New University of Missouri leader to champion diversity

By JIM SUHR

KANSAS CITY, Mo. (AP) — The new top administrator of the University of Missouri’s flagship campus said Wednesday that promoting inclusion and diversity would be a priority at the Columbia school, where officials say racial acrimony in recent years has cost it enrollment and revenue.

Alexander Cartwright, the State University of New York’s provost and executive vice chancellor, said he anticipates taking the helm of the Columbia campus on Aug. 1, never mind the thorny challenges that also include looming cost-cutting at the school.

“Many of these challenges are common across many institutions of higher education,” Cartwright told The Association Press after being introduced as the Columbia school’s first permanent chancellor since R. Bowen Loftin resigned under pressure in late 2015.

Citing the Columbia campus’ reforms meant to build diversity since the 2015 student protests help topple Loftin and the system’s president, Cartwright insisted that “Mizzou, as a learning institution, was committed to taking it head on” and “made a lot of progress.”

“We can spend a lot of time reflecting on that (unrest),” Cartwright told the AP by telephone on what he called “a whirlwind day.” But now, “what we focus on is, ‘How did the institution react? What did it do?’ They’ve done what you want universities to do — reflect on what happened and push to be much better.”

Born in the Bahamas and raised in Iowa, Cartwright cast himself as a product of the American dream. From jobs such as cleaning hog buildings and a factory custodian, he got his GED and then attended community college. Cartwright went on to get a doctorate in electrical and computer engineering from the University of Iowa and become a top leader of the 1.3 million-student, 64-campus SUNY system, which touts itself as the nation’s biggest comprehensive system of higher education.

In that role with the system of more than 90,000 employees and a $13.3-billion budget, Cartwright’s duties included overseeing diversity and inclusion policies.
“I feel particularly strongly that we have to strive for inclusive excellence,” Cartwright, who is white, said during his introduction in Columbia.

Loftin and the Missouri system’s president, Tim Wolfe, resigned amid protests, including a student’s hunger strike and a threatened boycott by the football team, over the administration’s handling of racial issues.

Since those protests, enrollment and revenue have dropped for the Columbia campus, with university administrators attributing at least part of that to negative public perception over the campus’ racial issues. Preliminary figures show Columbia’s freshman class this fall could be its smallest in two decades — roughly 4,000 students, down from 6,000 two years ago. Seven campus residence halls are not expected to reopen in the fall.

On Wednesday, the four-campus University of Missouri system’s president, Mun Choi, insisted Cartwright was the person to solve the Columbia campus’ problems.

“I am so confident we have the right leader to lead this great university,” Choi said of Cartwright, calling the hire “the beginning of a new era of transformation.”

On Tuesday, the governing board of the University of Missouri’s four-campus system voted to increase in-state tuition by 2.1 percent to the maximum amount allowed by a state cap. Out-of-state tuition varies, rising 2.1 percent at the Columbia campus to as much as 5 percent at the St. Louis and Kansas City locations.

Garnett Stokes, Columbia’s interim chancellor, has said the tuition boost could raise an additional $7 million, making up for part of the expected $16.6 million in revenue losses blamed on the enrollment drop.

This month, Stokes proposed a 12-percent budget cut — some $55 million — from all schools, colleges and divisions on that campus in fiscal year 2018, eliminating hundreds of positions in the process. The university has more than 3,000 full-time employees.

In a statement Wednesday, SUNY called Cartwright “a brilliant academic leader and researcher who has helped elevate The State University of New York as a national model of public higher education.”
At his introduction to the University of Missouri-Columbia community, the new chancellor and the university president on Wednesday made one thing clear: the leadership dysfunction stops here.

The incoming chancellor, Alexander Cartwright, was introduced to a crowd of Mizzou and Columbia community members as Gov. Eric Greitens expressed his hope that Cartwright and the president, Mun Choi, mean the start of a new era for the state's flagship school.

Greitens said the university had "lacked strong leadership for far too long" and it had created a crisis.

Cartwright was officially hired Tuesday from among four finalists, who had been narrowed from an original field of 30 candidates. He will be paid $485,000 a year and live on campus in the chancellor's residence. He also will receive a $15,000 car allowance and $25,000 in longevity pay if he stays for five years. Choi called the contract competitive.

As Choi introduced Cartwright, he told the crowd that the university is "on the cusp of a transformative era."

Cartwright will be the first permanent chancellor in more than a year after turmoil among leaders and student-led protests in November 2015 led to former Chancellor R. Bowen Loftin resigning.

Cartwright did not shy away from that difficult past.

"Missouri showed what all great institutions show and that is that you learned from what happened," he said, speaking specifically about how Mizzou handled the racial diversity issues that sparked many of the protests from 2015.

With enrollment down sharply, revenue from tuition will drop. Cuts in state funding have added to the budget crisis at the flagship campus, leading to impending layoffs.

Cartwright joins the campus Aug. 1, but Choi said the two will be working together until then as campus decisions are made. The extent of expected budget cuts won't be clear until next week.
In a preliminary budget proposal, Mizzou's interim leadership shared ideas on how to cut 12 percent of the school's budget, as Choi asked. The proposal includes eliminating about 350 positions, mostly through retirements or not renewing contracts.

But Choi made it clear Wednesday that the cuts aren't only to catch up to funding cuts and lost tuition revenue. They will be greater than that, so Choi and Cartwright can look at "strategic investments."

Cartwright did shed some light on a few of his priorities. He talked about the value of growing Mizzou's ability to be an economic driver for the state, boosting the school's research capabilities, governing alongside faculty and finding ways to make college more affordable.

He specifically mentioned his hope that Mizzou can take further advantage of open-source textbooks, which is an issue Choi highlighted at a recent board meeting. Open-source textbooks are free, online textbooks that higher education leaders point to as an easy cost-saving measure that goes a long way for students.

Cartwright, a native of the Bahamas, also touched on his own education. He earned his GED and worked second shift as a janitor to pay for community college classes. He earned his bachelor's degree at 24 and later his doctorate at the University of Iowa.

Cartwright comes to Missouri from the State University of New York, where he has been the provost since 2014.

New Mizzou chancellor pledges commitment to ‘inclusion, diversity and equity’

BY JOE ROBERTSON
jrobertson@kcstar.com
The University of Missouri’s new chancellor of its flagship Columbia campus on Wednesday joined the embattled university’s quest for “inclusion, diversity and equity.”

“This university is on the cusp of a transformative era,” Alexander Cartwright said before an enthusiastic crowd greeting him at the Reynolds Alumni Center.

He sees a university prepared to meet global challenges with “excellence in research, excellence in education and engagement … in a culture where students and faculty can thrive.”

Cartwright comes from the State University of New York where he was provost and executive vice chancellor.

Wednesday’s announcement of the new chancellor meant another step for the university in moving beyond the discord of 2015 when racial protests forced the departures of the previous UM System president and Columbia campus chancellor.

Mun Choi, president of the UM System since October, recognized the long road when introducing Cartwright.

“What an exciting day,” he said to an audience of officials, faculty, supporters and students. “You’ve been waiting 561 days and 12 hours.”

Cartwright traced his own long road to Mizzou — born in the Bahamas where math education stopped at the seventh grade, then raised in Iowa where his work while trying to accumulate higher education included factory work and a job cleaning hog confinement pens.

He earned a GED, attended community college, then went on to the University of Iowa to earn bachelor’s and doctorate degrees in electrical and computer engineering as a first-generation college graduate in his family.

When he rose to leadership at SUNY, he was overseeing more students that there were people living in all of the Bahamas.

“I’m a Midwest boy at heart,” he said. “It’s great to be back.”

The work ahead is daunting — not just rebuilding the comfort and confidence of all students in the university, but coping with financial strain that compelled system curators this week to raise tuition.

Cartwright took on roles at SUNY that may help him repair the racial divisions that rocked the UM campus in 2015, said SUNY Faculty Senate President Peter L.K. Knuepfer.
Cartwright led the development of a systemwide policy on diversity, equity and inclusion, Knuepfer told The Star in an email. He praised Cartwright for several initiatives that united students and faculty.

“I am confident that he will be able to address the challenges that (UM) faces,” Knuepfer wrote, “and that the breadth of his experience and perspectives will lead to better and better things for the campus.”

In his remarks Wednesday, Choi said the university’s search team had identified a leader who is not looking for “a stepping stone,” but is ready for short-term and long-term challenges.

Cartwright, Choi said, comes with “a compelling vision for collaborative, shared governance” built on his experience at SUNY fostering student success, innovative research and expanding opportunities for innovative, affordable education.

“I’m so confident we have the right leader,” Choi said, “to lead this university.”

Choi names permanent Columbia campus chancellor

By Rudi Keller

Alexander Cartwright was born in the British Commonwealth of the Bahamas and his first job after he moved to Iowa was cleaning hog confinement barns.

On Wednesday, Cartwright was introduced as the next chancellor of the University of Missouri.

In between, the 51-year-old engineer got a GED certificate, attended a community college to study accounting and received an engineering degree from the University of Iowa, along the way becoming the first in his family to graduate college. He continued his education, received a doctorate in engineering, also from the University of Iowa, and joined the faculty at the University at Buffalo in the State University of New York System.

He was 24 when he received his undergraduate degree.

“My story, however, is not unique,” Cartwright said to an audience of about 400 gathered to meet him Wednesday at the Reynolds Alumni Center. “You see these people all the time, who have similar stories to this, who have benefited by attending a public land grant institution like Mizzou. We must ensure the university provides access and opportunity to all Missourians.”
Cartwright, the provost and executive vice chancellor of the State University of New York System, will begin his new job Aug. 1. He will take over a campus under severe strain. Enrollment of new freshmen in the fall is expected to be 35 percent below 2015 and overall enrollment is estimated at 30,800, or almost 5,000 fewer than 2015.

State funding is being cut as enrollment falls and the system is planning for cuts that recognize the loss of revenue and frees money for investments in programs targeted for expansion. MU is planning to cut $60 million from current spending, cut 328 jobs from the budget and 181 people from the payroll.

Cartwright will be paid $485,000 plus a car allowance of $15,000 each year and a longevity incentive of $25,000 per year that will paid if he is on the job for at least five years. He said he plans to live with his wife Melinda in the chancellor’s residence on Francis Quadrangle.

As he introduced Cartwright, UM System President Mun Choi said he was looking for a long-term commitment to the university.

“I was looking for a chancellor who would serve in this role for five, 10, 15 years and use this opportunity, not as a stepping stone, but to move the university forward with both short-term, immediate plans but also long-term plans to grow the university,” Choi said.

When he listed the qualities he wanted in a chancellor, Choi said he wanted a visionary leader who had promoted student success and access, a record of innovation and research, a collaborative style, the ability to win over political, civic and business leaders and who was also transparent, genuine and decisive.

Choi also wanted someone who he could work closely with, he said.

“Our goal is to have very little daylight between us because it is so important for the president of the system and the chancellor of the university to have a comprehensive, coordinated, compelling vision,” Choi said.

A 22-member search committee began meeting in January to identify a permanent replacement for R. Bowen Loftin, who stepped down Nov. 9, 2015, amid ongoing racial protests on campus that also helped push out then-President Tim Wolfe. The university issued a fact sheet on the search, which was conducted in private, reporting that the committee considered 30 of the 284 people contacted by the search firm Isaacson, Miller.

Search committee member Ben Trachtenberg, an associate professor of law, said Cartwright impressed the panel with his research and administrative resume but also because he has an “inspiring personal story.”

Longevity wasn’t specifically discussed, Trachtenberg said. The ideas Cartwright offered will take more than a few years to implement, he said.
“We want people who can be diplomats, scholars, teachers, lobbyists, speechmakers, peacemakers and all of these things and I think sometimes folks get worn out,” Trachtenberg said. “I think it is fair for us to expect a lot from these leaders and we also have to be willing to work with them so they like it here.”

Speaking to reporters, Cartwright said he made no specific commitments about how long he intended to stay, but said he would love to look back on 15 years as chancellor.

“If I could have that long of a run it means I have done a great job here and that is always my goal,” Cartwright said.

The people gathered to get a first look at Cartwright on Wednesday included university employees and faculty, area politicians and community leaders. Columbia City Manager Mike Matthes said the city needs a strong university to prosper.

The enrollment loss will mean about 6,000 fewer shoppers and renters and full projections of the impact will be part of his “State of the City” report on June 7, Matthes said.

“The drop is going to have a big negative impact on the economy,” he said.

The Coalition of Graduate Workers, which is seeking union recognition from the university, issued a statement calling on Cartwright to negotiate with them. His current employer, the State University of New York, has recognized a graduate workers’ union since 1992.

“It is our sincere hope that Dr. Cartwright will bring this enlightened and constructive approach to graduate student employee labor rights with him to Mizzou,” the group wrote in its statement.

Cartwright was selected in part because he has led efforts at collaboration between researchers and business. He is an active academic and leading scholar in the field of optical sensors, with more than 150 peer reviewed journal articles and conference presentations to his credit.

He has been hired to help build up research at MU and identify new sources of revenue. But he said he’s going to remember the needs of students pursuing an education.

“I think we need to spend much more time talking about institutions being student ready,” Cartwright said. “We need to be knowing what is it that students need and we need to be providing those services.”
Greitens: University needs strong leadership

By Rudi Keller

On the day the University of Missouri announced a new chancellor for the Columbia campus, Gov. Eric Greitens said it’s time to fix what has become a crisis at the university.

In response, President Mun Choi and Chancellor-designate Alexander Cartwright asked the governor for a chance to get to work.

The Republican governor issued a statement that called the anticipated decline in fall enrollment at MU “the worst performance of any flagship university in the country” since 2015, adding it “cannot continue.”

“The University of Missouri has lacked strong leadership for far too long,” Greitens said in the prepared statement. “That leadership vacuum has created a crisis.”

Greitens took office Jan. 9 and Choi took over his duties March 1. Cartwright begins work Aug. 1. Since taking office, Greitens has withheld $31.4 million in current year UM System funding and the state budget awaiting his action cuts university appropriations by 6.7 percent.

Greitens has appointed three of the nine curators and has two vacancies to fill. Choi and Cartwright, however, have been hired by a board that still has a majority of members appointed by former Gov. Jay Nixon.

The enrollment decline creates additional financial pressure and would cost the system $26.7 million at current rates. The Board of Curators approved a 2.1 percent increase in most rates Tuesday, offsetting $14.1 million of the loss. Only the Kansas City campus will see an increase in total tuition revenue.

In his statement, Greitens said he wanted to work with Choi and Cartwright and called for “a new, bold approach for our flagship university and the entire UM System that creates excellence and puts the needs of Missouri citizens first.”

He wants the university to keep tuition down, reduce administration and prioritize teaching and research “that gets results,” Greitens said. “Invest in our priorities, not in pet projects or privileges.”

In their responses, Choi and Cartwright both thanked the governor “for his strong support of public higher education.” They also defended the university and its role in the state while...
promising improvements and dynamic change. Choi said the university was in an “exciting period of transformation” and Cartwright said he wanted to “reimagine the state’s flagship land-grant university.”

“Mizzou already is a vibrant economic driver for the state of Missouri, yet there are efficiencies and bold moves we can take to position the University of Missouri as a leader in education, research, service and economic development while maintaining affordability for students,” Cartwright said in the prepared statement.

Both said they wanted to work with Greitens toward those goals.

Choi on Wednesday said he set a target of $90 million in cuts across all system operations to cover the deficits and create a pool of money for expanded programs and new initiatives. The proposals from each campus are in and Choi will announce his decisions June 2.

“We are now working with the campus leadership to identify what are the recommendations we are willing to accept and what are some areas where we are going to push for even deeper cuts,” Choi told reporters at the Cartwright announcement.

MU welcomes Cartwright as new chancellor

MADI SKAHILL, 12 hrs ago

COLUMBIA — Alexander Cartwright said Wednesday after being introduced as the new MU chancellor that higher education has a special place in his heart.

"I am forever indebted to the people who took the time to help a young person who wanted desperately to attain a degree, because he realized it was the way, the American way, to prosper," Cartwright said, reflecting on the people who influenced his education.

"I have to admit that I never would’ve dreamed that I’d have the opportunity to lead such a prestigious institution when I was growing up in the Bahamas, when my math education essentially ended in the seventh grade for various circumstances,” Cartwright said. "In fact I never would’ve thought that I’d have the opportunity to attend college, much less become a faculty member at an AAU institution."
University of Missouri System President Mun Choi introduced Cartwright as MU’s chancellor-designate to a packed house Wednesday afternoon in the Great Room of the Reynolds Alumni Center. Cartwright, who is currently provost and executive vice chancellor in the State University of New York System, will begin his duties at MU on Aug. 1.

SUNY is the largest comprehensive public university system in the country, with 64 campuses, about 1.3 million students, 90,000 employees and an annual budget of $13.3 billion, according to a news release from the UM system.

Choi said that he was pleased with his and the chancellor search committee’s choice of Cartwright for the position and that he hopes Cartwright will choose to stay awhile.

"I was looking for a chancellor who would serve in this role for five, 10, 15 years and use this opportunity not as a stepping stone, but to move the university forward with both short-term immediate plans (and) long-term plans to grow the university," Choi said.

After growing up in the Bahamas, Cartwright's first job in the United States was cleaning farm buildings and working second shifts as a factory custodian to afford community college.

Cartwright earned both his bachelor's degree and doctorate in electrical and computer engineering from the University of Iowa. He was a professor at the University at Buffalo, State University of New York. In addition to his duties as provost and executive vice chancellor at SUNY, he was acting president of SUNY’s research foundation from January 2015 to January 2016. Cartwright is a renowned scholar with an emphasis in optical engineering.

Choi mentioned his and Cartwright's shared personality traits and values, and said their similarities will be key as they make decisions together. He recognized Cartwright's appreciation for education and how his vision of education is reflected in his many accolades.

Cartwright will be paid $485,000, Choi said, and he will earn a $25,000 incentive if he holds the position for at least five years.
Cartwright is accepting the chancellor's job amid a time of immense change at MU. He acknowledged the immediate challenges of budget cuts, diversity efforts and diminishing enrollment and said he will consider a broad range of perspectives as he works to address those issues.

"It’s still early on. I think I’m going to spend a lot of time listening," Cartwright said. "I need to talk to everybody, understand what’s happening at the institution, understand what decisions need to be made, and then we’ll make those top priorities."

Cartwright said he will work with budget proposals that MU Interim Chancellor and Provost Garnett Stokes has already laid out and move forward from there.

"We want to ensure that we are investing in our strengths," he said. "There's really going to be some tough decisions, but the tough decisions are to ensure that Mizzou is sustainable, and not only sustainable, but vibrant."

Cartwright acknowledged the efforts of UM Chief Diversity Officer Kevin McDonald for moving the institution forward in terms of diversity, equity and inclusion.

"I'm completely committed to inclusive excellence," Cartwright said. "I want to make sure that this institution provides opportunities for everybody to succeed."

Cartwright was co-chair of the SUNY Diversity and Inclusion Task Force and is credited on the SUNY website for initiating a "a sweeping diversity, equity and inclusion policy."

Cartwright said he found the chancellor job appealing because "Mizzou is a special place."

"If you look at this institution, it has all of the components of being an absolutely great institution, an institution that has a tradition unlike many others in this country," Cartwright said. "And I believe not only is it an attractive place, but it can become a premier public research university in this country."
MU names Alexander Cartwright as new chancellor


By Josh Kranzberg and James Packard

COLUMBIA - MU has found its new chancellor.

On Wednesday, UM System President Mun Choi introduced Alexander Cartwright as the new chancellor at MU.

The UM Board of Curators voted to approve Cartwright during a teleconference meeting on Tuesday.

"I'm honored and humbled at the same time to lead this institution," Cartwright said at an introductory ceremony Wednesday afternoon.

Cartwright was previously a provost and executive vice chancellor at State University of New York since September 2014. His roles included driving academic policy, academic program planning, enrollment management and SUNY’s research enterprises.

The announcement of Cartwright caps off the end of a tumultuous 18 months for Missouri leadership.

Chancellor R. Bowen Loftin and UM System President Tim Wolfe both resigned in November 2015, following campuswide protests over what some students felt was a lack of diversity and inclusion on the campus.

Hank Foley took over as interim chancellor, and Mike Middleton served as interim system president.
Foley left in May to become president of New York Institute of Technology, and was replaced by MU Provost Garnett Stokes.

Mun Choi was named UM System President in November 2016. Previously, he was provost for University of Connecticut, a position he held since 2012.

The racial tension that prompted a year and a half of leadership handoffs will dictate priorities for Cartwright, who largely focused on inclusion in his previous role.

"I am completely committed to inclusive excellence," he said. "I want to make sure that this institution provides the opportunity for everybody."

He said the university can take something away from the fall 2015 protests.

"Missouri showed what all great institutions show, and that is you learn from what happened," he said.

Cartwright will also have to deal with the school's strained budget. Recent cuts forced university leadership to reign in expenses and lay off employees. Just Tuesday, the UM Board of Curators voted to raise tuition, hoping to alleviate some of the financial burden.

"There's really going to be some tough decisions but the tough decisions are to ensure that Mizzou is sustainable," Cartwright said.

Cartwright's academic plan for MU includes focusing on "open educational resources."

"You can have online books, you can have online lectures, you can have all of these materials that, in fact, are peer reviewed" he said. "It's truly open in that anybody using it can also contribute."

Cartwright will take over as chancellor Aug. 1. Garnett Stokes will continue to serve as interim chancellor until he takes over.

Cartwright's salary will be $485,000 a year, along with a $15,000 car allowance and a $25,000-a-year longevity incentive, which would be paid to him after five years if he stays.
MU Chancellor announced, former provost from SUNY

By Jordana Marie


COLUMBIA, Mo. - University of Missouri has selected Dr. Alexander Cartwright to be the new chancellor of the MU campus.

Cartwright comes from SUNY where he served as provost and executive vice chancellor. SUNY is the largest higher-education system in the United States with 64 campuses serving nearly 1.3 million students.

UM system President Mun Choi made the announcement.

"I was looking for a chancellor who will serve in this role for five, 10, 15 years," Choi said. "Who wouldn't use this opportunity as a stepping stone, but to move the university forward with both short-term, immediate plans but also long-term plans to grow the university. Our next leader, Dr. Alexander Cartwright, possesses all of these characteristics."

Cartwright was born in the Bahamas and said his math education ended in seventh grade for various reasons. He moved to Iowa with his mother. He said his first job was on a farm.

"This is certainly a long way from my first job in the U.S. cleaning various farm buildings, specifically hog-confinement buildings," Cartwright said. "It’s a long way from completing a GED. A long way from working second shift in a factory as a custodian so I could afford to attend community college and take classes part-time to study accounting."

Cartwright said his story is not unique.

"We see these people all the time who have similar stories to this," Cartwright said. "That have benefited by attending a public land-grant university like Mizzou. We must insure the university provides access and opportunity to all Missourians."
Cartwright's appointment comes just days after a budget proposal by Interim Chancellor Garnett Stokes submitted Friday night. The proposal has nearly $60 million in cuts.

"The challenges that we face are very urgent, compelling, but the opportunities are immense," Choi said. "We owe it to the citizens of Missouri to become the top flag-ship university that we all know we deserve."

Choi said the budget recommendation is just that, a recommendation, and will continue to work with campus leaders to see where they will accept those proposals and where, if anywhere, they need to cut deeper.

"This is not a budget-cutting exercise to meet the budget deficit," Choi said. "We are also making strategic investments in faculty hiring in programs such as open-source textbooks, open-educational resources and additional scholarships so that we can attract the brightest students and those otherwise who would not be able to afford an education at the University of Missouri."

Choi has until June 2 to finalize the budget.

Cartwright will officially begin his role on Aug. 1.

**UM System names newest chancellor for Mizzou**


By Greg Dailey

COLUMBIA — **The chancellor vacancy at the University of Missouri is no longer.**

UM System president Mun Choi formally announced Dr. Alexander Cartwright as Mizzou's newest chancellor, filling the void left by R. Bowen Loftin.
"I am honored to work with all of you," Cartwright said to a packed room at the Reynolds Alumni Center.

“Dr. Cartwright is joining the University of Missouri-Columbia at a pivotal time in our history,” Choi said in a release. “His leadership and accomplishments in the areas of research and creative works, student outcomes, economic development and access and inclusion will be the catalyst that leads MU to a new era of excellence. I look forward to working closely with Dr. Cartwright to lead transformative changes to meet our important mission.”

Cartwright went into detail about the importance of higher education and how the University of Missouri attracts the top scholars from the state and around the country.

"We must ensure that the university provides access and opportunity to all Missourians," Cartwright said. "As a public land-grant institution, Mizzou has a huge responsibility to the deliver to the state of Missouri and its citizens."

"I plan on spending as much time as I can in the community. The University is not only the students, but the people embedded in the area."

Born in the Bahamas and raised in Iowa, Dr. Cartwright received both his Bachelor’s (1989) and Ph.D. (1995) degrees in Electrical and Computer Engineering from the University of Iowa. Dr. Cartwright is married to Melinda Cartwright and together they have two children including Alyssa (senior at Massachusetts Institute of Technology) and Andrew (sophomore at Cornell University), according to a university release.

Gov. Eric Greitens released the following statement:

“Missouri needs Mizzou and our universities to succeed. For that to happen, strong leaders will have to make hard decisions.

The University of Missouri has lacked strong leadership for far too long. That leadership vacuum has created a crisis. Since the Fall of 2015, the University of Missouri-Columbia freshman class has shrunk by over one-third. This is the worst enrollment performance of any flagship university in the country. That cannot continue.

I look forward to working with the new leadership team of President Choi and Dr. Cartwright. They will lead the University of Missouri System and its flagship campus at this time of tremendous change, challenge, and opportunity.

These new leaders must move quickly to address the serious and immediate challenges our universities face. They are stewards of the people’s trust and the people’s money. We need a new, bold approach for our flagship university and the entire UM System that creates excellence and puts the needs of Missouri citizens first. Higher education should be affordable. Families should not be saddled with crushing debt. Instead of adding layers of administrators, we need to focus on value. Prioritize teaching and research that get results. Invest in our priorities, not in pet
projects or privileges. Take advantage of the great potential of our students, and seize opportunities for excellence.

The people of Missouri are counting on these new leaders to rebuild public trust in the University of Missouri through common-sense decision-making, clear communication, and courageous leadership. The people will be watching closely.”

New Chancellor at Mizzou Named

Listen to story: http://mms.tveyes.com/PlaybackPortal.aspx?SavedEditID=0af27e36-705a-40d6-ae58-c93bd0c45d95

MU Hires a New Chancellor

Mizzou Introduces Cartwright as Chancellor

Watch story: http://mms.tveys.com/PlaybackPortal.aspx?SavedEditID=d359d616-a8a6-41a1-9471-9b4ddc1a1ef6

MU students studying abroad discuss Manchester terrorist attack


By Finley Walker

MANCHESTER - Manchester, England is roughly 4,000 miles away from Missouri. But for students studying abroad, it can feel like a second home.

That home came under attack on May 22, when a suicide bomber detonated an explosive outside an Ariana Grande concert.
The blast killed 22 people and injured at least 59 others.

**KOMU 8 News was able to talk to two MU students studying abroad during the attack.**

Cole Hoskins has been living and studying in Manchester since January 2017. Hoskins was approximately three miles away when the event occurred, and said he didn't even know about the explosion until he started getting texts from friends and family back home.

"I didn’t really think anything of it, and over the next hour, all the sudden we’re finding out there was an explosion," Hoskins said. "Hospital staff was required to work 24 to 48 hour plus shifts because of the mass influx of people who needed medical attention. It was crazy, I’m just in my dorm room within three miles of an ISIS terrorist attack, I couldn’t even think straight."

Tiffany Brooks said she has seen an outpouring of support for the victims and their families since the attack.

"I’ve seen so many fundraising efforts to help the victims," Brooks said. "There was also a vigil [Tuesday] night that was completely packed, thousands of people came out to pay their respects, and it’s just so beautiful to see."

Hoskins said the same thing, noting that people appear to be coming together in this time of crisis.

"There’s bars and restaurants that are close to the campus that have 'I love Manchester' posters and flags hanging out of their windows," Hoskins said. "It’s awesome to see that all these communities that are around Manchester and in Manchester are really coming together and saying 'hey, we’re not backing down."

"I just want to give praise to all the people in Manchester honestly," Brooks said. "They’ve been totally amazing in responding to all of this, they responded with love and care and kindness rather than hatred."

At the time of the attack, both students received text messages from the University of Missouri International Center, as well as the United States Embassy to make sure they were safe.

Since then, both Hoskins and Brooks said there has been an increased police and army presence, especially at tourist attractions and large areas such as malls.

British Prime Minister Theresa May recently raised the terror threat level to "critical."
Missouri curators raise tuition, fees at 4 campuses

COLUMBIA, Mo. — **It will cost more to attend the four campuses of the University of Missouri system next year.**

The university’s board of curators voted Tuesday to increase in-state tuition to the maximum amount allowed by a state cap.

In-state tuition will increase by 2.1 percent this fall at all four campuses.

Out-of-state tuition varies, rising 2.1 percent at the Columbia campus, 3 percent at the Missouri University of Science and Technology in Rolla and 5 percent at the St. Louis and Kansas City campuses.

The curators increased the cost for graduate and professional programs and fees.

The Columbia Daily Tribune reported at their September meeting, curators will discuss a plan for differential tuition, which sets rates based on the cost of a program and the job market graduates.

Public forum on hospital management options set for Ashland

The next public forum about the Boone Hospital Center management options is scheduled for 6 p.m. Thursday at the Southern Boone Elementary School Library, 809 Henry Clay Blvd.
The Boone Hospital Center Board of Trustees are reviewing options for management of the hospital. The current lease with St. Louis-based BJC HealthCare expires in 2020 and parties must notify each other if they wish to continue, change or end the lease in 2018.

Trustees are considering leases with BJC, 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 choose to make Boone Hospital a standalone operation, which would be managed by a newly-created not-for-profit.

The public will be able to ask the trustees and their consultants questions during the forum.

THE CHRONICLE OF HIGHER EDUCATION

5 Forces That Drive Administrative ‘Bloat’

NO MU MENTION

BY Audrey Williams June 25, 2017

The state auditor of California last month released a report saying that the California State University system had hired managers at more than twice the rate of other employees over a nine-year period without explaining why it needed to bring on so many people.

"Campuses were often unable to justify the number of management personnel they hired," the report said, "and consequently they could not demonstrate that they are providing these services in the most cost-effective manner."

At the core of the growth, which experts say is largely fueled by professional-staff hiring, is a set of forces that reflect the changing nature of higher education.

To many observers, it was just another example of administrative bloat in higher education.

But the auditor’s report also offered a glimpse at a more-nuanced set of factors that institutional leaders must think through carefully, said Robert E. Martin, who has studied how college costs are affected by an increase in administrators.

"Board members of colleges should all be asking how and why staffing patterns are changing," said Mr. Martin, a professor emeritus of economics at Centre College, in Kentucky. "They need to think about whether what’s happening is really consistent with the mission of the institution."
The answers aren’t simple. The external factors that can contribute to the burgeoning of administrative ranks at colleges would all seem to pertain to their missions or are, at the very least, difficult to simply ignore. At the core of the growth, which experts say is largely fueled by professional-staff hiring, is a set of forces that reflect the changing nature of higher education. Here are the most common ones:

**Students and their families want more out of the college experience.**

When students arrive on a campus, they’re looking for services and amenities, many of which colleges have not traditionally offered. Student services — such as help applying for a scholarship, aid in landing a job, mental-health counseling, top-notch residence halls, wellness centers, study-abroad opportunities, and orientation programs that include adventure trips — are all a given on many campuses these days. And each new service or amenity comes with the professional staff to run it.

"When one university starts offering these services, then every university says we have to start doing it," Mr. Martin said. "It’s an arms race."

Donna M. Desrochers, an author of the Delta Cost Project’s report on changing staff patterns in higher education, said that spending on student-services salaries was the fastest-growing salary expense at many types of institutions over a 10-year period, suggesting that many new professional jobs had been created to help students.

**Student success is a high-stakes game.**

Once students arrive on a campus, colleges want to keep them from dropping out — a task that has become the day-to-day responsibility of clusters of administrators and their staffs, who are focused on retention and graduation rates.

Many institutions have hired professional advisers to make sure students get the courses and guidance they need — work that was once largely the purview of faculty members. Enrollment-management and admissions offices say they must add new staff members to carry out the increasingly complex process of enrolling a class. Colleges’ efforts to help students who are academically unprepared have also contributed to the growth of administrative-staff jobs.

"Some students need a great deal more supervision and direction and encouragement to actually be ready to do college work," Mr. Martin said, "and colleges are providing that."

Student-success efforts can also extend beyond the classroom. Last year Vanderbilt University wanted to clearly signal its commitment to making students from a wide variety of backgrounds and identities feel as if they were an integral part of the campus. It reorganized and expanded its dean of students’ office to "better support" the institution’s "rapidly changing student body."

The result? A new unit, called the Office of Social Justice and Identity, that will ultimately include eight new staff positions, mostly program directors and coordinators.
Colleges are hunting for new sources of money.

With state higher-education funding in the cross hairs, public colleges and universities have turned to fund-raising professionals to solicit money from private donors and other sources to fill the gap. The argument those institutions make in defense of bulking up their offices of advancement is a common one, Mr. Martin said. "They say the more professional people we have working in fund raising, the return we get is much greater than what we spend on their salaries."

Indeed, San Diego State University told the California auditor that it had hired additional management personnel to support its first comprehensive campaign, slated to raise $500 million. It surpassed that goal — and a revised one of $750 million — to reach $800 million when the campaign ended, in April.

"There’s a large proportion of private and public universities who aren’t really in the game when it comes to raising endowment money," Mr. Martin said. "They’re growing their staff to try to catch up."

Accountability work is a full-time job.

Colleges must comply with a host of state and federal regulatory mandates, not to mention complex rules from organizations such as the NCAA, and compliance helps avoid exposure to potential lawsuits. So at least some of the growth in administrative staff can be traced to colleges’ efforts to respond to demands for accountability, said Ms. Desrochers, now an associate with the rpk Group, a higher-education consulting firm.

For example, the intense scrutiny from the federal government of colleges’ responses to accusations of sexual assault has provided a recent burst in hiring. Some institutions once assigned that work to the dean of students or director of diversity, making it a part-time endeavor. Now, it’s the job of a full-time Title IX coordinator (and his or her staff).

"It’s much more difficult to run an institution than ever before," Ms. Desrochers said. "Regulatory and compliance issues are part of that."

Bureaucracy begets bureaucracy.

A growing organization is fertile ground for an expansion of bureaucracy. That’s because hiring more people is often the clearest sign that an organization is taking some new challenge seriously.

As a result, decision makers add layers that create a gap between the bottom of the organization and the top, said Michele Zanini, managing director of the Management Lab, a think tank that helps businesses reduce bureaucracy. Managing that gap often requires the creation of rules and
procedures that need to be enforced by someone — which typically results in hiring more staff members or forming more units that need coordination.

Growing organizations grapple with problems that bureaucrats tend to think can be solved by creating more bureaucracy. For example, an institution that wants to become more sustainable would probably name a chief sustainability officer and then build a staff for that person to oversee.

But in reality, said Mr. Zanini, more bureaucracy "creates another set of problems." Among them are administrators actively engaged in power plays that are designed more to expand their influence than to achieve the institution’s mission.