president must fulfill a role of articulating the values of the larger institution.

When he wrote his remarks, Father Jenkins tried to consider students and faculty members who might have voted for different sides, he said. Would they take his words as not respecting their views?
“You have an obligation not to say things that are going to more deeply divide people and to understand that you’re part of a community where people have different views,” Father Jenkins said.

In his prayer service remarks, which were picked up by outlets including the New York Daily News, Father Jenkins called for a “respectful, constructive dialogue that is so critical for a democracy.” He called for listening “most attentively to those who do not share our views.” Then he directly addressed undocumented students at Notre Dame, calling them part of the university’s family and pledging to “spare no effort” to support them.

Father Jenkins could have stuck solely to the institutional values his speech emphasized -- human dignity, the common good and solidarity among people. Asked why he decided to address undocumented students directly, the president replied that they feel particularly vulnerable at this moment in time.

“We’re going to support them, and they’re extraordinarily valuable for this country,” he said. “I have spoken on that before, and I think that is appropriate. And, frankly, I don’t think my articulation of that is particularly partisan. It just seems like part of the values of this institution and part of the values of our country.”

Earlier this year, Father Jenkins denounced venom directed by Americans toward Mexicans, calling it “churlish, insulting political theater.” Father Jenkins delivered those remarks while speaking in Mexico City, where Notre Dame was opening an office. He did not name a political candidate.

Notre Dame has traditionally invited new U.S. presidents to speak at its spring commencement ceremony. Father Jenkins was not prepared to say whether he would extend such an invitation to Trump.

When President Obama spoke at the university’s commencement in 2009, the appearance was controversial, marked by outcry and protests from anti-abortion groups. It became a political circus, Father Jenkins said. While he wants to recognize the country’s elected leadership, he also wants to be mindful of families’ and graduates’ experiences.

“What is the most constructive thing to do?” he said. “It’s just something I’m reflecting on now.”

Father Jenkins reported receiving positive feedback to his remarks on the election. Not every president can say the same, however.

**Scrutiny of a Letter From Vassar**

Jonathan L. Chenette, interim president at Vassar College, was one of more than 100 college and university presidents who signed a letter calling on Trump to condemn hate speech and acts of violence across the country. Chenette also signed a statement that called on Trump’s incoming officials to support the
Deferred Action for Childhood Arrivals program. And he signed a letter from presidents at the historically women’s colleges known as the Seven Sisters addressed to Stephen K. Bannon, Trump’s campaign CEO and pick for senior counselor and chief White House strategist, that objected to comments Bannon made maligning alumnae of the Seven Sisters, among others.

Chenette addressed the issues in letter distributed before Thanksgiving break.

“Now, as the next chapter in our country’s history takes shape, many of our students, faculty and staff have concerns and questions about the course the nation will be taking,” he wrote. “And they worry about actions threatened, particularly against people of color, immigrants, LGBTQ communities and others. In this context, academic work and extracurricular projects have been infused with new meaning and energy, as you who know the college well would expect. But there is also confusion and anxiety, mirroring moods pervasive throughout our country.”

Chenette went on to write that he believes people from all backgrounds and circumstances belong at Vassar, pledging to support students at a time when some in the country “seem to be calling into question the rights of some groups to full dignity and respect.”

The pre-Thanksgiving letter, which did not mention Trump or Bannon by name, drew quick outrage from conservative blogs. Legal Insurrection quoted an unhappy Vassar alumna and Trump voter who questioned what actions have been threatened against LGBTQ communities and people of color and who said the Chenette’s message inspired fearmongering. The Daily Caller falsely claimed that Chenette closed his letter by indicating he was thankful for anti-Trump protests on campus -- even though that line does not appear in the letter.

Chenette and the Vassar administration had sent emails to campus on the day after the election. Chenette had even talked to the parent of a student who supported Trump and felt that his communications hadn’t made room for those happy about the election results. But the Vassar president felt it was important to send the pre-Thanksgiving letter to communicate with different constituencies after he’d signed on to the letters on hate speech, DACA and Bannon. He wanted to describe campus life in the wake of the election, he said.

“The Thanksgiving letter, the one that went out widely, was intended to convey the texture of campus life in the week after the election,” Chenette said. “I think it does it pretty honestly. There were no obvious Trump supporter parties on campus, or I would have reported that. There may have been some private ones -- I assume there were. But I tried to give the most honest impression I could.”

Chenette wanted to look forward and help those who were having trouble moving past the election, he said. He also wanted to talk about Vassar’s values when he saw ideas counter to those values being discussed.
Although Chenette considered not sending the Thanksgiving statement, Vassar graduates were asking about what was happening on campus after the election, he said. He does not regret the message.

“I know it’s not going to please everybody,” he said. “There was blowback. I don’t enjoy some of the emails I got, but I learned from that.”

Chenette has tried to talk to his thoughtful critics, he said. He added that he wants to find ways to make marginalized voices in the community more visible and able to contribute to debate respectfully.

One frequent criticism levied at college and university presidents assuring students in the wake of the election is that they would not have issued similar statements had Democrat Hillary Clinton won the election. Chenette said he would not have put out as many statements in that case.

“It was not the outcome that many members of our community expected,” he said. “It is the outcome that some members of our extended community wanted, but [that] the majority of our community felt, I believe, was not in line with the values that we hold dear. And it was a big enough shock that it threatened to potentially disrupt the educational process, which is the core of what we’re about. So our goal is to turn it back into an educational opportunity and say, ‘Look, this is democracy in action, and there are ways to respond that will be good for you, good for the world.’”

The Flag and Its Meanings

Vassar was far from the only institution to find itself in the spotlight for postelection actions. Hampshire College, a private liberal arts institution in Amherst, Mass., found itself in the spotlight after veterans’ groups protested a recent decision it made not to fly the U.S. flag on its main flagpole. The flag has been a point of debate at postelection protests across the country and at Hampshire, where students lowered the U.S. flag the day after the election.

The next day, Nov. 10, Hampshire decided to keep the flag at half-staff, a move it said was intended start a campus dialogue and honor students’ reaction to the election’s negative tone and reports of violence and harassment across the country. Hampshire further explained the move by saying its Board of Trustees had adopted a policy over the last year of flying the flag at half-staff from time to time in order to “mourn deaths from violence in the U.S. and around the world.”

But overnight between Nov. 10 and Nov. 11 -- Veterans Day -- someone burned the flag. Hampshire does not know who burned the flag. The college flew a new flag at full staff on Veterans Day, then trustees voted Nov. 12 to fly the flag at half-staff to prompt dialogue. Six days later, President Jonathan Lash emailed an apology for flying the flag at half-staff and causing distress for veterans.
“Some have perceived the action of lowering the flag as a commentary on the results of the presidential election,” Lash wrote. “This, unequivocally, was not our intent.”

The president went on to announce that the college would not fly the flag on its campus flagpole so it could focus on “addressing racist, misogynistic, Islamophobic, anti-immigrant, anti-Semitic and anti-LGBTQ rhetoric and behaviors.” The college said no campuswide ban was in place and that individuals on campus and campus offices were free to display their own flags.

Lash was not available for comment, according to a campus spokesman who said the president is meeting with students and employees as part of the announced talks on the flag. Lash met with those who organized the veterans who protested, said the spokesman, John Courtmanche.

“President Lash acknowledged their right to demonstrate and expressed his regret that a still-unknown person or persons had burned the college's flag overnight before Veterans Day,” Courtmanche said in a statement. “President Lash listened respectfully to the views of the veterans and explained that the Hampshire College community includes a wide range of views including employees and students who have served or are currently serving in the U.S. military. President Lash emphasized that by not flying a flag on our college’s flagpole for the time being, the college is seeking to enable a discussion of values among all members of our campus, not make a political statement.”

The debate at Hampshire has inspired calls for federal funding to be cut from the college and for the United States Collegiate Athletic Association to revoke its membership.

Hampshire declined additional comment after Trump weighed in on the issue of flag burning on Twitter Tuesday, setting off another debate.

National conservative media has been closely following the Hampshire developments. But local columnists have been critical as well. Ron Chimelis, columnist for The Republican newspaper, wrote that Hampshire’s administration was out of touch with reality if it thought taking the flag down would end the uproar.

“When people nationwide fumble for a singular example of how disrespect for the values of others is masqueraded as sensitivity, they won't have to go through a checklist to find exhibit A,” he wrote. “When they need one institution to represent a college culture of administrative spinelessness and where crying rooms, coddling rooms and cuddling rooms are taking the place of classrooms, they’ll have one.”

‘Words Are More Valuable When They’re Scarce’
Presidents often feel pressure to speak too quickly or too often, said Simon Barker, managing partner of Blue Moon Consulting Group, a reputational risk management and crisis consulting firm with a focus area in higher education.

“Actions speak louder than words, and words are more valuable when they’re scarce,” he said. “When we think about the role of the president, is it really your role to be providing this kind of translating, so to speak, for your campus?”

Presidents need to think about why they are issuing a statement and what they hope to achieve, Barker said. They also must consider the unintended consequences of speaking out on an issue.

Barker likens unnecessary presidential statements -- about all topics, not just the election -- to an epidemic. Many of them would be better coming from a more specialized administrator, like a vice chancellor for student affairs, he said. Failing to think the situation through before speaking can lead to a slippery slope where presidents are suddenly expected to weigh in on every topic, from offensive but obscure social media posts to Halloween costumes. That can lead to their words unintentionally highlighting obscure issues or losing their value over time as people tune out frequent statements.

Presidents clearly continue to feel that they need to talk about an institution’s values in times of uncertainty, though. Another postelection example is University of Michigan President Mark Schlissel. He was named in a student petition claiming the university’s response to the election created a “hateful climate that makes students feel ashamed for voting for Donald Trump.”

Schlissel received particular criticism for comments he made at a postelection vigil, where he said, “Ninety percent of you rejected the kind of hate and the fractiousness and the longing for some sort of idealized version of a nonexistent yesterday.”

The University of Michigan has disputed characterizations of the vigil as an anti-Trump rally. Schlissel was not available for comment on this story, but he discussed the controversy and state of public discourse recently on NPR. He said he did not intend to suggest everyone who voted for Trump is of a hateful or racist mind-set. The event he attended was to support many students who felt threatened, Schlissel said.

“I think they were scared and threatened by a discourse through the election season that involved racism and misogyny and xenophobia, Islamophobia,” he said. “So I really felt my role as the leader of the community was to stand up for our community’s values, and I think those values are actually shared by Democrats and Republicans and by people who voted for all different folks in the election.”

An underlying cause of many controversies is that presidents are often making comments and writing statements geared toward the campus constituencies they
see, said Teresa Valerio Parrot, principal of national higher ed public relations agency TVP Communications. But in today’s world, their words quickly travel off campus and become national statements on behalf of the intuition. In the process, they can be stripped of context.

As a result, it’s more important for presidents to remember the existence of different groups when they speak. Trustees may view a situation differently than faculty members, who may view it differently than students. Students themselves may be divided. Sometimes there may be no single message that can properly address all those people with their different experiences and backgrounds.

“One of the recommendations we’ve been giving to presidents is, when we write these statements, make sure they’re writing to all students,” Valerio Parrot said. “Make sure they’re not disregarding the opposing view or those who may not feel like the majority of their student body.”

A first question to ask is whether something really needs to be said, Valerio Parrot said. Does someone on campus need to hear something, or is a president just sharing his or her personal beliefs?

Still, many think presidents can effectively speak to important issues, if they pick their moments and choose their words carefully.

“One of the key tenets of higher education is based on asking the important questions, and that means we have to be willing to work through the tough discussions to find common ground,” Valerio Parrot said. “I do think this is a place where faculty and administrators can set the stage and bring together the various options across campus and show through their leadership how you agree to disagree and still work together.”