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ST. LOUIS POST-DISPATCH

Details on University of Missouri cuts: 474 jobs cut; Mizzou takes the biggest hit

By Ashley Jost • St. Louis Post-Dispatch, Jun 3, 2017

COLUMBIA, Mo. • University of Missouri System President Mun Choi announced systemwide cuts Friday to a packed house on the Columbia campus.

In all, 474 jobs are being eliminated. About half of those are currently vacant, Choi said.

The flagship campus in Columbia took the biggest hits at 307 jobs, including elimination of 42 administrative positions and about 130 nontenured faculty members who will not have contracts renewed.

The Kansas City campus is losing 51 jobs, Rolla is losing 50 and St. Louis is losing 30.

Each campus is hosting town hall style meetings, including one held Friday at Mizzou, to further elaborate how these cuts will play out at the campus level.

Faculty and staff who attended the meeting had hoped that if their job was on the line, they would find out Friday. But those getting laid off won't know until early next week, interim Chancellor Garnett Stokes said.

At the University of Missouri-St. Louis, just two people are expected to be laid off, because of retirements and current job openings. The UMSL town hall is set for Wednesday afternoon.

Personnel and benefits are about 80 percent of the system's budget, so Choi said it would have been "inappropriate" not to cut jobs in order to meet the drop in revenue from state appropriations as well as projected declines in enrollment and tuition at UMSL and Mizzou.

Still, the more than \$100 million in cuts are larger than needed to meet the budget deficit. The goal also was to strategically invest in programs that are projected to see continued growth, as well as to make strategic hires.

Choi said the plan is to hire upwards of 212 faculty members among the four campuses, including 161 at Mizzou, 19 at UMSL, 25 at Kansas City and seven at Missouri University of Science and Technology in Rolla.

In addition to hiring personnel, the Mizzou campus in particular wants to put new money toward an effort to recruit more National Merit Scholar finalists and semi-finalists, and offer bolstered scholarship packages to students who receive need-based aid.

Mizzou also will see closures of centers and institutes, he said. Across the system, duplication of majors and minors will be eliminated.

“We cannot afford to have duplications,” Choi said.

Choi said the system was in the process of hiring a consulting firm to identify areas of duplication.

Choi pointed to a few examples of low-hanging fruit the campuses can address, including the use of a centralized platform where students from any campus can take an online class taught at a different campus. Right now, in some cases, students can take similar classes at several or all four campuses.

He also pointed out that putting more money into a particular engineering program at the Rolla campus should mean that there’s no need to grow the same program at Mizzou’s engineering school.

“We can’t be all things to all people,” Choi said, adding that he wanted each campus to embrace and grow its own “unique flavor.”

Each campus is reviewing every program they offer.

In addition to Mizzou's announced cuts, 86 jobs are being eliminated between the student affairs office and athletics. In athletics, that amounts to vacancies that will go unfilled, including an assistant athletic director.

Meanwhile, a few programs and centers have been restructured and even scrapped.

At Mizzou, for example, the Truman School of Public Affairs is becoming part of the College of Arts and Sciences rather than a stand-alone school.

Cuts at the system headquarters were among the more controversial and unexpected announcements, including the elimination of the federal lobbying office in Washington, which will provide \$7.4 million to use strategically at the campus level.

Choi also laid off the entire Missouri lobbying team and most of his communications personnel, along with the longtime vice chancellor of university relations, Steve Knorr.

Choi addressed the lobbying issue briefly, saying that he expected to hire new lobbyists after spending the next two to three weeks working with legislative leaders and Gov. Eric Greitens to gain input on how to rebuild that team.

A few other high-level administrative positions that were cut include the vice president of academic affairs, research and economic development, and the executive vice chancellor for MU Health.

Choi told the Post-Dispatch that those positions were being rolled into his job at no additional salary.

THE KANSAS CITY STAR.

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UM system cutting \$101 million from its four campuses

The University of Missouri system is shaving \$101 million from the budgets of its four campuses, resulting in the loss of 474 jobs.

At the University of Missouri-Kansas City, \$15.4 million is coming out its budget and 51 positions are being eliminated. That includes the jobs of four non-tenured faculty members of the 18 instructors in UMKC's popular theater department.

UM System President Mun Choi announced the cut Friday afternoon, speaking to faculty, staff and students on the University of Missouri campus in Columbia where the lion's share of the job loss will occur.

"We are facing a period of significant budget constraints that will require us to take bold actions to become a stronger academic institution in both the short and long term," Choi said.

The system's operating budget is \$1.2 billion. System officials said the budget and jobs cuts are being made to deal reduced state funding for public higher education and because of a significant decline in enrollment and revenue from tuition dollars.

System leaders have said that some of the financial problems are backlash, particularly for the flagship campus, Mizzou, from the racially charged protests that erupted on the Columbia campus in the fall of 2015.

Those protests toppled the system and campus leadership. How the university handled them marred MU's reputation with potential students and their families and sent them looking for their education elsewhere. It also upset Missouri legislators, who thought the university's leadership overreacted. They threatened to withhold and cut money from the campus.

The Missouri General Assembly passed a budget with a 6.58 percent decrease in core funding for universities statewide. That's after a 7.6 percent withholding announced by the governor in January 2017.

Earlier this year Choi asked the four campuses to outline how they might trim 8 percent to 12 percent from their budgets. The reports released on Friday represent several months of work on each campus involving input from campus leaders and faculty committees.

The financial squeeze is being felt at all four of the campuses — Kansas City, Columbia, St. Louis and Rolla.

The Columbia campus will see nearly \$60 million in cuts compared to \$8.8 million in cuts at Missouri University of Science and Technology, and \$13.7 million at the St. Louis campus.

At UMKC Shane Rowse, assistant teaching professor of lighting technology and one of the four losing his job in the theater department, said he thought the department would suffer a death by attrition.

“You don’t have to kill a plant by digging it up,” Rowse said. “You just stop watering it.” Rowse said he expects to return to freelance theatrical work in August.

A “Save UMKC Theatre” town hall will be held 6 p.m. Sunday at the Helen F. Spencer Theatre on UMKC’s campus. Local theatrical artists and UMKC Theatre faculty, students and alumni will speak at the event, which organizers said aims to demonstrate public support for the department.

The decision to make the cuts to the UMKC theater department came from a committee of faculty members in the College of Arts and Sciences, UMKC Chancellor Leo Morton said.

Theater was not the only area where cuts are being made and jobs were lost. A faculty member at the dental school is out of a job, as are three employees at the university library.

UMKC also would cut \$1.3 million from its athletic department. It eliminated some spending on scholarships that would instead be funded through private donations.

At the MU campus in Columbia, the jobs of about 307 faculty, staff and administrative positions are being eliminated to save about \$28 million. On top of that, about 35 graduate positions are being cut.

As part of those job eliminations, the executive vice chancellor for MU Health is being laid off, saving \$750,000, and the chief operating officer for MU Health is also being laid off, saving \$650,000.

In addition to those top jobs, at the UM system level, the vice president for academic affairs research and economic development is out and so is the vice president for university relations, together a savings of about \$654,000.

Not all the positions cut meant layoffs. Among the nearly 500 positions eliminated, some represent retirements, resignations or vacancies that would not be filled.

“The impact on Mizzou’s people is the most difficult aspect of the short-term plan,” said Ben Trachtenberg, president of the MU faculty senate.

There may be more cuts and efficiencies to come on all the campuses to meet spending targets and to assure that the changes being made can be sustained.

“The decisions yet to be made are important and will be difficult,” Trachtenberg said.

If we want to do this well, we must include faculty and staff from the beginning, not just after a draft plan is written. Faculty do the teaching and research, and we are best prepared to lead discussions about reviewing academic programs.”

Choi expressed compassion for the faculty and staff members who on Friday were out of a job.

“They did not lose their jobs through any fault of their own,” Choi said, “ Some have served the university for over 40 years. We thank them for their service. I wish this didn’t have to happen.”

But given that the majority of the university budget is spent on personnel, campus leaders said it would not be possible to absorb the lost revenue without job losses.

Choi said he reviewed “line by line,” every cut position and the explanations campus leaders gave for why certain positions needed to go. He said he heard such reasons as duplication of service or that the job being done “no longer supports the mission of the university.”

Campus leaders say the reductions are strategic and some money saved will be reinvested in the schools in the form of some new hires, increased campus security, and strategies for increasing enrollment including new scholarship programs.

“There are some things we need to invest in,” Morton said. He mentioned health life sciences, urban education, and mechanical engineering. UMKC intends to hire at least 25 new faculty members. Across all four campuses, more than 200 new faculty members will be hired.

The cuts and investments being made at UMKC, Morton said, are just the beginning of changes coming to the Kansas City campus.

“This is not just about cutting but it is about finding opportunities,” Morton said.

He said that UMKC has set a target to cut spending as much as \$30 million over the next two years. Some savings could be met, he said, through increased revenue from tuitions and possible program eliminations.

Missouri's Money Problem

As cuts pile up, new University of Missouri System president seeks to set the stage for a new direction.

By Rick Seltzer June 5, 2017

Faculty leaders reacted with a mix of caution and optimism Friday after University of Missouri System President Mun Choi outlined a series of substantial budget reductions, employee cuts and reallocations across the system's four campuses, many of which will significantly impact the struggling flagship in Columbia.

Cuts and layoffs have been expected for weeks because of decreases in state funding for the system and declining enrollment. But Choi, who started as president in March, is seeking to go farther, reallocating some funding to try to reposition the system for the future. For example, new faculty members will be hired in some key areas, even as some faculty positions are cut.

The goal is to make tough decisions now in order to serve students and protect faculty research, Choi said.

“We could have just sat back, complained about the budget cut, complained about the enrollment drop,” Choi said during a meeting in which he described the changes. “But the message from the community was resounding in that they wanted us to move forward to make bold decisions that strengthened the university.”

The system is facing an 8 percent reduction in state appropriations -- \$35.9 million -- in the 2018 fiscal year. Costs that cannot be avoided, such as building maintenance, are also expected to rise by \$15 million. Tuition revenue across the system is expected to drop by \$11 million -- although that number obscures that fact that two campuses are expected to post tuition gains offset by a decline at the flagship in Columbia of \$10 million and a decline at the University of Missouri St. Louis of \$5.6 million.

Systemwide, 474 administration, faculty and staff positions are being eliminated. About half of those jobs are currently vacant, Choi said. It is difficult for the system to make any changes to its budget without affecting employees because about 80 percent of its budget is made up of personnel costs.

The cuts are set to hit the University of Missouri Columbia hardest. It will lose 307 positions, 135 of which are faculty positions.

The University of Missouri Kansas City will lose 51 positions, 29 of them faculty. Missouri University of Science and Technology will lose 50 positions but no faculty spots. The University of Missouri St. Louis will lose 30 positions, 16 of them faculty.

Meanwhile, the system offices will lose 36 positions, including 16 administrators. The cuts include closing the system's federal relations offices in Washington and restructuring its government relations efforts at the state level.

Choi is calling for another \$39 million in strategic investments. Redirecting how money is spent will enable the system to hire 212 faculty members across the system -- 161 in Columbia, 25 in Kansas City, 19 in St. Louis and seven at Missouri University of Science and Technology.

The budget announcement comes after weeks of planning. Choi earlier this year told campus leaders to draw up plans for budget cuts of between 8 percent and 12 percent to compensate for state funding cuts and falling enrollment.

Enrollment has been hit particularly hard in Columbia. The flagship campus is expecting its smallest freshman class in two decades this fall -- 4,000, down by about 14 percent year over year and by about a third from 2015. Its overall enrollment is projected to decline 7.4 percent. University leaders have blamed the enrollment decline on a decreasing number of high school graduates and on fallout from turmoil in the fall of 2015, when students protested what they saw as a culture of racism on the Columbia campus, leading to the eventual resignation of then president Tim Wolfe and then Columbia chancellor R. Bowen Loftin.

Plans call for finding efficiencies and eliminating duplications across the system. For instance, three campuses use the Canvas learning management system and one uses Blackboard, Choi said. They could all be placed on the same system. Plans also call for cutting some programs and looking at consolidations between campus academic programs. For instance, plans call for cuts to theater programming at Kansas City and closing some centers and institutes at the flagship campus.

"We can't be all things to all people," Choi said. "We have, across the four campuses, 400 majors. We duplicate majors from campus to campus. In some cases we may say if you want to study this particular discipline, you may want to consider this campus as opposed to coming to our campus here. We cannot afford to have programs in which we don't provide the highest level of student success."

Faculty members will need to be consulted for such programmatic changes to be considered legitimate, said Ben Trachtenberg, an associate professor of law and the chair of the University of Missouri Columbia Faculty Council.

Trachtenberg was not surprised by the details released Friday, although he expressed regret that some employees were losing their jobs. The administration has not declared financial exigency,

and no tenured or tenured-track faculty members are being laid off, he said. Some tenured and tenure-track faculty jobs are not being filled after retirements or departures for other jobs, though.

There is reason for optimism that the current budget plans can lead to long-term planning for the future after years of turnover in leadership positions, Trachtenberg said.

“For a very long time, people at this university who have been paying attention have complained that we have done a lot of budgeting decisions almost by accident,” he said. “I would say the university cannot avoid making values-based decisions about what we want to do if we’re going to go in the right direction. Otherwise we’re going to go in the direction of happenstance.”

Some faculty members have pointed out that the Columbia campus is in line for a larger share of cuts than other campuses, Trachtenberg said. But he pointed out that the state funding cuts have been spread evenly across the system, that Columbia is by far the largest institution in the system and that it is experiencing a steep drop in enrollment.

“It’s going to be hard to justify saying to the other campus in the system -- as much as I’m a Mizzou partisan -- because Mizzou has an enrollment decline, we’re going to fill up a sack of money in Kansas City and bring it to Columbia,” he said.

It’s unpleasant to go through cuts, said Gerald Wyckoff, a professor of molecular biology and biochemistry who chairs the Faculty Senate at the University of Missouri Kansas City. But he pointed out that the campus has a mission to serve the students and its region.

“The declining state support for that mission is challenging,” Wyckoff said. “But we have to help the students be the people that they want to be and help the region grow, and that’s the idea. Nobody’s happy about it, and there’s certainly cuts that people would prefer not to see. But we’ve got to take the opportunity to make the changes we need.”

Wyckoff was concerned about the possibility of eliminating programs at Kansas City. Some students won’t be able to travel for a particular program, meaning they might not be served, he said.

Across the state, the University of Missouri St. Louis has been working to realign its budget for a year and a half, said Pamela Stuerke, a professor of accounting who is the chair of the university’s Faculty Senate and University Assembly.

“I’m hopeful,” Stuerke said. “We’re not so much seeing this as cuts as we’re seeing it as a realignment and re-envisioning.”

MISSOURIAN

Amid falling enrollment, MU expands existing recruitment, marketing efforts

By Ruth Serven

COLUMBIA — Double down on phone calls. Double up on school visits. Talk to pastors, counselors, farmers, researchers and teachers.

That's Jesse Hall's recipe for increasing MU's enrollment after a year of sharp decline. It's what MU administrators have done for years. This year, rather than rolling out new initiatives or pouring money toward increasing enrollment, they are multiplying past efforts.

MU is staring down its second year of an enrollment decline, steep budget cuts and layoffs. Enrollment declines last year were particularly concentrated in minority, low-income and rural students, data show, but officials still point to demographic trends and reverberations of the Concerned Student 1950 protests in 2015 to explain this year's decline.

"They think they have a public relations problem, but my guess is that's only a small part of it," said Richard Hesel, principal for Art and Science Group in Baltimore, a higher education consulting group.

Although MU administrators have said a declining population of high school graduates and continued complaints about the 2015 protests have affected enrollment, Hesel pointed to universities across the country that have identified shortfalls and conquered them.

Data from the National Student Clearinghouse Research Center show universities, particularly in the Midwest and Northeast, have declining enrollments and a declining high school graduate pool, but several are using new strategies.

Washington University in St. Louis contracted Hesel to increase its number of first-generation students. After two years of effort, the numbers have risen, the St. Louis Post-Dispatch reported. The University of Maine, like other Northeastern and Midwestern universities, saw enrollment declines, so it decided to match the in-state tuition of several regional universities. Now headed into its third year, the Flagship Match program has seen lasting gains in enrollment from Maine's neighboring states, Inside Higher Ed reported.

“They want to tell you it’s all about a population decline or demographic shift and they can’t do anything about it,” Hesel said. “Not true! What do they have to do? They have to increase their market share and make it more attractive for students.”

MU projected that about 4,000 first-time college students will enroll in August, a 15 percent drop from last year. In August 2016, MU saw its freshman class decrease by 21 percent.

Despite the declines, MU still attracted more freshmen than other state schools in the region: Fall 2016 freshman enrollment was about equal to the University of Nebraska’s and higher than the University of Kansas’ and the University of Arkansas’, according to previous *Missourian* reporting.

These smaller class sizes aren’t unique to MU. Overall undergraduate enrollment at four-year public universities decreased by 0.3 percent from fall 2015 to fall 2016 and has decreased steadily within Missouri, according to data from the National Student Clearinghouse Research Center.

At MU, that enrollment decline between the 2015-2016 and 2016-2017 school years was felt by a large swath of the state. A steep percentage decline in first-time students, between 50 to 100 percent, occurred in 23 Missouri counties, from urban St. Louis City to rural Mississippi and New Madrid counties, according to MU data.

Declines were also sharp among minority students and those receiving scholarships, the data show. The number of first-time African-American students decreased by 42 percent; overall, the number of first-time minority students dropped by nearly a third. And though there is no way to know the income level of students and their families, while the number of Pell Grant recipients remained steady in 2016, the number of students on the Chancellor’s, Bright Flight and other academic scholarships decreased in 2016. Bright Flight and other state-funded scholarships are expected to decrease again this coming school year.

MU has maintained that the steep decline in first-time students in the fall of 2016 was a fluke. However, a look at overall undergraduate enrollment shows declines across the state as well. While some counties held steady or added students, fewer and fewer students attended MU from most of the state’s counties. The declines were heaviest in rural areas.

MU has historically recruited nearly a quarter of its students from the St. Louis area. Over half of its students come from counties with urban areas.

Chuck May, the director of MU’s admissions office, said he and his staff aren’t targeting any particular population with their August recruitment efforts. He said the whole state sends fewer MU students, so his admissions staff is reaching out more to the whole state.

This year, admissions representatives have doubled the amount of times they visit high schools. Teams of MU students who call prospective students began dialing six months earlier than usual.

The admissions office has offered receptions, student panels, visits from admissions representatives and a college planning workshop, all in an attempt to reach high school students sooner and make the transition to MU more appealing.

“MU goes way beyond by working with North Callaway High School to set up visits for all sophomores in the spring,” Melissa Head, a counselor at North Callaway, wrote in an email.

She added that North Callaway’s agriculture instructor sets up a visit with MU’s College of Agriculture, Food and Natural Resources each fall, and that’s a huge recruiting tool.

“Students seem to remember these opportunities way more than just talking to someone. Therefore, it seems like the 6-10 students we have go there typically are in the Agriculture area or Medical fields,” Head wrote in the email. “Over the years we have had business majors, engineering, and education majors as well, but Ag and Medical outweigh them.”

Typically, fears about safety and security top the list of prospective students’ worries, said Patrick Elmore, assistant director of admissions at MU. Often, questions about the 2015 protests arise from a sense that the protests made campus unsafe.

He noted that MU’s Freshman Interest Group, or FIG, program, which creates groups for freshmen to live, study and take classes together, often appeals to rural students who worry about finding a community on campus.

“They think MU can be large and intimidating,” Elmore said. “But you can thrive here.”

While the 2016-2017 school year saw dramatically lower numbers of first-time students, Elmore said retention of current students remained steady, at 86 percent.

Retention is Pelema Morrice’s focus. Now MU’s vice provost for enrollment management, he has worked at both public and private universities. His chief role is in encouraging MU’s various arms of admissions, enrollment, recruitment and financial aid to gather a diverse and robust student body. New programs developed in the past year include the Cherng Summer Scholars Program, which funds undergraduate research, and the MizzouMACC program, which aims to help students at Moberly Area Community College easily transfer to MU.

Morrice has only been on the job since September and said he hasn’t met one-on-one with many students. But he said that, from the 3,000 foot level, he’s getting a feel for Missouri, MU and MU’s students. As MU doubles down on recruitment efforts, Morrice said he wants to focus not just on the racial diversity of the student body but to encourage students from all geographic locations, economic classes, ages and races to apply and stay at MU.

“People jump on this idea of diversity and say, ‘Well, what about me?’” he said. “And I want to say, ‘Yes, you too.’”

Another newcomer to MU's recruitment and retention efforts is focusing on the rural areas of the state where MU may not draw a large proportion of its students but where its research has an outsized impact.

In his short time at the university, Marshall Stewart, vice chancellor for extension and engagement, has traveled to each corner of the state, making late-night visits to St. Louis and Rolla before returning home for a few hours of sleep.

In an effort to expand MU's reach and impact in rural and urban communities, Stewart is talking up the school's extension offices. Located in each county of the state, extension offices can help with anything from identifying a beetle to flood awareness. The research experience and local grounding of those extension offices can be invaluable to local communities, he said.

"A lot of Missourians don't really understand the economic value of this university," he said. "We have to reintroduce ourselves to them about our value beyond educating their children."

Formerly director of college leadership and strategy at North Carolina State University, Stewart has a background in agricultural education and a folksy approach to the bureaucratic problem of organizing MU's many offices.

He tries to set up not only formal meetings, but also porch visits and kitchen conversations about the economy, manufacturing, lack of access to health care and the internet. Those conversations, he believes, translate to a greater trust of the university and a willingness to commit time, students and resources toward MU.

"If you do engagement, public support and resources will follow," he said. "If we take care of Missourians, Missourians will take care of us."

University of Missouri budget plan eliminates 474 jobs

By Rudi Keller

The University of Missouri System will cut 474 jobs across its four campuses and in its central office as it seeks to generate \$101 million in savings to meet budget deficits and provide funds for new initiatives, President Mun Choi said Friday.

In a budget presentation that was streamed live to all four campuses, Choi reported his decisions on proposals submitted May 19 and revealed plans for cutting the system offices. Most of the job cuts will occur at MU, where the approved budget plan shows the cut is equal to 358.2 full time jobs, with 195.8 currently occupied.

Cuts at the system level total \$8.5 million, including eliminating two vice presidents, the executive vice chancellor for MU Health Care, the chief operating officer of MU Health Care, closing the federal lobbying office in Washington, D.C., restructuring lobbying in Jefferson City and reorganizing the University Relations office.

The saving after the cuts will be redirected to the campuses, Choi said.

The UM system faces a financial crunch because of lower state support and declining enrollment. After becoming president on March 1, Choi directed the campuses to make cuts of 8 to 12 percent. The total amount saved by the plans announced Friday includes \$39.1 million for reallocation to other programs.

During a question and answer period, Choi was asked how he thinks the public will react to the latest round of bad news at the university. Campus demonstrations in the fall of 2015 have had an ongoing impact, as fall 2017 enrollment is expected to be down almost 13 percent from that time.

“We just have to be honest with people,” Choi said. “The 474 separations hurts. When individuals were informed in my office, it was just not a good day for anybody.”

Some employees, tenured faculty and long-time staff workers, are eligible for one week of pay for every year they have worked for the university. Others, such as non-tenured faculty working on annual contracts, are not.

Nicole Monnier, a teaching professor in Russian and German studies, asked that Choi review those policies for fairness.

“We are not disposable faculty and we deserve the same type of protections as staff and tenure track faculty,” Monnier said.

In response, Choi said he had noticed that many of the non-tenured faculty being laid off had worked for the university for 20 years or longer. One of his major initiatives is to make employment policies consistent across the system, he said, which includes standardizing appointments and separation for non-tenured faculty so they are treated “fairly, compassionately and in a uniform manner.”

On the Columbia campus, the plan eliminated the equivalent of 195.8 full-time positions with current employees and 162.4 full-time positions included in the budget but not currently filled, according to documents posted online Friday. The largest faculty reductions are in the College of Arts and Science, which will lose 35.5 positions, the College of Agriculture, Food and Natural Resources, which will lose 22 faculty positions, and the School of Journalism, where 15 faculty positions are being eliminated.

The job cuts also include 42 administrative positions paid a minimum of \$62,400 or more.

Reallocations will provide money to hire 161 new faculty in Food for the Future, One Health/One Medicine, Sustainable Energy, Media for the Future and other areas. The School of Medicine is slated to add 59 positions, the College of Engineering will add 29 and Arts and Science will add 22, according to the MU budget document.

The university is being forced into the cuts because of “financial constraints that truly are of historic proportions,” interim Columbia campus Chancellor Garnett Stokes said during her presentation on campus changes.

“It will allow us to grow in strategic ways, but the reality is this: In the short term there are painful consequences for some of MU’s most loyal members of our community,” Stokes said.

The university must use its resources collaboratively and efficiently, Choi said. A new advanced materials laboratory being constructed on the Missouri University of Science and Technology campus in Rolla should be used by engineering researchers in Columbia, he said.

Another example he used was online learning. Each campus has its own system and it should be standardized to allow students on one campus to easily enroll in a course offered at another location, he said.

“When I say we want to become more efficient, it is not just for cost-cutting,” Choi said. “We want to act like a system that uses the same policies, practices, until we need to be different. I think what has been happening is let’s be different until we are forced to be the same.”

Near the end of Stokes' presentation, Peter Wilden, associate professor of the medical school, said Choi's program has been tried before. Wilden said he worked in the system administration for three years during the tenure of President Elson Floyd.

"Until we can get the majority of the individual staff and faculty to think about the larger institution rather than their individual departments or colleges, we are going to have problems," he said.

MISSOURIAN

UPDATE: Choi outlines UM system budget plans for fiscal 2018

By Madi Skahill, Nadav Soroker and Gabriela Velasquez

COLUMBIA — MU will eliminate the equivalent of 429 jobs as part of its effort to deal with budget cuts made necessary by a downturn in enrollment and the lagging tuition revenue that comes with it, alongside reduced state appropriations for fiscal 2018.

That was among the headlines when UM System President Mun Choi outlined budget strategies and cuts during a public presentation to a packed house in Stotler Lounge at MU's Memorial Union on Friday. His address focused largely on system budget strategies but also summarized reductions and changes the four individual campuses would adopt.

Of the jobs being cut at MU, 343 full-time equivalent positions would be eliminated from the general campus operating budget, along with 86 in the auxiliary units of Student Affairs and Athletics, according to an MU budget plan submitted to Choi and Interim Vice President for Finance Ryan Rapp by MU Interim Chancellor Garnett Stokes on Wednesday.

The general campus jobs being lost include the equivalent of 135 full-time faculty, 173 full-time staff and 35 graduate positions. Of the faculty and staff jobs, 42 are "high-ranking administrative positions," Garnett wrote in her budget message.

Choi also spoke of the need for the four campuses in the UM system to be distinct without duplicating their offerings.

"Where is the duplication?" he asked rhetorically. "We're going to look at where we can consolidate, where we can add local satellite offices. If it doesn't support academic, research and extension then we're going to have to ask ourselves, is it as critical as we think it is?"

Choi alluded to the continuing impact of the events of fall 2015, noting that he wasn't with the UM System at the time. But he wondered aloud whether "things could have been done differently."

The campus protests over incidents of racism at MU and frustration with the way a decision to cut graduate student health insurance was handled — though never implemented — is frequently cited for the downturn in first-time college enrollment, estimated at 15 percent for this fall compared to last fall. That's an estimated 4,000 fewer students on campus.

Stokes, who also spoke after Choi on Friday, wrote in her budget plan that there are several areas where MU will continue to invest, including aggressive student recruitment, efforts to hire more diverse faculty, increasing stipends and improving health coverage for graduate students, and bolstering support for research institutes and for strategic faculty research hires.

Even as it cuts positions, MU continues to recruit for 161 faculty positions that Stokes said would be "instrumental" to campus success. Of those, 58 are expected to do research in strategic areas targeted by Mizzou Advantage. That includes:

- 29 for the One Health/One Medicine program.
- 22 for Media of the Future.
- Five in Sustainable Energy.
- Two in Food for the Future.

At the system level

Choi outlined \$8.3 million in cost savings and reallocations for the UM System. He laid off Vice President for Academic Affairs, Research and Economic Development Robert Schwartz and Vice President for University Relations Steve Knorr. He closed the Federal Government Relations Office and restructured the State Government Relations Office and the Office of University Relations. Those moves alone will save \$1.96 million.

Wally Pfeffer, who worked with the government relations team for 22 years, asked Choi how the system will conduct the necessary task of negotiating and working with the state.

"Over the next two to three weeks, I will be meeting with key legislative leaders as well as the governor's office to identify a path forward," Choi said.

After his presentation, Choi told the Missourian that the move "gives us some time to re-envision what that structure looks like." Once a new vision is found, Choi said he probably will hire new people.

The system will save another \$2.3 million by reallocating UM Research Board Investment toward strategic research priorities and save \$1.05 million by eliminating nearly 13 full-time equivalent staff and administrator positions in Information Technology.

Choi sought to strike a tone between pragmatic realism and optimism about the UM System's future, emphasizing that the four campuses needed to operate more efficiently as a "system."

"I know that we're going to be going through some challenging periods. We're not done with addressing the challenges," he said. "Starting today, we're going to be making bold decisions that are going to strengthen the university."

Faculty, alumni and others who gathered for Choi's presentation were worried about the impact the cuts would have on various parts of the university, including extension. But Choi reiterated his support for extension. He also expressed admiration for the contributions of non-tenure-track faculty in research, extension and teaching, noting that some NTT faculty have been with the university for "20 to 30 years."

Former Faculty Council chair and MU law professor Ben Trachtenberg asked Choi to involve faculty in "significantly robust discussion" at every stage in the decision-making process going forward, "before that train leaves the station."

Impact on students

Choi said that in examining the budget, administrators made sure to minimize the impact on undergraduate and graduate students.

"I don't know the total impact on student employees, but I went through line by line with our budget team as well as the campuses," Choi said. "Wherever we saw indication that it affected undergraduate students, we asked the campuses to revisit that and find other sources to support those programs."

Choi and Stokes noted that MU had increased graduate student stipends.

"I am very pleased that this institution has made it a priority to increase the graduate student stipend," Stokes said.

Regarding graduate student tuition waivers, Stokes said she didn't "know where it's going to land" and emphasized the importance of having a process in place to review them.

Mannie Liscum, associate dean for the College of Arts and Science and a professor of biological sciences, urged the administration not to play games.

"Please, please, everyone needs to take a lot of thought on how this is done," he told Stokes. "And let's not get caught up into a shell game where we increase student stipends and think it's OK now to cut tuition (waivers)."

"We want to be supportive of graduate education," Stokes said, "and we need to create the right system that allows us to best do that financially."

Stokes added her assurance that graduate students would be involved in "the course of figuring out what's going to be our strategy."

Academic review

Stokes said she could not yet identify the specific MU institutions or buildings that would close.

“That academic program review process, that’ll probably be one of the longest term processes we have,” Stokes said. “I expect that that’s going to be going on through this next academic year, and I’m not sure where it will land, but that process will involve faculty, and we’ll have input from our students and our alumni.”

Stokes said the cost of individual programs won't be the single determining factor in what will be cut.

“On any campus, a College of Arts and Science is inevitably going to be one of those places where they’re serving a lot students and teaching lot of students,” she said as an example, “and their general operating investment is usually not as great as what they’re producing.”

“The fact that some are costly is not what is important here,” Stokes said. “What’s important is how excellent they are and how well they’re preparing our students, how successful our students are, how successful they are when they finish, and how valuable it is for them as a degree program.”

Vice Chancellor for Finance Rhonda Gibler said the academic review process also considers different ways that programs can be delivered or taught in order to save money.

Anatole Mori, associate professor in the Department of Classical Studies, worried about the status of humanities courses amid these cuts. Stokes emphasized the contribution of humanities to MU's values.

“We would lose if part of how we think about educating students becomes a decision that the thinking, the critical thinking, that is developed in humanities studies is somehow unimportant,” Stokes said.

What's next

Sean Brown, assistant manager for hospitality services at Campus Dining, asked Stokes when people affected by the cuts will be notified. She said that information will come early next week in many cases.

The MU personnel reductions are a combination of contract non-renewals, which she said have mostly already happened, staff layoffs, which are coming in the next few days, and positions that are being eliminated after people leave through other means on a rolling basis.

Also coming out next week is a breakdown of the budgets from each of the specific campus units. Those will be posted Wednesday at the Office of the Chancellor's website. Stokes also is working to coordinate meetings with each group to go over their budget in smaller forums over the next few weeks.



UPDATED: UM President Mun Choi addresses budget cuts

Watch story: <http://www.komu.com/news/updated-um-president-mun-choi-addresses-budget-cuts>

By Meg Hilling

COLUMBIA - Hundreds of positions will be removed from the UM system as a result of budget cuts for the upcoming fiscal year, announced UM System President Mun Choi Friday.

Following a review of losses in state revenue, decline in enrollment, unavoidable costs and plans for restructuring, a target budget \$101,000,000 is being set for the system in the year ahead.

Choi cited the following categories as the components for the target budget:

- \$35.9 million reduction in state funding
- \$11 million reduction in tuition
- \$15 million increase in unavoidable costs
- \$38.9 million increase in strategic investments, such as scholarships

Speaking before students and faculty in Memorial Union, Choi said the budget is necessary in order for the system to become more efficient and less redundant as it faces its current financial crisis.

“We need to make sure we have a strategic focus to make sure the university is better than what it is right now,” he said.

Much of Choi's address was focused on the coming removal positions in the system. Within the system, 72 positions in administration, 180 in faculty and 222 in staff will be removed, bringing

the total position removal to 474. These removals are a combination of layoffs, retirements and already vacant positions.

Choi said he realizes the necessary cuts will be difficult, especially the loss of faculty and staff. He said he wants the people who are being laid off to realize how much the university appreciates them, but there are simply fiscal realities that must be dealt with.

Despite the removal of positions, Choi said all four system campuses will make some hires as the system looks to downsize and combine some majors with the development of a distance learning portal, dual credit and dual enrollment expansion.

Similar stories ran statewide on the following broadcasts:

KSHB- Kansas City
KCTV- Kansas City
WDAF- Kansas City
KMBC- Kansas City
KMOV- St. Louis
KMOX- St. Louis
KTVI- St. Louis
KSPR- Springfield
KY3- Springfield



[UM system president breaks down FY2018 budget](#)

Watch story: <http://www.abc17news.com/news/um-system-president-breaks-down-fy2018-budget/526904393>

By Sara Maslar-Donar

COLUMBIA, Mo. - The University of Missouri System's budget for fiscal year 2018 features hundreds of job cuts across the board in order to make up for millions in lost revenue.

UM System President Mun Choi highlighted several items that appeared in the budget and explained the necessity of cutting more than 400 jobs systemwide. The University of Missouri will have more than 300 jobs cut.

"I am so grateful for their service and whatever we can do to ensure they have productive moving beyond the University of Missouri, we want to explore that," said Choi. "We wish it didn't happen but we are also facing some fiscal realities that we have to address."

Choi outlined budget targets for the system and broke them down for all four campuses. Budget targets are essentially money that needs to come from somewhere. The total budget target is made up of what can be considered cuts and also what costs are necessary to the university system.

Here's a breakdown of that by the system, which has about \$101 million in budget targets.

- \$35.9 million reduction in state funding
- \$11 million reduction in tuition and enrollment
- \$15 million increase in unavoidable costs, such as building maintenance
- \$38.9 million increase in strategic investments, including increases in scholarships and stipends for students and strategic faculty hiring

At Mizzou, 135 faculty jobs will be cut, but the money from those eliminated jobs will be used for strategic faculty hiring. There will be about 160 new faculty jobs added, and Choi said those jobs will be essential to the university and part of the vision.

"It's based on, primarily, on program efficiency and consolidation," he said.

Interim Chancellor Garnett Stokes said the university was positioning itself for a more positive future and that the cuts had to be done in order to be fiscally responsible.

"The re-budgeting process is designed to strengthen the university in the long run and to prepare us for this future that is a bit different financially," she said.

Much of the money reallocated by the cuts will go toward strategic investments, which include increasing and creating scholarships for students in order to grow enrollment.



[UM System president outlines budget target for incoming fiscal year](#)

By Greg Dailey

Watch the story: <http://mms.tveyes.com/PlaybackPortal.aspx?SavedEditID=07d419f6-8442-49ca-8ac8-8b1447ac9115>

COLUMBIA — The University of Missouri System released targeted areas which would see increases or decreases in funding for FY2018.

In a release from the system, President Mun Choi shared system and campus FY18 budget plans with the University community during a public presentation Friday.

"I want to thank the leadership, faculty, staff and students on our campuses that have worked so hard in this difficult, but necessary, process. These actions will strengthen the University of Missouri and lay the groundwork for the institution to invest in future excellence," Choi said in a

release. "The decisions made place the highest emphasis on achieving excellence for the University in pursuit of our critical mission – teaching, research and outreach."

The plan announced Friday outlined the budget targets for the following categories:

- \$35.9 million reduction in state funding
- \$11 million reduction in tuition
- \$15 million increase in unavoidable costs, such as building maintenance
- \$38.9 million increase in strategic investments, including increases in scholarships and stipends for students and strategic faculty hiring

Choi said the University of Missouri was eliminating 343 full-time equivalent positions from its General Operating Campus Budget as part of its "Safeguarded Initiatives from FY2018 Short-Term Cuts." The budget also stated Mizzou was recruiting for and hiring 161 new faculty for the upcoming academic year.



Local, state leaders optimistic about Mizzou despite budget cuts and layoffs

Watch story: <http://www.abc17news.com/news/local-state-leaders-optimistic-about-mizzou-despite-budget-cuts-and-layoffs/526819221>

By Taylor Petras

COLUMBIA, Mo. - Despite finalizing \$59.8 million in budget cuts and eliminating 307 positions at the University of Missouri Columbia campus, local and state leaders are hopeful Mizzou will rebound.

"The university being the flagship campus is vital to Columbia, Boone County and all of mid-Missouri," said Rep. Cheri Toalson Reisch, R - Hallsville. "It turns the economy over and over again and creates the jobs for locals."

Columbia Chamber of Commerce President Matt McCormick echoed similar statements about the university's important role in the city's economy.

"It is our number one economic driver, without a doubt," he said. "It's extremely important to us."

UM System President Mon Choi explained the final budget cuts and layoffs Friday to the Mizzou community at Memorial Union. The FY2018 budget includes \$101 million in cuts and the elimination of 474 jobs across all four campuses and the UM system.

McCormick said despite the cuts and job losses, the Chamber of Commerce will continue to work with and advocate for the university to state lawmakers in Jefferson City. He said they'll begin working Mizzou leaders to outline priorities with the chamber for the next legislative session.

"We're looking to where can we play that supportive role so that we can take care of our own and take care of the people that are here," he said.

Rep. Toalson Reisch said she's hopeful Missouri's economy will bounce back to help restore funding to higher education in the next legislative session.

"I think there's going to be a lot of positive changes at MU and looking forward to the budget next year that we can hopefully restore some of these cuts," she said.



More than 470 jobs being eliminated from University of Missouri System

By Erica Hunzinger

The University of Missouri System will cut more than 470 positions across its four campuses, President Mun Choi said Friday.

More than half of those will be at the flagship Columbia campus, while the University of Missouri-St. Louis will see 30 positions eliminated. However, UMSL spokesman Bob Sample said, 25 jobs will be added in new areas.

The system's financial problems stem from declining enrollment and millions less in state money. Choi said to address those challenges, layoffs were necessary.

"We knew we had to make those difficult decisions because I said on March 1 that 80 percent of our budget is in salaries and fringe benefits. For us to be able to absorb \$180 million in budget targets without affecting employment would have been inappropriate," he said.

Choi said the system also will put \$47 million toward strategic investments.

"We need to make that sure we have a strategic focus to make this university better than it is right now. Now, you may think that sounds difficult, given the budget situation that we're facing, but if we don't act, our university will not become a stronger university," he said.

The suburban St. Louis campus will see administrative restructuring and will no longer offer an art history major. Last year, UMSL cut more than 80 staff members.

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KANSAS CITY PUBLIC MEDIA

University Of Missouri System President Presents Plans To Address Severe Budget Cuts

By C.J. JANOVY

University of Missouri System President Mun Choi on Friday outlined plans for addressing \$94 million in potential budget cuts over the next two years.

Besides a \$19.6 million reduction in its state allocation, Choi said, the university system's budget problems have been "compounded by the dramatically lower enrollments we're facing especially here at the Columbia campus."

Across the university system, Choi said, 474 positions would be eliminated: 72 administrators; 180 faculty members; and 222 staff members. The largest cuts would be at the Columbia campus.

At the University of Missouri-Kansas City, cuts of \$15.4 million would result in the loss of 51 positions and what Choi called "significant administrative restructuring."

"They've also made the difficult decision to cut some programs in athletics and reduce scholarships, but in return use philanthropy to make up in the scholarships for students. There's also a reduction in the theater program," Choi said.

"The theater program is a very successful program at UMKC," Choi acknowledged. "But this is the level of analysis and deep thought that went into to chose programs that will either be eliminated or minimized in some way."

In response to the proposed cuts, UMKC Theatre Department Chair Tom Mardikes has convened a "[Save UMKC Theatre](#)" town hall meeting for 6 p.m. on Sunday, June 4, at Spencer Theatre on the UMKC Campus. Among those scheduled to speak are the Kansas City Repertory Theatre's artistic director, Eric Rosen; the Heart of America Shakespeare Festival's executive artistic director, Sidonie Garrett; the Unicorn Theatre's producing artistic director, Cynthia Levin; and the Coterie Theatre's producing artistic director, Jeff Church, among others.

At the same time as he outlined budget cuts, Choi also discussed new investments in areas he characterized as strategic priorities. These included hiring 161 new tenure, tenure-track and non-tenure faculty members on the Columbia campus.

Choi acknowledged this seemed contradictory.

"You may ask the question: 'You decided not to renew, as a university, about 150 faculty. Why didn't you just keep them and just hire 10 more if you were going to do this?'" he acknowledged. "This is a strategic re-allocation (in) the programs that are most important for Mizzou."

At UMKC, he said, this will mean 25 new faculty hires in medicine, dentistry, pharmacy, nursing, computer science and engineering.

"This is a process that's not going to stop on June 5," Choi said. "We're going to continue to work with all the campuses and stakeholders. We need to make sure we have a strategic focus to make this university better than it is right now. You may think that sounds difficult, given the budget situation we're facing. But if we don't act, our university will not become a stronger university."



[UM System President Outlines Budget Cuts](#)

By Ryan Famuliner, Kristofer Husted, Nathan Lawrence, Bram Sable-Smith, Sara Shahriari and Rebecca Smith

University of Missouri System faculty, staff and community members gathered in Columbia Friday to hear system president Mun Choi outline the University of Missouri System's budget for fiscal year 2018.

Current decreases in state funding, uncertainty about future state funding and enrollment declines at the system's flagship campus in Columbia have forced officials to look for both short- and long-term solutions to significant budget shortfalls.

Between fiscal year 2017 and 2018, the system was hit with a roughly 6.5 percent cut in state appropriations. Enrollment declines, including a drop of around 2,000 incoming freshmen since 2015 at the University of Missouri, also drove a projected loss of nearly \$10 million in tuition for the coming fiscal year.

Together with unavoidable expense increases and “strategic investments” in university sustainability, these pressures created an estimated \$60 million revenue shortfall at the Columbia campus alone.

As part of the cuts, a total of 474 positions will be eliminated across the university system. Choi said roughly half of those positions are not currently filled.

Previously, Choi charged all system campuses to cut their overall budgets by 8 to 12 percent. The budget plans released today are the result of campus planning around those cuts.

T COLUMBIA DAILY TRIBUNE

Boone Hospital trustees eye legal changes, insurance limitations as they decide new lease

By Brittany Ruess

As the board that oversees Boone Hospital Center determines who will run the hospital, plenty of uncertainty remains about changes in federal health care law.

The Affordable Care Act has already had significant effects on Boone — the only carrier on the ACA health insurance exchange for Boone County residents is Anthem, which does not include the company that runs Boone in its network. Hospital officials have said Anthem’s exclusion of St. Louis-based BJC HealthCare, which operates the hospital, might have contributed in reducing the number of patients seeking treatment at Boone.

The Boone Hospital Center Board of Trustees’ lease with BJC expires in 2020 and the parties must notify each other in 2018 if they wish to continue, change or end the agreement. Trustees sought proposals from companies to manage the hospital and received interest from four companies about leasing Boone Hospital.

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 create a new not-for-profit and make Boone Hospital a standalone operation, meaning it would not be managed by a health care system. The decision is a big one, and one which the trustees will have to make as congressional Republicans continue working to remake federal health care law, which will likely result in the end of the

ACA health care exchanges. Meanwhile Boone's biggest competitor, University of Missouri Health Care, continues to provide its employees incentives to see only MU Health-affiliated health care providers.

"That takes a lot of people from the hospital," Trustee Bob Wagner said.

Anthem has said it is not certain if its participation will continue in the health care exchange.

POLICY QUESTIONS

Brian Neuner, chairman of the trustees, said board members are not letting the uncertainty about federal law control their selection process or timetable.

"So, we're operating under the mindset that the current conditions, under the current laws are what's in place and we're working with them in that parameter," Neuner said. "If changes develop while we're in this process, I'm sure that will be part of our discussions. It's talked about, people expect it, yet it's not happened. We can't delay our discussions and this process on something that may or may not happen."

Randy Morrow, a trustee and former chief operating officer of Boone Hospital, said the trustees will analyze each option to see how health care companies can adapt to changes in the industry.

"We've got to create an environment that's nimble enough to be able to react" to federal health care regulations, he said.

BJC CEO Steven Lipstein told the trustees this month that changes will likely have financial repercussions for health care providers.

"It may feel as if every time there's a new majority party in Congress or a different political party in the White House, we're going to get our health care system turned upside down," Lipstein said.

Before the Affordable Care Act, BJC was providing about \$605 million annually in free care across its 15 hospitals, Lipstein said. That figure fell to \$475 million in the couple of years after the ACA was implemented because more people obtained insurance or became aware that they were eligible for Medicaid, he said. Today, the amount of free care has increased to \$645 million for BJC because of increasing out-of-pocket costs to patients, Lipstein said.

Republicans are looking to repeal multiple provisions of the ACA favored by Democrats who approved the law, including mandates requiring everyone to have health insurance, every employer with 15 or more employees to offer health insurance and health insurance companies to cover minimal essential services such as primary care, maternity care and mental health care, Lipstein said.

Republicans also argue that putting individuals with pre-existing conditions in the same risk pool as relatively healthy individuals caused premiums to increase, Lipstein said. To make premiums

decrease, he said, officials are considering giving states the option to move individuals with pre-existing conditions into a separate risk pool. Congressional Republicans also are interested in capping the amount of money states receive for their Medicaid programs.

Democrats argue that if the amount of money spent on Medicaid patients or patients with pre-existing conditions is limited, these patients will not be able to afford the health care services they need. Estimates have shown millions fewer people will be insured if the ACA is repealed.

“One of the things you should factor into your calculus is that every time there’s a change to political party controlling the U.S. Congress,” there’s “likely to be a significant shift in national public policy as it affects health care,” Lipstein said. “We don’t know how often those shifts in majority party occur ... but we know that they always do occur. It’s a matter of what time. And shifts in political party that are in charge of the White House always occur. We are likely to see pretty significant volatility in national health care policy over the time frame that we all think about in terms of planning for Boone Hospital Center.”

If Boone Hospital is a part of a larger health care system, Wagner said, the hospital and trustees could tap into a company’s expertise in navigating changes to the law.

Boone County Southern District Commissioner Fred Parry, who was a trustee for 14 years and helped initiate the process of seeking management proposals, said the ACA hurt Boone Hospital financially because of reduced reimbursements, bundle payments for procedures, increased costs from meeting new regulations and clawback provisions that allow the government to hold back millions of dollars to investigate Medicare and Medicaid fraud.

“It’s just a different ball game,” he said. “It’s tough.”

If the trustees select an option that includes a lease, Parry and the other county commissioners will vote to approve the trustees’ selection, as required in state law. Parry said state lawmakers’ decision not to expand Medicaid to more Missourians under the ACA also affected Boone Hospital.

“When Illinois expanded Medicaid and Missouri didn’t, I think it really shifted BJC’s attention to the east,” he said. “And so, with us being the westernmost hospital in the system, I think Boone Hospital has become an outlier and not really a core part of BJC’s strategic plan.”

An example of that, Parry said, is BJC not allowing joint ventures in which hospitals and physicians share revenue. Boone Hospital lost surgeons and family practice doctors because BJC won’t partner with doctors, Parry said.

“I just really feel that had BJC been on their A-game they would’ve been all over that,” he said. “They would’ve been in there, doing everything they can to secure those doctors. My sense, after watching them for 14 years, is that their priorities have changed.”

Every option the trustees have, except BJC, allows partnerships with doctors, Neuner said.

“Partnering with physicians is something we are pushing for,” he said. “We don’t currently have it, but we’re trying to communicate why that is necessary to be part of an agreement with our partner, whether that’s our current partner or as we look toward the future.”

A NARROW NETWORK

A report released this year showed falling patient volume at Boone Hospital while the number of patients at the University of Missouri Hospital is on the rise.

Organized by Stroudwater Associates, a Portland, Maine-based healthcare consulting firm, the report showed a 10 percent decrease in patients at Boone Hospital between 2012 and 2015. University Hospital experienced a 14 percent increase in patient volume in the same time period.

Cardiology, neurosurgery, general surgery and obstetrics and delivery numbers decreased at Boone Hospital, according to the report. The cardiology department discharged 769 fewer patients in 2015 than in 2012, representing the biggest loss. Obstetrics and delivery discharged 144 fewer patients, general surgery discharged 143 fewer and neurosurgery decreased by 56 discharges. However, general medicine discharges went up by 152 between 2012 and 2015.

MU is the largest employer in Boone County and the MU Health hospitals and clinics are second to the university itself in employee numbers, according to Missouri CORE, a not-for-profit economic development group in Mid-Missouri.

MU employees have lower health care costs if they use services through MU Health, which could be diverting MU employees who were once patients of Boone Hospital to MU Health and help explain lower patient numbers, trustees consultant Keith Hearle said last month at a public forum to discuss Boone Hospital lease options. One of the three University of Missouri employees’ insurance plans also considers Boone Hospital out of network.

“It’s a substantial disincentive to go anywhere else,” Wagner said.

Wagner, who is also the trustees’ treasurer, said the effects of the narrow network and BJC’s exclusion from the federal marketplace started showing up in the hospital’s finances as early as last year and have likely accelerated into 2017.

“These are all things that came up after the process,” he said. “This wasn’t on the table when deciding who we want to partner with, but this is what we have to deal with right now.”

MU Health has asked for a 30-year lease of Boone Hospital Center. Its proposal includes creating the Boone Hospital Center Operating Company, which would lease the hospital and report to the University of Missouri Board of Curators.

MU Health has offered to open its network to Boone Hospital physicians if the trustees decide to partner with it, meaning university employees could choose where to receive services without penalties or disincentives, Wagner said. The question remains, though, whether MU Health

would extend that same offer to the physician groups with which Boone Hospital has contracts, he said.

At May's public forum, in which the trustees and their consultants detailed each option, people expressed strong opinions in favor of and against a lease with MU Health. Opponents shared concerns of lower quality care, less choice and receiving care at a "teaching hospital." Supporters said partnerships between the two hospitals would create a larger pool of patients for specialized care, which could then be provided locally because the hospitals could pool their costs.

BJC spokeswoman June Fowler said in an email that "we encourage patients to study their coverage options carefully to ensure they have in-network access to the physicians and hospitals they chose." The company did not provide an official to speak about the issue for this story,

"In-network access helps patients and hospitals to have assurance around costs and payments," Fowler said. "Narrow networks offered by some insurance companies make it even more important for patients and families to fully understand what providers and services are covered in such networks."



[Mizzou's MSA denounces racially charged video making rounds](#)

By Sarah Bono

COLUMBIA, Mo. - The University of Missouri's undergraduate student government said on Friday that a "racially charged video" posted to Snapchat was not posted from a Mizzou account.

The video allegedly has ties to the university, but in a statement shared on its Twitter page, the Missouri Students Association Executive Cabinet stated "it is clear that the post was not posted from a Mizzou account, rather a campus-wide story that is monitored by Snapchat."

The association went on to say, "Hate speech has no place on this campus," and that it would like the video to be investigated further.

Here is the complete statement:

"Tigers, it has been brought to our attention that a racially charged video was posted to Snapchat that had correlation with our university. After speaking with staff that have control over 'Mizzou Snaps,' it is clear that the post was not posted from a Mizzou account, rather a campus-wide story that is monitored by Snapchat.

We want to make it abundantly clear that hate speech has no place on this campus. We have a lot of work to do, contributing to make Mizzou a more inclusive campus, and actions such as these just draw back on progress.

We, as an association, believe that the matter should be further investigated so that if the aggressor in this matter can be identified, they are held responsible for their actions.

While this act was extremely unacceptable, we appreciate the students who brought this to our attention and made their concerns heard because every student should feel welcome on campus.

For Mizzou,

MSA Executive Cabinet"



[Some young farmers postpone careers to pay off school loans](#)

Listen to the story: <https://www.marketplace.org/2017/06/05/business/some-young-farmers-postpone-careers-pay-school-loans>

By Kristofor Husted

Liz Graznak runs an organic farm in Jamestown, Missouri, which she calls Happy Hollow Farm. She sells her vegetables to local restaurants in "community supported agriculture" boxes and at the farmer's market. But eight years ago, after falling in love with the idea of growing her own produce, the farm she runs today looked like a nearly impossible dream.

While on track to earn a Ph.D. in plant breeding, Graznak bought her first box of produce from a nearby farmer. Soon after, she decided that instead of studying plants, she wanted to grow them. Easier said than done, though.

"The mortgage aside, it costs a hell of a lot of money to start a farm, and to build the infrastructure, and to buy drip tape and row cover and hoops ... I mean, just everything you could imagine," she said.

First steps for entrepreneurs: Go to a bank, take out a loan and buy some property. Not for Graznak, though, who at that point was making just a small amount as a working graduate student.

"No bank was going to give me a loan at making \$8 an hour. No way. And owing some thirty thousand odd dollars in student loans," she said. "So that's why I got a job."

Graznak isn't alone. Student loans in the U.S. have run American graduates into a \$1.4 trillion hole of debt. Indeed, after college, many entrepreneurial graduates are postponing their dream careers to pay off some of their loans. For many young people like Graznak, trying to start their own farm, student debt can put their dreams on hold.

After graduating with a master's degree, Graznak ended up deferring her student loan payments, interning on several farms and then working full time at a garden center so she could save up enough money to launch her dream farm. And she did — six years later.

The average age of American farmers – [58 in 2012](#) — keeps ticking upward. Many in the Midwest fear there aren't enough new or young farmers entering the evolving field. The nature of modern farming has made it tough for a new generation to get started.

“I think it really is an increasing concern just because farms continue to get larger and more capital intensive,” said [Kevin Moore](#), an associate professor of agricultural and applied economics at the University of Missouri in Columbia.

Moore teaches a class for students called "Returning to the Farm." As part of the class, the students crunch the numbers to figure out a business plan and the economic reality of what it will take to farm successfully.

“The capital requirement of agriculture has continued to increase, which makes it more difficult for a young person to get in and to get to the adequate size that's kind of required to be efficient and competitive,” he said.

The numbers don't always add up, Moore said, and some students can't go into farming right away as planned. That's not only OK, he said, it's a smart choice if it's not financially feasible. The last thing young people need is more debt.

The Department of Agriculture's Farm Service Agency helps by offering loans geared toward [beginning farmers](#) at lower interest rates.

“Our mission, as established by Congress, is to make loans and fill the credit gap when conventional lenders are unwilling or unable to provide credit,” said Jim Radintz, deputy administrator for farm loan programs. Last year, the [agency gave out](#) about 40,000 loans worth more than \$6 billion.

Lindsey Lusher Shute, the executive director and cofounder of the [National Young Farmers Coalition](#), said FSA has been very helpful in supporting new farmers and ranchers, but ultimately the agency is limited by how much funding Congress allocates.

Shute's group has another idea: forgive loans for full-time farmers. The proposal has been turned into a bill in the U.S. House of Representatives called the [Young Farmer Success Act](#).

By adding full-time farmers to the [Public Service Loan Forgiveness Program](#), which typically includes less-profitable, public service jobs like teaching and local government, young people with school debt who commit to farming for a decade would be eligible to make monthly income-based payments for 10 years, after which they would qualify for loan forgiveness.

“We also want this as a way to recruit young people into the field of agriculture, to say as a nation, 'Thank you for being out in the field and pursuing this really noble career,’” Shute said.

Turning the bill into law might be a long shot, but Shute said she hopes it will get a serious look by Congress this session.

It's not all gloom and doom, though, for a young person to work before starting a farm. Take organic farmer Graznak. She has paid off her student loans, and she said even though she had to

work for a few years to start her farm, she did more than just save money. She learned construction, plumbing, electricity and soil science, all skills needed to launch a successful farm.

“Somehow, people have to learn those skills,” she said, “and if you don’t have the opportunity to grow up learning those skills, then how are you going to learn them?”



Answer Man Live! Why can't convicted felons vote after release from jail?

By Steve Pokin

Months ago, several members of the News-Leader staff met with a few readers at Travellers House Coffee and Tea.

I was asked the question: Why can't convicted felons vote? After all, they are still required to pay taxes.

I jotted down the name of the questioner, but I've since lost it.

So this answer is for you, Mr. Guy Wearing a Los Angeles Angels of Anaheim cap.

The loss of voting rights for anyone convicted of a felony typically is not permanent in Missouri, says S. David Mitchell, associate dean of academic affairs at the University of Missouri at Columbia.

Mitchell laid out for me what the law is in Missouri.

First, no one convicted and behind bars — misdemeanor or felony — can vote while incarcerated, he says.

Next, those convicted of a felony and released still cannot vote while on probation or parole.

Even after that, voting rights can only be restored when the person makes full financial restitution.

Oftentimes, those convicted of felonies must pay court costs or fees as well as pay restitution to victims.

The stakes are higher for those convicted of a felony involving voter fraud. They can permanently lose their voting franchise, Mitchell tells me.

In this case, he says, a pardon from the governor is needed.

I asked Mitchell what the logic was in restricting the voting rights of convicted felons.

"It's that an individual who fails to respect the law should not have the right to help shape the law," he says.

But he personally opposes keeping convicted felons from voting once they are freed — as long as the conviction does not involve voter fraud.

"It does not make sense if you are required to work and pay taxes," he says.

The United States was founded on the principle that there would be no taxation without representation, he says.

Some states, including Florida, make it harder to regain the right to vote. There, a convicted felon must first serve his sentence; complete probation or parole; and then file an application seeking reinstatement.

But there's a waiting period before you can apply. It is three years for those convicted of a nonviolent crime and five years for those convicted of a violent crime.

At the other end of the spectrum, two states allow convicts to vote even while behind bars, he says.

They are Maine and Vermont.

ST. LOUIS POST-DISPATCH

Trump's immigration stance unnerves Indian tech students

By Uliana Pavlova, Carolina Vargas, Shuya Zheng, Souvik Ghosh and Adit Majumder • Special to the St. Louis Post-Dispatch, 2 hrs ago

After living with his parents for 24 years, Sai Kumar Kovouri decided to give up his life in India for a chance at the American dream. His plan? Get a master's degree in computer science at the University of Missouri, then hopefully land a great tech job in California.

Now he worries a drastic change in the American political climate could derail his dreams.

Since President Donald Trump took office this year, Indian tech students in America — and Indians at home hoping to join them — are worrying new “America first” immigration policies may affect their futures.

“I haven’t planned what I’m going to do in two years after my graduation, because the situation here is not like before,” Kovouri said. “And even employers are not coming forward to give us jobs. I’m completely confused right now.”

In order to work in the United States, educated foreigners must get a type of temporary work visa called an H-1B. This has long been a ticket to America for Indian students. Indian nationals working in the tech sector are the largest recipients; almost 70 percent of H-1B visas were granted to Indians in 2015, according to estimates by Bloomberg.

But on April 18, Trump signed a “Buy American, Hire American” executive order that promises to switch these visas from a random lottery system to one that gives preference to those with the highest level of skills or the highest pay. The order says it will “protect the interest of the United States workers in the administration of our immigration system ...”

It's unclear exactly who qualifies as a high-skilled worker under the order. But no doubt it will be harder for foreigners to find jobs because employers will have to prove they can't find Americans with equivalent sets of skills.

Daniel Costa, director of immigration law and policy research at the Economic Policy Institute, said he thinks the Trump administration will prioritize visas based on the highest wage, but doesn't know if the type or location of a job will be considered.

"Taken into context of everything that the Trump administration has said and done, in terms of how they criminalized immigrants, it is hard for me to believe that they will do anything" that helps foreign workers over the long run, Costa said.

Ticket to a U.S. job

Each year, the U.S. holds a lottery for 85,000 H-1B visas, of which 20,000 are reserved for holders of advanced degrees.

The H-1B program was designed as a transitional stage between temporary employment and permanent residency. An employer may choose to apply for a green card for the worker, but getting one can take as long as 10 to 12 years depending on the worker's home country. Workers from India and China tend to wait the longest because they get the most applications.

Indian IT outsourcing companies take the most H-1B recipients, paying them a lower wage than they would American workers. In some cases, an H-1B worker is 40 percent cheaper than an American.

H-1B workers declined to comment for this story, saying they were afraid of the consequences of speaking publicly. If an employer decides to fire an H-1B worker, the worker can immediately be deported.

"(A) more fair system would be for a worker to petition for themselves for a green card," Costa said. "(An) employer can control the worker and make sure they don't complain because they don't want to get fired and lose their permanent residency."

But Mary Lacity sees another side of the coin.

“Indian companies are global — they hire many Americans,” said Lacity, a professor of information systems at the University of Missouri who researches global IT services. “In turn, U.S. companies hire (a lot of) global talent, including professionals from India.”

Changing the equation

Kovouri is following a long tradition of Indians pursuing education and jobs in the United States. According to the Indian Students Mobility Report, about 150,000 students a year say goodbye to their loved ones in India in the hope of making a better life for themselves in America. U.S. universities and companies, in turn, gain tuition and talent.

But policy changes and anti-immigrant sentiment threaten to change the equation.

Open Doors 2016, a report by the nonprofit Institute of International Education, indicates that students from India and China make up 47 percent of international student enrollment in the U.S. According to a recent survey, by the non-profit Advancing Global Higher Education, 26 percent of institutions reported declines in undergraduate Indian applications and 15 percent reported declines in graduate Indian applications.

One of the most frequently cited concerns from international students and their families is a perceived rise in student visas denials, especially for students from China, India and Nepal.

Students and families are also concerned about having fewer employment opportunities after graduation and living amid a political climate less welcoming of foreigners. They fear Trump’s recent travel ban may expand to include more countries, making it tougher to get in and out of the United States. And they fear possible changes to student visa rules down the road.

Family concerns about safety are another big deterrent for students. News headlines about protests and racism-fueled shootings strike fear in Indian parents.

“My parents are a little worried after the new immigration (policies) have been introduced and the shootings that have been happening,” Kovouri said. “They ask me every day if I am safe.”

Kovouri hasn't personally experienced violence or racism, but he understands that news such as the recent shootings of two Indian men at a Kansas bar can be scary when a child is halfway around the world.

Neeraj Krishna of West Bengal, India, vice president of marketing at Aiwa India, has a lot of friends currently in the United States who share similar concerns with him.

“Not only (about the) shooting, but also about verbal abuses,” Krishna said. “At the same time, I think it is not such a huge problem that it may stop a large number of people from going to the U.S., but definitely a few people would restrict themselves.”

Standing to lose

Indians who decide not to pursue education in the U.S. could lose out on something that's much harder to get in their home country, Krishna said — exposure to practical work experience.

“The research and everything is much more practical in U.S., so it gives people a great experience there,” he said.

In the workplace, this translates into a lifelong advantage, whether they stay in the United States or return to India.

Universities and companies also stand to lose out if fewer Indians seek technical educations in America.

At the University of Missouri alone, international students make up about 21 percent of graduate student enrollment and nearly 7 percent of the total student population. They provide an important source of revenue for the school that could be threatened if fewer international students decide to pursue higher education in the States.

International students are usually charged full tuition and are even sometimes expected to stay on campus dorms. These students are also circulating money into the economy through purchases, travel and other expenses associated with living in the U.S. In 2014-15, Mizzou's international students pumped \$72 million into the local economy.

Indian information-technology outsourcing firms such as Tata Consultancy Services, Wipro Ltd. and Cognizant Technology also stand to lose. These companies tend to hire Indian citizens on work visas, train them and rotate them back to India, keeping their costs low because the average pay is lower than in some American tech giants such as Google and Microsoft.

Trump's new executive order may disrupt this strategy, since it will become more expensive to sponsor H-1B visas without offering higher pay.

But while concern persists for companies, universities and students, the future remains unclear.

Mizzou engineering grad student Rajesh Raghavan Balajiveeraragavan is one young Indian determined to make the best out of the situation — by hanging tight for now.

“I follow what is happening with Trump very closely,” he said. “But at the same time, I try not to let it affect me because it is what it is and I can't make any change about it.”

Once again, Columbia music scene was rich

By Bill Clark

Now comes the time for the annual review of good things seen and heard between January 1 and Memorial Day. Music first; the theater on Wednesday. And, as always, no mention here of hard rock and over-amped noise that is passed off as music.

Let's start with the University of Missouri Concert Series, which is suffering from financial problems despite one of its finest performance seasons ever.

Jasmine Guy in "Raisin' Cane" and an amazing trio with Kevin Sharpe on the drums — the best I've heard since Gene Krupa and Louie Bellson.

The St. Louis Symphony and the last trip here for music director David Robertson.

The National Symphony of Ukraine gave us violinist Dima Tkachenko captivating all with his presentation of Tchaikovsky's "Violin Concerto in D Major."

The Academy of St. Martin in the Fields accompanied Israeli pianist in two stunning displays of keyboard brilliance — Mozart's Piano Concerto No. 9 and Shostokovich's Piano Concerto No. 1, shared with trumpeter Mark David.

The Russian String Orchestra with all 14 members doing a solo and each was a star; then together they gave us Rossini's "Sonata for Strings, No. 3." My notes simply said "Perfection."

"An Intimate Evening with Kristin Chenoweth" was one of the best nights of the year. Talk about charisma!

The Boone Piano Concert Series opened the year with an entire evening of two-piano works done by the husband-wife team of Ayako Tsuruta and Peter Miyamoto — the first time in 15 years these two internationally respected concert players had done a full two-piano performance.

Then came the Conservatory kids from the Missouri Symphony Society to do the second half of an April concert. The first half had matched the cello of Missouri Symphony Society director Kirk Trevor with the harp artistry of his wife, Maria Duhova. It was Kirk's first full cello concert in decades and he acquitted himself admirably, but agreed that conducting is his thing.

The Boone Piano Series has emerged as one of the most diverse and interesting concert series in our town, always held on Monday evenings not to conflict with other performances in the area.

The diversity became apparent last month when Audra Sergel and Friends took to the Boone County Historical Society stage. Ol' Clark normally shuts his ears to the saxophone and its hoarse, grating sound.

Columbian Jack Falby, with his spiked hair and his devilish smile, not only played, but performed with a battered, rusty-looking alto sax like no other. This guy is something else!

Audra has emerged as a pianist and vocalist and her quartet of Falby, keyboard/vocalist Travis McFarlane, bassist Zack Clark and Glasgow drummer, Derrick Enyard, has few rivals.

Back to Ayako and Peter. Anytime they are on the program — go. Ayako is the artistic director of the Odyssey Chamber Music Series and both fill in often as performers and accompanists for the series. Here are a few things from Odyssey:

The “Kids at Heart” Concert. An army of Columbia’s teens in action.

From the Plowman Chamber Music Competition, many great groups, but one that I hope to lure back to Columbia in the future from Michigan State University — The Circulo Trio, composed of a piano, a violin and a clarinet.

A trio of percussionists from MU with a piece called “Dark Passage.” The trio – Ryan Patterson, Rebecca McDavid and Anna Provo (Note – she does not capitalize her name).

Opera. Central Methodist University gave us “H.M.S. Pinafore.” The show stopper was Daniel Jones as Capt. Corcoran doing “Fair Morn to Thee I Sing.” Director Susan Quigley-Duggan is a treasure.

So, too, is MU’s Christine Seitz. She gave us a tough one to sell, “Our Town,” and it sold. She also gave us a great evening of staged arias, spending more time with voices of the future at MU, but included senior Madelyn Munselle, a soprano from Waterloo, Ill., who brought the crowd to its feet with “Glitter and Be Gay” from Leonard Bernstein’s “Candide.” Unforgettable. See you at the Met, Madelyn.

The Salvation Army fundraiser each year gets better and better, put together by Judith McKenney, helping raise needed dollars for the Army. The diverse collection of artists is fun, but none more fun than the mom-daughter combo of pianist Natalia Bolshakova and her violinist daughter, Anya Akhmadullina, with a mesmerizing “Sonatina in G Major” by Antonin Dvorak.

From the MU School of Music came the grand production of Winton Marsalis’ “Abyssinian Mass,” under the guest conductor, Damien Sneed.

Haig Mardirosian on the organ at Stephens College.

“We Always Swing” gave us Regina Carter who paired with both the guitar and the drums for a totally enjoyable evening titled “Simply Ella.”

These notes are only the tip of the musical iceberg in our town. There are over 100 performances each semester at the MU School of Music. All our high schools offer excellent orchestral and choral programs, so there’s something almost every night. It is hard to attend every performance of conflicting groups such as the Columbia Chorale, the Civic Orchestra, the Civic Band – you name it.

You can’t be everywhere. Next up — the theater scene.

THE CHRONICLE OF HIGHER EDUCATION

Appointments, Resignations, Deaths

BY ANAIS STRICKLAND June 4, 2017

CHIEF EXECUTIVES

Appointments

Brenda Allen, provost and vice chancellor for academic affairs at Winston-Salem State University, was named president of Lincoln University (Pa.). She will take over from Richard Green, who has served as interim president since July 2015.

Sian Leah Beilock, executive vice provost at the University of Chicago, was named president of Barnard College. She will take over from the interim president, Robert Goldberg, on July 1. Her predecessor is Debora Spar, who stepped down in March to lead the Lincoln Center for the Performing Arts.

Aminta Hawkins Breaux, vice president for advancement at Millersville University of Pennsylvania, was appointed president of Bowie State University. On July 1 she will succeed Mickey Burnim, who will retire after 11 years in office.

Laurie A. Carter, executive vice president and university counsel at Eastern Kentucky University, will become president of Shippensburg University of Pennsylvania on August 7. She will take over from Barbara Lyman, who has served as interim president since George Harpster Jr.’s retirement in January.

Alexander Cartwright, provost and executive vice chancellor at the State University of New York, was named chancellor of the University of Missouri at Columbia. On August 1, he will take over from the interim chancellor, Garnett Stokes.

Kelly Damphousse, dean of the College of Arts and Sciences at the University of Oklahoma at Norman, will become chancellor of Arkansas State University at Jonesboro on July 1. He will take over from the interim chancellor, Doug Whitlock.

Douglas Girod, executive vice chancellor for the University of Kansas Medical Center, will become chancellor of the University of Kansas on July 1. He will succeed Bernadette Gray-Little, who will step down after eight years at the helm.

Cindy Gnadinger will become president of Carroll University, in Wisconsin. She is an executive consultant for Bellarmine University and previously served as president of St. Catharine College, in Kentucky. Ms. Gnadinger will succeed Douglas Hastad, who will retire after 11 years at the helm.

Bashar Hanna will join Bloomsburg University of Pennsylvania as its president on July 7. He is currently a professor of biology at Delaware Valley University, where he previously served as vice president for academic affairs and dean of faculty. Mr. Hanna will succeed David Soltz, who will retire in July after more than nine years in office.

Michael Middleton, who was recently the interim president of the University of Missouri system, will become interim president of Lincoln University (Mo.) on June 15. He will take over from Kevin Rome, who is leaving to lead Fisk University.

Timothy Mottet, provost at Northwest Missouri State University, was appointed president of Colorado State University at Pueblo. He will succeed Lesley Di Mare, who will retire on June 30.

Sally Roush, who served as senior vice president for business and financial affairs at San Diego State University before retiring in 2013, will return on July 1 to serve as its interim president. She will take over from Elliot Hirshman, who will leave in July to lead Stevenson University, in Maryland.

Ricky Shabazz, vice president for student services at San Bernardino Valley College, was named president of San Diego City College. He will start on July 11 and will succeed Anthony Beebe, who left last July to lead Santa Barbara City College.

Rahmat Shoureshi, interim president and provost of the New York Institute of Technology, was appointed president of Portland State University, in Oregon. Mr. Shoureshi will begin his new post on August 14 and will succeed Wim Wiewel, who will step down after nine years at the helm.

Andrew Sund, president of St. Augustine College, in Chicago, will join Heritage University, in Washington, on July 1 to serve as its president. Mr. Sund will succeed John Bassett, who will retire after seven years in office.

John Swallow, executive vice president and provost at the University of the South, in Tennessee, was named president of Carthage College, in Wisconsin. Mr. Swallow will take office in July and will succeed Gregory Woodward, who is leaving to lead the University of Hartford.

Ingrid Thompson-Sellers, who has served as interim president of South Georgia State College since last June, was appointed permanently to the post. She succeeds Virginia Carson, who retired last year after eight years in office.

Daniel White, vice president for academic affairs and research for the University of Alaska system, will become chancellor of the University of Alaska at Fairbanks on July 1. He will take over from the interim chancellor, Dana Thomas.

Story [continues](#).

THE CHRONICLE OF HIGHER EDUCATION

[Colleges With the Most Graduate Assistants, Fall 2015](#)

June 4, 2017

Twenty-five public and three private nonprofit universities employed more than 3,000 graduate assistants each in 2015. Among the colleges that had the highest ratios of graduate assistants to students were the University of California at San Francisco, where the assistants worked mainly in health care and research, and the Georgia Institute of Technology, where more than half of full-time graduate students served as research or teaching assistants in 2015. Among private institutions, the California Institute of Technology and the Massachusetts Institute of Technology had the highest ratios of graduate assistants to students. At both universities, the majority of such assistants worked in research. While just over half of all graduate assistants at public institutions in 2015 had teaching roles, at private nonprofit institutions, graduate assistants were somewhat more likely to be doing research than teaching.

Story [continues](#).

Editor's note: Among four-year public institutions, the University of Missouri is ranked No. 33 with 2,610 graduate assistants and a rate of 74 graduate assistants per 1,000 students.