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THE CHRONICLE OF HIGHER EDUCATION

How Missouri Used Shared Governance to Preserve Free Speech on Campus

By Ben Trachtenberg

Last week Tennessee enacted a law designed to promote free speech on the state's public-university campuses. I support free expression on campus and understand why politicians might have been motivated to protect it with legislation. But this sort of legislation is a clumsy instrument with which to craft academic policy, and university leaders in other states would be wise to quickly address free-speech issues head on. Delay invites speculation that faculty and administrators are at best indifferent to free-speech rights and risks further intervention by impatient politicians. **Recent success at the University of Missouri can be a national model of how to do this well.**

At Missouri, free speech has been a hot topic lately. In November 2015, the president of the university system and the chancellor of the Columbia campus ("Mizzou") resigned on the same day, in the wake of student protests concerning the university's racial climate. (The events were vastly more complicated and involved several other issues unrelated to race, but this summary will do for now.)

Some observers denounced the student protesters for dragging the university's name through the mud, flinging broad accusations of racism, and making unreasonable demands. Others applauded the students for their idealism, their strength of conviction, and their perseverance in the face of intimidation — as well their tangible successes. In one particularly unfortunate moment, a professor shouted at a student and then pushed his camera in an effort to stop him from approaching and filming student protesters, and the confrontation became national news. She would ultimately be fired as a result.

Appointed interim chancellor in the aftermath of the resignations, Hank Foley knew he had free-speech problems. Journalists were questioning how the home of one of the world's first (and best!) journalism schools could allow students to create a "no media" zone on the campus quad, as well as how a communications professor ended up in an argument that got so out of hand. Meanwhile, black students — among others — continued to face hateful speech, including criminal threats. Events on the quad had made at least one thing clear: Many on campus had no idea just what the rules were.

Responding to someone who posts on the now-defunct social media app Yik Yak, "I'm going to stand my ground tomorrow and shoot every black person I see" is not especially tricky as a policy matter. University of Missouri police found him and arrested him. But when white students utter racial slurs near black students, the question is more complicated. In addition to drawing the line between unlawful harassment and criminal threats (which the university may regulate) and garden-variety racist stupidity (which is mostly protected speech), the university would need to decide all sorts of other speech-related questions presented by the protests and likely to recur.

For example, are students allowed to camp on the quad? The former chancellor allowed it (despite existing university rules prohibiting it), but perhaps that was bad policy. Can members of the media be excluded from part of the quad by students seeking refuge from cameras and interviews, and is the answer to that affected by the chancellor's implicit permission for the students to erect a tent village? What are the rules concerning electronic amplification of voices and music? What about chalk? And putting aside questions about legal rules, how can we build a campus at which everyone feels welcome, free inquiry is encouraged, and the best ideals of higher education may flourish as a result?

In January of 2016, Mr. Foley, who had seen his predecessor take heat for inadequate consultation with faculty on such matters as governance of the medical school and graduate-student tuition waivers, and I, as chair of the MU Faculty Council, appointed the Ad Hoc Joint Committee on Protests, Public Spaces, Free Speech, and the Press. The faculty contingent included two free-speech experts, one from the law school and one from journalism. Administration members included the vice chancellor for student affairs, the police chief, and the vice chancellor for inclusion, diversity, and equity. We also appointed two student members and invited someone from the general counsel's office to attend as an adviser.

Despite the committee's broad representation, there were immediate complaints. One journalism student noted the lack of any students from his school on the committee roster. Others wondered whether the six faculty appointees had too little — or perhaps too much — connection to recent protests. Rather than attempting to please everyone by adding more and more committee members, we reassured everyone that the committee's report would be purely advisory.

It would not enact regulations but would instead make recommendations to the chancellor and the Faculty Council, who would then work together to craft a final version. We also promised to publish the committee's suggestions and to hold public forums, as well as smaller meetings with student groups especially interested in the committee's work. These procedural promises built trust that the substance would eventually prove acceptable to a wide cross-section of the university community.

Further trust accrued in March 2016 when the committee recommended a statement reaffirming the university's "commitment to free expression" that was modeled on a similar statement released by the University of Chicago and adopted elsewhere. The Faculty Council and the chancellor endorsed it.

Throughout the spring, the committee met to discuss drafts. The student committee members, chosen after consultation with student-government leaders, informed the committee about which proposed rules might incite student discontent. The adviser from the general counsel's office provided background on how a Missouri statute could complicate the First Amendment analysis concerning regulations of university property.

In late May 2016, the committee chair transmitted the committee's detailed recommendations to the chancellor and me. I shared the report with the Faculty Council, and the chancellor emailed all faculty, staff, and students a link to the committee web page where the draft rules had been posted. It didn't take long for suggested improvements to appear in my inbox. This past fall, we held public meetings, and the committee prepared updated drafts incorporating changes suggested in written comments and at the forums.

Eventually, the Faculty Council approved a set of policies, and the chancellor directed staff to distill them into new provisions of the "Business Policy and Procedure Manual." A few days before leaving for his new job, Interim Chancellor Foley announced his formal approval of the policies, effective June 1, 2017.

The rules represent the shared wisdom of faculty and administration, as well as the staff who will enforce them and the students they will regulate. With a combination of expertise, patience, and goodwill, we have shown how shared governance is supposed to work — and how free speech can be protected.

Ben Trachtenberg is an associate professor of law and chair of the Faculty Council at the University of Missouri.

THE KANSAS CITY STAR.

MAY 17, 2017 5:45 PM

Editorial: Amid budget cuts and bad publicity, the University of Missouri-Columbia sits at a critical juncture

By The Kansas City Star editorial board

The University of Missouri's Columbia campus sits at a critical juncture. Budget cuts, compounded by declining enrollment and bad publicity, have chipped away at the state's most high-profile public university.

In retrospect, spring 2017 could be viewed as the inflection point that led to a precipitous decline at MU. But the state and the school still have an opportunity to change course.

The esteemed campus has struggled with a tangle of thorny challenges. MU has been beset with reduced [budgets](#), [drops in enrollment](#), negative national attention stemming from concerns about its [racial climate](#) and misguided Missouri legislators who fail to grasp higher education's importance to the region's economic stability.

That's a complicated web for MU to navigate. And it's imperative that higher education has the support of the legislature as university leaders work to stabilize and contend with an array of issues.

This week, Interim Chancellor Garnett Stokes [announced plans to slash](#) up to 400 jobs. Most will be open positions that will remain unfilled. Others will be eliminated through attrition, and the remaining 100 will be layoffs.

Morale understandably has taken a hit.

The job reductions are a result of a \$55 million cut to MU's budget and come as the campus is predicting a second year of declining freshman enrollment. All of the state's universities are absorbing a 6.58 percent decline in state funding.

A proposal to raise MU's tuition by 2.1 percent has been made, an attempt to recover lost funds. It's a risk, though, as higher costs could lead people to seek a less expensive education elsewhere.

Some will wrongly place too much blame for the current problems on the student protests that disrupted MU in the fall of 2015. Led by African-American students upset with racial incidents and a general feeling of intolerance, the sit-ins drew national headlines. The turmoil resulted in the resignations of MU System President [Tim Wolfe](#) and [Chancellor R. Bowen Loftin](#).

Some legislators were quick to label the protests the tantrums of easily offended snowflakes, a symptom of a campus gone too liberal. The truth was far more complicated, though.

Mizzou is not alone in many of its struggles. Demographic shifts mean fewer high school seniors to recruit. Concerns about racial inclusion echo elsewhere, and public research universities [face disproportionate losses](#) in state funding nationally.

But the Tigers have encountered more than their fair share of roadblocks in recent years. Bolstering the Columbia campus is crucial work that must continue to ensure that it remains a flagship institution for Missouri.

MISSOURIAN

Neil Olson steps down as dean of the College of Veterinary Medicine

IDA SOPHIE WINTER, 13 hrs ago

COLUMBIA—Neil Olson, the dean of the College of Veterinary Medicine, will leave MU in August for St. George’s University in Grenada, according to a memo sent to MU administrators Wednesday.

Olson, who became dean a decade ago, is the fifth dean to resign within the last 14 months. An interim dean has not been named.

During his tenure, Olson, among other accomplishments, established the Veterinary Health Center — Wentzville, increased enrollment and helped the college achieve full accreditation from the American Veterinary Medical Association Council on Education.

Olson earned a doctorate in veterinary medicine from the University of Minnesota College of Veterinary Medicine and a doctorate in physiology from Michigan State University. He previously worked at North Carolina State University College of Veterinary Medicine.

Other deans who have resigned since February 2016 at MU are [Dan Clay, former dean](#) of the College of Education, who resigned in February; [Thomas Payne, former dean](#) of the College of Agriculture, Food and Natural Resources, who resigned in May 2016; [Gary Myers, former dean](#) of the School of Law, who resigned in May 2016; and [Michael O’Brien, former dean](#) of the College of Arts and Sciences, who resigned in June 2016.

[Patrice Delafontaine, dean of the School of Medicine](#), resigned in September 2015 but was rehired as dean in February 2016.

Four permanent deans began their tenure at MU in the past 10 months:

- Lyrisa Barnett Lidsky will become dean of the School of Law in July.
- J. Sanford Rikoon was appointed dean of the College of Human Environmental Sciences in March after serving as the interim dean since August 2015.
- Ajay Vinzé became dean of the Trulaske College of Business in January.
- Kathryn Chval became dean of the College of Education in July of last year.

ST. LOUIS POST-DISPATCH

Mizzou veterinary dean steps down

By Ashley Jost St. Louis Post-Dispatch, 21 hrs ago

After 10 years at the helm of the University of Missouri-Columbia's College of Veterinary Medicine, dean Neil Olson is stepping down.

His departure was announced by campus leaders Wednesday morning.

Olson joins [St. George's University in Grenada](#), an island in the Caribbean, as the dean of the School of Veterinary Medicine. His last day at Mizzou is Aug. 15.

Mizzou's veterinary school is [one of 30 nationwide](#). Interim chancellor Garnett Stokes said she hopes to announce interim leadership soon.

In her campus announcement, Stokes commended Olson for his accomplishments with the school's accreditation processes, endowment boost and the creation of [a cancer center in Wentzville](#).

There are active searches at Mizzou for two other dean positions, including the College of Agriculture, Food and Natural Resources and the College of Arts and Sciences.

Dean of MU College of Veterinary Medicine takes job in Grenada

Neil Olson, dean of the College of Veterinary Medicine, on Wednesday became the eighth dean to depart the University of Missouri in the past 18 months.

Olson, dean since 2007, will become dean of the School of Veterinary Medicine at St. George's University in Grenada on Aug. 15, interim Chancellor Garnett Stokes wrote in an email memo to faculty and administrators.

In the memo, Stokes credited Olson with increasing the college's endowment, establishing a Veterinary Health Center in Wentzville in St. Charles County and earning full accreditation for the college from the American Veterinary Medical Association and full accreditation for the diagnostic laboratory.

"It is our intention to have an interim dean named quickly," Stokes wrote. "We are very sorry to see Dean Olson leave; we appreciate his leadership over the past 10 years and wish him well at St. George's University."

The university currently has two openings for other dean positions, in the College of Arts and Science and the College of Agriculture, Food and Natural Resources.

College of Veterinary Medicine dean Neil Olson steps down for a position at St. George's University

By Zia Kelly

College of Veterinary Medicine Dean Neil Olson will be leaving his position at MU, according to an email Interim Chancellor Garnett Stokes sent to campus leaders Wednesday morning. He will be taking a dean position at St. George's University in Grenada beginning Aug. 15.

Olson said he will be leaving his position in late July, and Stokes said in the email that the university intends to fill the position quickly, but did not specify a date for that goal to be completed.

This will make the college the fourth academic department at MU without a permanent dean. Currently, the College of Agriculture, Food and Natural Resources, the College of Arts and Science and the School of Law all have serving interim deans.

During his decade at MU, Olson oversaw the establishment of the Veterinary Health Center in Wentzville, Missouri. Since he took the position in 2007, the college has earned full accreditation from the American Veterinary Medical Association Council on Education and the American Association of Veterinary Laboratory Diagnosticians for the Veterinary Medical Diagnostic Laboratory, according to Stokes' email.

Before taking his position at MU, Olson spent nearly 25 years at North Carolina State University in several administrative positions, according to a news release from St. George's University.

"We are very sorry to see Dean Olson leave," Stokes said. "We appreciate his leadership over the past 10 years and wish him well at St. George's University."



No state funds allocated for MU Research Reactor this legislative session

Watch story: <http://www.abc17news.com/news/no-state-funds-allocated-for-mu-research-reactor-this-legislative-session/503316309>

By Sara Maslar-Donar

COLUMBIA, Mo. - The University of Missouri Research Reactor is the only one of its kind in the world, creating radio isotopes used to fight cancer.

"It produces the cancer-treating isotopes that are shipped worldwide on almost a daily basis," said Matt McCormick, president of the Columbia Chamber of Commerce. "That's something important that we have here and we want to grow the workforce with it."

Because of its groundbreaking work, Northwest Medical Isotopes plans to set up a facility in Columbia and will bring about 100 new jobs with it.

But the reactor needs to expand its facilities in order to provide more in-depth training to students and other potential workers who handle the radioactive materials every day.

Local leaders, including McCormick, sought \$8 million from the state government in the 2016 legislative session and were able to secure \$2 million. But right at the end of the session, that money was withheld. The 2017 session came and went, and still the money did not get allocated to the reactor.

"The state of Missouri was having a budget shortfall," said Rep. Cheri Toalson Reisch. "Unfortunately, we had to make some necessary cuts."

Reisch is one of the Boone County lawmakers that has toured the facility, and said she believes it has supreme importance, medically and economically.

"This is a growing industry," she said. "There's so much unknown of the uses and things this can provide and not just in health care. We need a facility like this to be able to find cures for diseases and other economic-related industries this can help."

McCormick said local leaders will continue to ask for the funding in the 2018 session and hope the

project isn't delayed or canceled.

Reisch said the reactor is on the forefront of the local delegation's minds.

"We are going to fight for the University of Missouri; we're going to fight for the research reactor and try to get those needed funds to expand the facility and their classroom space."



BPA may do long-lasting damage to painted turtles

This story was generated by an MU News Bureau press release: [Exposure to BPA Potentially Induces Permanent Reprogramming of Painted Turtles' Brains](#)

Exposure to the chemical Bisphenol A may permanently alter the genes of painted turtles, a new study suggests.

BPA is a chemical that is used in a variety of consumer products, such as food storage containers, water bottles and certain resins.

In previous studies, Cheryl Rosenfeld, an investigator in the University of Missouri Bond Life Sciences Center, along with colleagues determined that BPA can disrupt sexual function and behavior in painted turtles. Now, the team has identified the genetic pathways that BPA exposure alters during early development.

Turtles are known as an "indicator species" because they can be a barometer for the health of the entire ecosystem. By understanding the possible effects endocrine disrupting chemicals have on turtles, researchers might be able to understand the possible effects such compounds have on other species.

"Painted turtles lack sex chromosomes, and their gender is primarily determined by the incubation temperature of the egg during development—cooler temperatures yield more males while warmer temperatures yield more females," says Rosenfeld, who also is an associate professor of biomedical sciences in the University of Missouri's College of Veterinary Medicine.

“Previously, our research team found that exposure to BPA might override the brain development of male turtles and could induce female type behaviors. Our goal for this research was to determine the genetic pathways that correlate to the behavioral changes we identified.”

Researchers examined whether BPA and ethinyl estradiol (EE), a hormone found in birth control pills, affect the global regulatory pathways of the brain. The same turtles from earlier behavioral testing were subjected to a gene expression analysis and 235 genes were identified as being altered in turtles exposed to BPA. The gene expression changes identified in the BPA group were found to significantly alter mitochondrial and ribosomal pathways.

Mitochondria are the “power house” for cells and are responsible for breaking down and converting nutrients into usable energy. Ribosomal pathways produce proteins, which are needed to repair damage and direct chemical processes. Increased energy production in brain cells can thus affect cognitive flexibility and memory.

“Metabolic pathways are not well documented in turtles. We were able to use human metabolic models to infer pathway changes in turtles,” says Scott Givan, associate director of the university’s Informatics Research Core Facility and a coauthor of the study, published in *Physiological Genomics*. “After analyzing the genes, we were able to link gene expression changes to behavioral changes.”

Rosenfeld notes that this is the first study to show a correlation between changes in gene expression patterns and behavioral changes in turtles exposed to endocrine disrupting chemicals.

“Correlation of altered gene expression patterns with the behavioral changes of the animals almost a year after the original exposure indicates that developmental exposure to BPA can lead to long-lasting and likely permanent effects on neurobehavioral responses,” Rosenfeld says.

Others from the University of Missouri’s Bond Life Sciences Center, Westminster College, and the Saint Louis Zoo Institute for Conservation Medicine contributed to this research. Mizzou Advantage, the Office of Research, and the Bond Life Sciences Center at the University of Missouri provided funding. The content is solely the responsibility of the authors and does not necessarily represent the official views of the funding agencies.

Boone Hospital trustees detail lease options to public

By Brittany Ruess

The Boone Hospital Center Board of Trustees are in a balancing act as it moves forward with the lease negotiation process for the county-owned hospital, juggling factors from patient care to financial structures in narrowing down the five options.

All five trustees, along with consultants and attorneys, presented the lease and management options to the public Wednesday night during a forum at the Activity & Recreation Center.

The hospital is currently under a lease with St. Louis-based BJC HealthCare that expires in 2020. Trustees and BJC must notify one another if they wish to continue, modify or terminate the lease by December 2018.

Trustees are also considering leases with University of Missouri Health Care, Kansas City-based St. Luke's Hospital and Duke LifePoint Health Care, a for-profit company based in Brentwood, Tenn. They also could opt to make Boone Hospital a standalone operation, meaning it would be managed by a newly-created not-for-profit.

Residents questioned why the trustees were searching for a potentially new partner when Boone Hospital has received high rankings, such as the U.S. News and World Report which ranked Boone Hospital No. 1 in Central Missouri and No. 3 in the state. Some residents also said they were satisfied with the care they've received at Boone Hospital, expressed doubts over any affiliation with MU Health and communicated concerns over the hospital being run by a for-profit company.

Certain provisions of the lease with BJC caused the trustees to search for potential new partners, said Brian Neuner, chairman of the trustees. He said the Affordable Care Act "shifted the landscape" of health care and forced the trustees to ask themselves if they could improve the hospital's position with BJC or a new partner.

BJC currently does not allow partnerships with physicians, or joint ventures in which the hospital and the physicians share revenues. All other options allow physician partnerships.

Boone Hospital is also not in the network for patients in the federal marketplace under the Affordable Care Act. Anthem, the only insurance provider in the local marketplace, excluded BJC from its network again this year.

In addition, the University of Missouri has created what's called a narrow network, meaning university employees are incentivized to use MU Health with cheaper health care costs.

The Boone Hospital lease with BJC is under a five-year renewal cycle. Keith Hearle, health care consultant for the trustees, said BJC doesn't feel comfortable making long-term investments if its lease with the hospital could expire in five years or less. Though the company has not informed the trustees of the length it would like in a new lease, Hearle said he suspects the term is decades-long.

Duke LifePoint has requested the longest lease at 40 years with Boone Hospital and the trustees have asked the company to consider a shorter term, Hearle said. MU Health has asked for a lease of 30 years or more. St. Luke's Hospital is seeking a 10-year initial commitment and five-year renewals.

Southern District Commissioner Fred Parry, who served as chairman of the trustees until being elected to the Boone County Commission and helped start the lease negotiation process, said the trustees should be cautious in committing to a long-term lease as it takes away local control over the hospital.

"You might as well sell the hospital," Parry said.

Boone County receives about \$2.3 million from the hospital lease with BJC. Of those dollars, \$500,000 supports community health and social services agencies. The remaining \$1.8 million goes to the Columbia/Boone County Department of Public Health and Human Services, animal control services and medical expenses for inmates at the Boone County Jail.

Trustee Randy Morrow said all the companies have committed to maintaining some sort of payment to the county, but the final number is yet to be determined.

MU Health

The proposal from MU Health includes the creation of the Boone Hospital Center Operating Company, which would lease the hospital and report to the University of Missouri Curators. Daily operations would have oversight from a board consisting of two trustees, members appointed by the trustees and MU Health, Boone Hospital medical staff, MU Health leaders and community members.

A lease or collaboration between Boone Hospital and MU Health would accelerate plans to make Columbia a destination for medical care, Hearle said.

Nathan Blount, 23, of Columbia, said he has worries that if Boone Hospital is leased to MU Health, a health care monopoly would be created in the community, decreasing choice for residents and quality of care.

Elias Matsakis, a consultant for the trustees, said state lawmakers could enact legislation that would regulate activities of a combined system to protect consumer interests. A Boone Hospital-

MU Health partnership could also be viewed in a different light as a way to promote competition with St. Louis and Kansas City markets.

In the MU Health proposal, the CEO of the Boone Hospital Center Operating Company would report to the newly-created board and the MU Health CEO.

Duke LifePoint

A new joint venture would be created under the proposal with Duke LifePoint that would be formed under an 80/20 ownership agreement. Duke LifePoint would have 80 percent ownership and receive 80 percent of the cash flow while Boone Hospital would have 20 percent ownership and 20 percent of the cash flow.

Boone Hospital also would receive fixed lease payments in addition to the cash flow.

The joint venture would be overseen by a board of governors and an advisory board of community members and physicians would be created.

The CEO of the joint venture would report to the eastern group president of Duke LifePoint and the new board of governors.

Boone Hospital would continue operating under not-for-profit standards to maintain property and sales tax exemptions.

St. Luke's Hospital

A new hospital corporation would be created to lease Boone Hospital and St. Luke's Hospital would be the sole owner. The company would create a new, 15-member local board with representation from the hospital corporation. St. Luke's would have power over the hospital's mission, strategy, finance and CEO.

St. Luke's, which is based in Kansas City, would like to maintain Boone Hospital as a regional hub for health care and move referrals from St. Louis to Kansas City.

Lease payments would be paid on a percent of revenue basis with the possibility of gains and risks.

Standalone operation

Making Boone Hospital a standalone operation and not associated with any health care company is the least likely option for the trustees and a "risky proposition," Hearle said.

A new board would be created with members to be determined. The standalone option could serve as a short term solution with local decision-making and resources.

Another public forum is tentatively scheduled for 6 p.m. May 25 in Ashland, likely at the Southern Boone County Public Library at 109 N. Main St.

After public forums are completed, Neuner said the trustees will continue negotiations and eventually take a vote to narrow down the options.

MISSOURIAN

Public questions quality of care, future of Boone Hospital Center

KAYLA WOLF, 8 hrs ago

COLUMBIA — Boone County residents voiced both concern and optimism Wednesday night during a public meeting to discuss the future management of Boone Hospital Center, especially when considering a partnership between the hospital and MU Health Care.

About 40 Boone County residents spread out across many rows of blue seats at the Activity and Recreation Center to hear what the Boone Hospital Center Board of Trustees is considering for future management. Keith Hearle, a consultant for Verite Healthcare Consulting, based out of Alexandria, Virginia, presented [the five proposals](#) to the room for comment following the 30-minute presentation.

Boone Hospital Board Trustee Brian Neuner set the tone for comments in his introduction as a discussion, not a debate.

Neuner said the board wants Boone Hospital Center to be adaptive and flexible in the changing health care landscape.

The five options include staying with current provider BJC Healthcare, moving to management by St. Luke's Health System, moving to management by Duke LifePoint, partnering with MU Health Care or operating as an independent county hospital. Boone Hospital has been managed by BJC for over 30 years,

and the lease agreement expires in 2020. The trustees have to decide by 2018 whether to stay with BJC or change management.

Many of the public comments centered on the potential partnership between MU Health Care and Boone Hospital Center. Opponents of the option felt the lack of choice could mean lower quality care for Boone County residents.

“Monopolizing health care in Columbia by dropping a different source of health care just doesn’t make sense because then you are going to lower the quality,” Columbia resident Nathan Blount said. “I was a Boone baby, my two brothers were Boone babies and, we were delivered by the former mayor, Bob McDavid.”

To prevent the partnership from being a monopoly, attorney Elias Matsakis said, the Missouri legislature would have to pass a statute setting regulations for the care and pricing, though that did not quell the concerns of watered-down medical care.

But others were more optimistic about the potential partnership. Some of the MU Health Care professionals present at the meeting said that collaboration between the two hospitals could increase the quality of care for patients and make Columbia a medical destination competitive with St. Louis and Kansas City.

Timothy Fete, a pediatrician at MU Health Care, said a partnership between Boone Hospital and MU could help the smallest and sickest citizens of mid-Missouri by allowing the hospitals to share expert staff, expensive equipment and better facilities.

While the room was divided on the potential MU Health Care and Boone Hospital Center partnership, most agreed that Duke LifePoint, a for-profit healthcare organization, was not a good option.

“Traditionally, for-profit hospitals have offered only care that brings in money, so that’s elective surgery, that’s high risk cardiology, that’s medical rehab, things that not everybody needs,” Blount said. “It’s dropping emergency care, because those are the profit suckers rather than the profit makers.”

A handful of people advocated for Boone to stay with BJC because it has connections with networks in St. Louis and patients can have pretesting and follow-up appointments in Columbia rather than traveling to St. Louis for specialty care.

Boone County Southern District Commissioner Fred Parry, who served on the Boone Hospital Center Board of Trustees for 14 years, said Boone Hospital is an outlier in the BJC network because Missouri did not expand Medicaid coverage. Parry said for this reason Boone may not be a good fit for BJC's corporate strategy.

All five Boone Hospital trustees attended the meeting and answered questions and provided insight into the things that they are considering.

Some of the important considerations the board members are looking at are the length of lease in each option, the ability for physician partnerships, the ability for more governance in mid-Missouri, the ability to retain employees and a competitive retirement plan for their employees all while being able to provide top health care for mid-Missouri residents.

"Absolutely no decision has been made," Neuner said. "If you hear anything to the contrary that is absolutely false, and you can tell them that you heard it from us."

After the board hears more comments, it will go into discussion and could decide to call a vote to narrow the field of options.

"Boone Hospital will be 100 years old in 2021, and we would like to make a decision that will keep Boone Hospital around for another hundred years," Trustee Jerry Kennett said.

There will be a public meeting at 6 p.m. May 25 at the Ashland Public Library. A meeting will be held in Centralia, but a date and time have not been determined. There will also likely be more public meetings held in Columbia.



Boone Hospital gets input on management future

by Mark Slavit

Watch the story: <http://krcgtv.com/news/local/boone-hospital-gets-input-on-management>

COLUMBIA — Boone Hospital Center officials were scheduled to hold a series of public meetings that helped decide the future management of the hospital.

The hospital's current lease with St. Louis-based BJC Health Care expires in 2020, and hospital administrators must choose a management partner by the end of 2018.

Members of the Boone Hospital Board of Trustees considered five management partnerships before their current lease with BJC Health Care expires. **The Trustees had the option of staying with BJC. Other options included partnering with MU Health Care, operating as an independent county hospital, signing a lease agreement with Duke Lifepoint Health Care and having a lease agreement with Kansas City-based St. Luke's Health System. Trustees got input from hospital employees and the public during a series of meetings before making any decision.**

"The hospital is the largest asset in Boone County," Hospital Trustee Brian Nuener said. "They should have a voice and we want to hear it. We want to hear about their ideas, their concerns. It's not a debate. We're not trying to sell them on any of the five options. We want to educate and inform them and get their feedback."

Some people in Boone County had concerns about a partnership between Boone Hospital and MU Health Care because of a monopoly. Nuener said a monopoly on Boone County's health care is impossible.

"We couldn't move forward with that option unless we felt that it wasn't an Anti-Trust issue," Nuener said. "There is a lot of leg work that would have to be done on that option. We're simply not there. We have five options on the table."

The partnership between Boone Hospital and BJC Health Care was more than 30 years old.

Boone Hospital Center officials narrowed their choices for a management partner from 17 to 5 during the past year.



Health care law prompts Boone Hospital to consider shakeup

By: James Packard

Watch the story: <http://www.komu.com/news/health-care-law-prompts-boone-hospital-to-consider-shakeup>

COLUMBIA - The Boone Hospital Center had a public meeting Wednesday to discuss potential changes to its operation agreement.

The hospital has been working under an agreement with BJC Healthcare for 28 years, but changes to health care under the Affordable Care Act prompted hospital leadership to reconsider who operates their hospital.

"The landscape has definitely changed in health care and we have to be in a flexible position to adjust with it," said Brian Neuner, Chairman of the Boone Hospital Center Board of Trustees. "It's not that anybody has done anything wrong, it's just that this is a good time to check up."

Neuner said because Anthem is the only health care provider on the Affordable Care Act exchange in mid-Missouri, people on federal health care programs have to pay out-of-pocket if they use Boone Hospital.

The current agreement with BJC Healthcare ends December 31, 2020. If either BJC Healthcare or Boone Hospital want to get out of the agreement, they must notify the other party before December 31, 2018. If neither party says anything, the agreement will automatically renew.

The hospital is considering 5 options post-2020.

- Keep agreement with BJC Healthcare
- Start an agreement with Duke Lifepoint Healthcare
- **Partner with MU Healthcare**
- Start an agreement with Saint Luke's Health System
- Operate as an independent hospital

"We're serious about all of the options. We haven't narrowed them down. We're at a phase where we've got to present the options to our community, take the feedback," Neuner said. "Once we get that, we'll go back and discuss it amongst ourselves and decide how we want to move forward."

One of the concerns for the trustees is employment security.

"If we would have a transition, we would want the employees at Boone Hospital to go with that transition."

The public meeting was set to start at 7:00 p.m. at the ARC in Columbia.

"These are the options we have," Neuner said. "The forum that's taking place tonight, we're simply going to educate, present the proposals, all five of the options that we have, and then we're going to take questions."

the maneater

Fraternal system's lack of diversity creates a discriminatory environment

By Elena Cruz

When MU student Blake Frazier, whose name has been changed for privacy reasons, heard a fraternity brother say the N-word four consecutive times, he was faced with a difficult decision: stay quiet or react. He chose the latter, and soon after, was asked to leave his fraternity.

Frazier was one of many fraternity members on campus. He encountered prejudice during his time with Greek Life because he is black, and he's not the only student to have such experiences.

According to Frazier, a brother used the N-word four times in a conversation. After being repeatedly told not to use it, the brother still expressed an ignorance to the word's weight. In response, Frazier punched him.

"You want to be black until it's not convenient for you, is how I feel," Frazier said. "You want to be able to say that to somebody, to another white person, but then you bash the struggles of people. You shouldn't say that. And, especially, you shouldn't say that in front of another black person. Because I'm a nice guy. Another person might have straight up beat the s--- out of that person. Four times in conversation?"

Frazier has been in similar positions before, and each time felt forced to take difficult action quickly.

"There's a certain way you have to react in that situation, and I don't feel the same as someone else using the N-word," Frazier said. "So it just put me in a crazy situation that I don't want to be in."

The root of the issue

According to Frazier, the repetition occurred because of his former brother's ignorance to the situation.

"He didn't know what he was doing wrong," Frazier said. "That's just unreal."

Usually, Frazier tries to educate people who unknowingly use discriminatory words.

However, as Frazier explained, this instance was abnormal. He has been called the N-word in the past, and his fraternity took immediate action. It was only because Frazier said it was unnecessary to drop the member that he remained a brother.

As a black member of a majority-white fraternity, Frazier felt that the microaggressions he witnessed were a bigger problem; decreased interaction with non-white members led to an increase in unknowingly discriminatory actions.

"Those types of things don't happen all the time, but the thing that pisses me off or irritates me more than that is the use of it in their daily lives," Frazier said. "Have some respect. Don't rip on our culture. It's even like the things they say. They'll be talking about Ferguson or something, or siding with police, or blindly supporting Trump, or tiny little things that will let you know where their heart actually is. And then they'll come up to me and say, 'Yeah, man, you hear that new Future, man?' I want to say almost tokenizing an entire experience, you know? Like an accessory."

And it's not just his fraternity.

“[This happens] with any fraternity,” Frazier said. “One of my buddies is in another fraternity, and they call each other n**** all the time to one another. It gets so bad to where you get desensitized from it.”

The national chapter of Frazier’s old fraternity prohibits membership selection on the basis of race and condemns discrimination, according to its mandatory resolution regarding discrimination.

Although there are protections in place for individuals of racial minorities, diversity among members remains low. According to Frazier, this is not because of explicit racism or discrimination, but instead because of microaggressions.

Frazier isn’t the only one who has made this connection. Sophomore Matt Luke discussed the lack of diversity in University of Missouri fraternities after transferring from the University of Central Missouri this fall.

Luke, a black student, was initiated into UCM’s chapter of Alpha Tau Omega his freshman year and then attempted to join the MU chapter when he switched schools. He was not allowed in.

This outcome is not unusual, said Trevor Beshear, Interfraternity Council Executive Board vice president of public relations.

“The process for members who transfer from other schools can vary for each chapter,” Beshear said in an email. “It is up to the individual chapters to decide who they take in. However, we do abide by the University of Missouri’s discrimination policy, and if a member transfers and is not voted into the chapter, [it] should be based on whether or not each chapter member feels the fit is right.”

ATO chief executive officer Wynn Smiley addressed Luke’s particular case.

“The men at the Missouri chapter followed this policy and invited the new Missouri student to the chapter a number of times and then to address the chapter at a chapter meeting,” Smiley said in an email. “However, as I understand it, his presentation sent a message to the chapter that he was more interested in activities that revolved around some unfortunate stereotypical aspects of Greek Life. With that, the chapter declined to offer him membership. The chapter’s decision had nothing to do with race.”

According to Luke, he did have an interest in partying. However, he also noticed a larger Caucasian distribution among the frat than in his old chapter.

“We had about 40 guys in the frat – a mixed frat, though,” Luke said. “So we had black people, we had Mexicans, we even had a few gay people in the frat. So, it was very diverse.”

MU’s chapter was not the same.

“I didn’t think it was going to be different,” Luke said. “Why was it different? I don’t know, man. I guess you would have to take a look at the frats and the members in them. I mean, they just don’t have the numbers; they don’t have the diversity in them, so that’s probably the main reason why you have all these problems, because it’s nothing but white people, you know. It’s like the only place still left that’s like that.”

Luke discussed how his cultural background and particular interests did in fact differ from those aligned with the MU chapter. As each chapter looks for members who fit in with its image, he commented on how difficult it would be for many black members to mesh perfectly with the majority-white members’ standards for fitting in.

“I dress a little flashy; I like to be different; I don’t like wearing khakis or stuff like that,” Luke said. “That’s just not my style. They would have a problem with that. I would have to conform. That’s one of the things. And then I would just — being that one black guy in the fraternity — I would just have to work twice as hard as a white boy in that fraternity.”

When asked what steps ATO is taking to increase diversity, Smiley did not respond.

Current diversity structures

According to Carter Koen, IFC Executive Board vice president of inclusion and brotherhood, it is apparent from observation that the majority of IFC members are white.

However, the IFC does not collect official data on the racial demographics within chapters or in the IFC as a whole.

“As the IFC, we don’t record or keep records of the distribution of minority members,” Beshear said.

Neither does the North-American Interfraternity Conference.

“The NIC does not track this demographical information on its member fraternities,” NIC Chief Communication Officer Heather Kirk said in an email.

However, Koen is working to create a survey to measure diversity in Greek Life on campus. According to Koen, he also has been increasing communication with groups such as Diversity Peer Educators and the National Pan-Hellenic Council, as well as encouraging fraternity members to attend events that allow them to experience diversity outside of their houses.

“Some of the things that we talk about are these internal biases that you’ve developed just based on your raising,” Koen said.

Many of the policies will take some time to enter the MU system.

“It’s kind of ongoing,” Koen said. “It’s one of those things. I took the position maybe a month and a half ago, so a lot of it’s been conversation building because you can’t just throw something

down and expect it to stick. You have to provide structure, the infrastructure, to open up those channels of communication.”

According to Zack Reader, Phi Delta Theta recruitment chair, similar conversations have occurred in the past with little results.

“I think when you get into Greek Life, you see a lot of conversations about diversity,” Reader said. “It’s one of those things that’s thrown around a lot but not a lot of action is taken.”

Many local and national fraternities only accepted Caucasian men until around the 1950s. On the topic of these policies’ residual effects, Koen discussed the importance of continuing to increase fraternities’ diversity.

“Yes, [we are] very much still feeling those impacts, and there have been steps, but once again, is it enough?” Koen said. “Has it reached that? And people can say they are proud, but have you truly achieved it? Have you truly eliminated those residual effects?”

The lack of diversity also affects the professional lives of individuals in fraternities. According to the New Jersey Institute of Technology, fraternity memberships lead to many job opportunities: 85 percent of Fortune 500 members were part of fraternities, and 43 of the 50 owners of the biggest national corporations have been in fraternities.

“Within a fraternity, the avenues for networking are huge,” freshman Adam DeGuire said, who was previously a member of Phi Delta Theta. “Given that minorities are often not included in Greek Life, all too often, they are kind of limited as far as those networking avenues go. I mean, I joined a fraternity and my LinkedIn profile blew up. It was huge immediately. So there’s that avenue that’s immediate, and it’s the rich, white demographic of Greek Life.”

Zooming in on MU chapters

Certain fraternities are becoming more aware of the lack of diversity within the IFC.

Within Phi Delta Theta, there is no explicit procedure dedicated toward increasing inclusion. However, the fraternity prefers to treat all people who rush equally and to consider their personalities when welcoming them into the fraternity.

“The biggest thing is it’s a value-based approach that we take,” Reader said. “We find when you become inclusive to all identities but exclusive to values, you get the right people regardless. Looking at that value-based culture, we become blind to whether it be someone from the black community, LGBTQ community; it just coalesces around who you are as a person.”

At this time, 10 of the 86 members of Phi Delta Theta identify as members of a minority group. According to Phi Delta Theta President Maxwell Keeter, five to six are Asian-American, three are Latino, one is from the Middle East and two are black. There are additionally several brothers who identify as members of the LGBTQ+ community.

“Instead of saying we have this quota to meet, where we have to have a certain amount of LGBTQ+ people, for example, instead we would have an environment where they’ll feel comfortable,” Keeter said. “...In addition to culture, basically what you’ve got is that kind of a friend-of-a-friend thing. So if a few of one certain identity comes in, then they will continue to bring more people in because they’ll realize that hey, this is actually a good place; this isn’t somewhere that falls into one of those stereotypes.”

Luke discussed his hopes for the future of Greek Life and its policies regarding increased inclusion.

“I wouldn't say racist,” Luke said. “I would say diversity needs to be a topic ... because that's what it is; frats are segregated.”



MU Health Develops Program to Teach Children to Recognize Signs of Stroke

Generated from MU Health release: [MU Stroke Specialists Teach Students to Act F.A.S.T.](#)

Watch the story: <http://mms.tveyes.com/PlaybackPortal.aspx?SavedEditID=56faa920-4762-4d66-b5db-ebcf3224e236>

MISSOURIAN

GUEST COMMENTARY: Let's talk about free speech on campus

NEAL H. HUTCHENS AND BRANDI HEPHNER LABANC, 1 hr ago

The recent cancellation of an appearance by conservative commentator Ann Coulter at the University of California at Berkeley resulted in [confrontations between protestors](#). It's the latest in a series of [heated disputes](#) that have taken place involving controversial speakers on campus.

One of us is a researcher of higher education legal issues (Neal) and one is a senior administrator in higher education (Brandi). Together, we're interested in how institutions facilitate free speech while also supporting students.

From our different perspectives, we see two closely connected questions arise: What legal rules must colleges and universities follow when it comes to speech on campus? And what principles and educational values should guide university actions concerning free speech?

When it comes to the legal requirements for free speech on campus, a key initial consideration is whether an institution is public or private.

Public colleges and universities, as governmental institutions, are obligated to uphold [First Amendment](#) protections for free speech. In contrast, private institutions may choose to adopt speech policies similar to their public counterparts, but they [aren't subject to constitutional speech requirements](#). California proves a notable exception: State law requires private secular colleges and universities to follow [First Amendment standards in relation to students](#).

For those colleges that are subject to constitutional speech rules, what does this mean?

For starters, an institution does not have to make all places on campus, such as offices or libraries, available to speakers or protesters. Universities may also [provide less campus access to](#)

[individuals unaffiliated with the institution](#), thus potentially limiting the presence on campus of activists or protesters who are not official members of the university community.

Regardless of these limitations on free speech, once an institution categorizes a campus space as accessible for students or permits its use for a specific purpose — such as musical or theatrical performances — campus officials [must not favor particular views or messages](#) in granting access.

Some campus areas, such as plazas or courtyards, either by tradition or designation, constitute open places for speech and expression, including for the general public. Colleges and universities may impose reasonable rules to regulate the use of these kinds of open campus forums (e.g., restrictions on the length of the event, blocking roadways or the [use of amplification devices](#)). However, a guiding First Amendment principle is that institutions cannot impose restrictions based on the content of a speaker’s message.

A central point of conflict over student speech and activism involves [rules at some institutions](#) that restrict student speech and related activities, such as protests, distributing fliers or petition gathering to specified areas or zones on campus.

Students have argued that such “free speech zones” are overly restrictive and violate the First Amendment. For instance, a community college student in Los Angeles alleges in a current lawsuit that his First Amendment rights were violated when he was allowed to distribute copies of the U.S Constitution [only in a designated free speech zone](#). **Virginia, Missouri, Arizona and Colorado (as of April) have legislation that prohibits public institutions from enforcing such zones. At least six other states are considering similar laws.**

In our view, legislative and litigation efforts may curtail the use of designated free speech zones for students in much of public higher education. In the meantime, increasing resistance could be enough to prompt many institutions to voluntarily end the use of free speech zones.

While legal compliance is certainly an important factor in shaping policy and practice around free speech, campus leaders should perhaps have a different consideration foremost on their minds: namely, the institutional mission of education.

Most students arrive on our nation's campuses to acquire a degree, discover who they are and determine what they want to be. Students grow cognitively, morally and psychosocially while in college.

This personal development cannot fully take place without [exposure to opposing views](#). To that end, students should be encouraged to [express themselves civilly](#), listen to critiques of their ideas and think deeply about their convictions. Then, in response, students can express themselves again in light of new and opposing ideas.

This process of engagement, productive discourse and critical reflection can [create tension and conflict](#) for many. The reality is that protected free speech is [not always viewed as good or productive speech](#) by all members of the campus community.

However, rather than labeling students as [fragile "snowflakes"](#) or pressuring institutions to [punish students who wish to challenge campus speakers](#), in our view, there's a better approach: Why not take seriously students' objections to controversial speakers — [support them and engage with them](#) on how to reconcile their concerns and institutional commitments to free speech?

Free speech issues on campus are often messy and can make both students and campus officials uneasy. But discomfort also presents an opportunity for growth. We believe that educational institutions have a responsibility to foster debate and to help students gain experience in processing and responding to messages they find objectionable.

And so, when controversies arise, campus officials — at times stretching their own comfort zones around issues of student speech and activism — can embrace the educational opportunities they present.

The Washington Post

A Zambian opposition leader was arrested, but there are deeper cracks in the country's democracy

By Michael Wahman

When Zambian opposition leader Hakainde Hichilema was arrested last month and charged with treason, the world took notice. Granted, Zambia has never been a model democracy, but this degree of government repression was far out of the ordinary.

Zambia, despite its corruption and weak political institutions, is in fact known for relatively high levels of democratic stability. Elections in Zambia have been competitive. When President Rupiah Banda lost the 2011 election, for instance, he peacefully handed over power to the opposition.

In the past, the judiciary and other political institutions have displayed independence in relation to the president. The government has generally respected Zambia's free press.

So how are we supposed to understand Hichilema's arrest? Is this a minor aberration — or a serious indication of democratic deterioration?

It is too early to tell what the consequences of the charges against Hichilema will be. On April 11, he was charged on three counts. He was subsequently acquitted on one count — using insulting language against police officers. Still pending is a verdict on the more serious charge of treason.

Although the Lusaka Magistrate Court found that the treason charge had no substance, the magistrate refused to dismiss the case, citing that only the High Court had the right to do so. Treason charges do not permit bail, so Hichilema remains in police custody. Further hearings have been adjourned until May 22.

Zambia's democracy is showing other cracks

There's more to this story, though. Observers of Zambian politics have identified a much broader process of democratic erosion and government repression in Zambia, where the independence of political institutions have been undermined. Here are some examples:

Zambia's 2016 elections turned into a controversial affair, with allegations of fraud and unprecedented levels of violence. The incumbent, President Edgar Lungu, benefited from undue

financial and legal advantages. Hichilema, the opposition candidate, challenged the results in court, but the petition was ultimately thrown out on a technicality. And there was an added dispute — the president had appointed a number of controversial judges shortly before the election, bringing into question the Constitutional Court's independence.

The state also attacked the independent media, while the official state media remained heavily biased in favor of the incumbent. When the Zambia Revenue Authority closed down the pro-opposition Post Newspaper last year, due to unpaid taxes, it silenced a voice that was critical of the incumbent regime. The timing, in the midst of a closely fought election campaign, seemed highly suspicious to many observers and international actors.

Civil society groups have also found themselves under attack. The government has tried to meddle in the internal affairs of the Law Association of Zambia (LAZ), an outspoken critic against the breakdown of the legal order. In a controversial move, lawyers with close association to the ruling party tried to impeach the LAZ council and its president.

The 2016 constitution augmented these problems

Perhaps the most severe recent blow to Zambian democracy is the 2016 amended constitution. The constitution was enacted just a few months before the general election with limited consultation with the opposition and civil society. A number of Zambia's presidents had recognized the need to replace the 1996 constitution, which concentrated significant amounts of power in the executive. Previous efforts to amend the constitution had failed — perhaps in part because it wasn't really in their interests to change this.

However, the 2016 constitution did nothing to increase the separation of powers. On the contrary, it extended the president's powers. For instance, the 2016 constitution entitles Zambia's president to make virtually all important appointments including, for instance, commissioners to the electoral commission and judges to the Constitutional Court. It grants the president powers to change administrative divisions, a frequent tactic in Africa to indirectly shift electoral boundaries. The new constitution also permits the president to dissolve parliament.

The amended constitution was enacted with surprisingly little resistance from the opposition and civil society. International actors voiced no serious concern over the content of the constitution and the debate surrounding the constitution focused on some minor changes to the electoral system.

The constitution is also vague on Lungu's legal right to seek reelection for a third term. Lungu came to power through a by-election in 2015 and was reelected for a full term in 2016. Whether Lungu's abbreviated first term should count toward the two-term limit is disputed. Lungu has indicated he intends to run again in 2021.

Zambia is not the only democracy under attack

These problems, however, suggest Zambia is not that dissimilar to other countries experiencing democratic erosion. In Hungary, for instance, President Viktor Orbán has concentrated power by

undermining civil society, academia and the free press. Similarly, democracy in Recep Tayyip Erdogan's Turkey has deteriorated to such an extent that the country can no longer be considered democratic.

So Zambia, Hungary and Turkey all exemplify the ways in which democracy tends to fall apart in the 21st century. In the past, coups used to be the most imminent threat against the survival of democracy, but Zambia and other cases illustrate how democracy can suffer gradual deterioration. The independence of democratic institutions is slowly chipped away while presidential powers are extended.

Levels of repression in Zambia may decline, the charges against Hichilema may be dropped, and attacks against civil society and the media may become less frequent. Nevertheless, the damage to Zambian democracy through formal changes to its legal institutions will not be easily undone. Institutions unfairly favoring those in power tend to survive, even in states that are formally democratic and reasonably competitive. Politicians, in developing and developed countries alike, cling to provisions that increase their prospects to remain in office.

Is it now too late for international concern to have an impact? Zambian civil society will need support from international actors and donors to prevent further democratic deterioration. Any attempts to solve the crisis will have to deal with the root causes of the current crisis — the country's biased political institutions and inadequate constitutional framework.

Michael Wahman an assistant professor in the Department of Political Science at the University of Missouri, specializes in elections, democratization and African politics.

MISSOURIAN

For high-skilled immigrants, policy shifts complicate path to entrepreneurship

SIDDHARTH VODNALA/MISSOURI BUSINESS ALERT, 1 hr ago

COLUMBIA — Sitting in his company's 6,000-square-foot facility in an industrial part of northeast Columbia, Hao Li, the chief executive officer of Nanova Biomaterials, recounted his journey to becoming an entrepreneur. Li, who grew up in China, said he always knew he wanted to start a business and make products to help people. But he had no idea that would bring him to mid-Missouri.

When Li moved to the United States in 1999 to enroll in a doctoral program in New Jersey, he was seeking the vast opportunities in science and technology that the U.S. offered.

Almost two decades later, Li is an engineering professor at MU and the co-founder of Nanova, which applies nanotechnology research to the manufacturing and distribution of dental and medical products.

However, for high-skilled foreign entrepreneurs like Li, the process surrounding visas and green cards is not always straightforward. Currently, the U.S. has only limited visas for immigrants looking to start businesses, and those usually require immigrants to make substantial capital investment or have past experience running companies.

The lack of visa options means foreign entrepreneurs often do not have a clear path to start their businesses in the U.S., according to Matthew La Corte of the Niskanen Center, a libertarian public policy think tank in Washington.

Developments since President Donald Trump took office have muddled things further.

Previously, the Obama administration issued the [International Entrepreneur Rule](#), which would allow foreign entrepreneurs whose companies meet minimum investment requirements to apply for “parole status.” That status would give the immigrants up to five years to start and grow a business in the country. The rule is set to take effect in July.

But the rule has come under scrutiny from the Trump administration, which has pledged to ensure that parole programs cannot be used to circumvent immigration law, according to [a January draft order](#) obtained by Bloomberg News.

From school to startup

Li is one of about 14,000 foreign-born entrepreneurs in Missouri, who own businesses that generate \$258.2 million in income across the state, [according to a report by New American Economy](#), a national coalition of business leaders and mayors advocating for comprehensive immigration reform.

Founded in 2007, Nanova now employs nearly 60 people, according to Li.

Although Li said the process of starting a business in this country was not too hard for him, he is aware of how difficult it can be for many others. “I was one of the lucky ones,” he said.

Li charted a path that many international students in the U.S. aspire to follow: study or pursue research at a university, then build a business based on their education and interests.

More than a million foreign students enrolled in U.S. institutions in 2015-16, [according to the Institute of International Education](#).

[According to the National Foundation for American Policy](#), an organization that researches trade and immigration, 44 of the 87 U.S. startups valued at \$1 billion or more as of 2016 had at least one immigrant founder, and a quarter of them had a founder who first came to America as an international student. Some of the entrepreneurs who first entered the country as international students include Elon Musk, founder of SpaceX and co-founder of Tesla, and brothers John and Patrick Collison of Stripe Inc., an internet payments company valued at nearly \$9 billion.

Visa limitations

One international student who has seen his entrepreneurial dream deferred is Oluwatosin Oluwadare, a graduate student from Nigeria studying computer science. Oluwadare first came to the U.S. to study computer science in 2013, and he entered the Ph.D. program at MU in 2015.

As part of a personal project, he created an app called EyeCYou, which gives people who are visually impaired an audio description of people they meet, ideally making users more socially aware and independent.

But for Oluwadare, who is on an F1 student visa, the process of expanding his product into a company has been a difficult one, he said, because of his visa status. International students such as Oluwadare are, in general, not allowed to run businesses in the U.S., except under restricted conditions for one year immediately after they graduate. Currently, Oluwadare has not established a company around his app or made any revenue from it.

"I'm waiting for a dependable partner with a green card or citizenship to be the primary partner in the business before expanding," Oluwadare said.

He also said attracting investment has been a problem because of his student visa.

"Investors are wary of investing when you (say) you can't work full-time on the company," he said, pointing to regulations that prevent international students from dropping out of school to pursue entrepreneurship.

The startup visa option

Twelve countries, including Canada, New Zealand, Italy, Korea, Germany and Singapore, use startup visas to encourage entrepreneurs to create jobs in their countries, [according to La Corte from the Niskanen Center](#), but the U.S. lacks such a program. According to a 2013 report from the Ewing Marion Kauffman Foundation, a Kansas City foundation focused on entrepreneurship and education, a startup visa would create between 500,000 and 1.6 million new jobs in the U.S. over the span of 10 years.

A bipartisan [Startup Act](#) introduced in the U.S. Senate in 2015 would have allowed non-citizens already in the country to apply for a startup visa, provided they employ at least two non-family workers on a full-time basis and raise at least \$100,000 in startup capital. Estimates by the Kauffman Foundation suggest that such a visa would add 1.6 percent to the U.S. gross domestic product.

For Oluwadare, though, prospects of contributing to the GDP as a startup founder are uncertain. Unless he finds a legal route to growing his company in the U.S., he said he would finish his Ph.D., gain some work experience and head back to Nigeria.

"An education from the U.S. and work experience would boost my resume a lot," he said. "But I still wish my company was not limited from expanding due to my status as an international student."

THE KANSAS CITY STAR.

MAY 17, 2017 6:44 PM

Mizzou confirms plans for Norm Stewart statue outside basketball arena

BY TOD PALMER
tpalmer@kcstar.com

The University of Missouri is raising money to build and install a statue of former basketball coach Norm Stewart outside its Mizzou Arena.

Tigers senior associate athletic director for strategic communications Nick Joos confirmed the project, which is slated for completion near the start of the 2017-18 season, on Wednesday evening.

“Obviously, we’re confident a lasting symbol of the impact that legendary coach Norm Stewart had on Mizzou Basketball and state of Missouri, as a whole, would be well received by our fans and the people of our state,” MU men’s basketball assistant director of strategic communications Patrick Crawford said via text message.

There are a few remaining hurdles for the project, which was first reported by Gabe DeArmond of Power Mizzou.

“Plans and approvals still need to happen on campus for location and finalization of a statue,” Crawford said.

Stewart, 82, went 634-333 in 32 seasons as Mizzou’s coach from 1967-99.

No other coach in Tigers history presided over more than 195 wins and Stewart’s .656 career winning percentage is the highest of any MU coach with more than two seasons on the bench.

Stewart, whose name already is on the court inside Mizzou Arena, led Missouri to eight Big Eight championships and 16 NCAA Tournament appearances, including three trips to the Elite Eight.

The Tigers open next season — the first [led by Cuonzo Martin, who was hired in March](#) — against former conference rival Iowa State on Nov. 10 at Mizzou Arena.

