



**MU News Bureau**

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## Choi lays out plans to address enrollment, MU's public image

By Rudi Keller

**The University of Missouri's enrollment goal should be about 5,000 new freshmen and about 1,000 community college transfer students each year on its Columbia campus, President Mun Choi said Wednesday.**

The university also should target high achievers, including National Merit Scholars and semifinalists, to improve the quality of the student body, increase graduation rates and raise its profile as a top university, Choi said.

Speaking to the Regional Economic Development Inc. Board of Directors, Choi was asked how to repair the university's public image and increase enrollment. One problem, Choi said, is that MU did little for two years to change public perceptions following the November 2015 campus protests.

"During the past two years, I don't think the university has been very proactive in helping to shape the message," Choi said.

Since taking over March 1, Choi has implemented \$100 million in budget cuts across the system to cover tuition and state funding shortfalls and to make money available for reallocation. The cuts have reduced employment through the system by 474 full time jobs, including 342 positions at MU.

The job cuts have included 91 staff layoffs and 65 non-tenured faculty who have retired or not been offered a contract renewal.

In his presentation, Choi talked about how the money for reallocation would be invested and his goal of increasing the university's role in Missouri's economy through research and industry support. He said the university will focus on medical and engineering programs, work to enhance other high-quality programs and work to reduce the overall cost of an education.

REDI Chairman Jeff Echelmeier said he liked what he saw.

“I am excited about his attitude of investment,” he said. “I think that is the way the university is going to recover, is to invest the smart resources that will help us grow our way out of it.”

In fall 2015, MU enrollment was at a record level, with 35,448 students. The campus had 6,419 first-time freshmen. For the fall semester, MU anticipates about 4,000 first-time freshmen and a total enrollment of about 30,800.

The university’s enrollment woes, board member and Boone County Southern District Commissioner Fred Parry said, can be traced to the November 2015 protests.

“What do you do about the culture on campus?” Parry asked, naming the students, the faculty and the football team as part of the public image problems for the university.

“Those are the things that seem to have really made the University of Missouri not seem like a viable option for a lot of incoming freshmen,” Parry said.

Problems with the university’s image can only be repaired with a coordinated campaign to show that MU is a safe place to get a good education, Choi said.

“What happened in November 2015 on the campus and what people think happened in November 2015, I think diverges quite a bit,” Choi said.

The image of the campus’ culture, he said, was set by video of former assistant professor Melissa Click. During the protests, Click sought to push journalists from the demonstrators’ campsite and called out for “some muscle” to help. Click was fired and now works at Gonzaga University.

“Melissa Click doesn’t represent the faculty,” Choi said.

The decline has forced cuts but it is also a chance to think about how many students should be enrolled and what characteristics are most desirable in prospective students, he said.

“We have not really focused on strategic enrollment,” Choi said. “I think the mindset had been, let’s get to this target number of students, and as long as the applications were coming in, things were fine.”

In five to 10 years, Choi said, the university should be enrolling about 4,750 to 5,250 new high school graduates each year. In addition, he said, “a school of our size should bring in about 20 to 25 percent of new students from community colleges.”

In the fall of 2016 academic year, MU enrolled 994 transfer students, down from 1,191 in 2015. Choi said only about 100 of those students came from community colleges.

To attract higher-achieving students, Choi said the university will begin offering a scholarship to students who are ranked as National Merit semifinalists or finalists. In 2013, MU had 30 National Merit scholars, ranking 34th of the top 200 universities.

Choi also wants to attract a higher percentage of students who rank in the top 10 percent of their high school class and graduate students faster. About 28 percent of MU students were in the top 10 percent and about 69 percent graduate within six years, he said.

He used Rutgers University as a comparison, and to match that school, MU needs to have 38 percent of its students in the top 10 percent and increase its graduation rate to 80 percent.

Having students with higher achievement who graduate faster means MU will cost less overall, he said.



## [University of Missouri officials highlight workforce development, economy](#)

Watch story: <http://www.abc17news.com/news/university-of-missouri-officials-highlight-workforce-development-economy/542229896>

By Sara Maslar-Donar

**COLUMBIA, Mo. - University system president Mun Choi spoke to members of Regional Economic Development, Inc. Wednesday afternoon and laid out plans to promote the University of Missouri as an economic development tool for the region.**

"We want to take opportunities to partner with leading industries and entrepreneurs and small businesses through organizations like REDI to provide value through that partnership opportunity to have joint research, internships or even apply for joint grants to the federal government," said Choi.

Choi has spent 24 years in higher education and was most recently the provost and executive vice president at the University of Connecticut. In his time there, he developed programs that grew enrollment, increased faculty hiring and expanded industry partnerships.

While the university system cut millions of dollars and hundreds of jobs out of this year's budget, Choi said that part of the budget plan is to dedicate \$40 million for strategic reinvestments. He revealed in his budget address two weeks ago, and reiterated it again Wednesday, that the University of Missouri will be hiring faculty in "critical areas" like engineering and medicine.

"(We're) hiring faculty members who have that commitment to pursue the land grant mission of the university by having the opportunities where we provide benefits to the citizens of Missouri that are informed by research and teaching," said Choi.

Part of that strategic investment will be the construction of two new buildings and the continued renovation of Lafferre Hall on Mizzou's campus. One of the planned buildings will be a new east campus plant growth facility greenhouse that will be used for faculty members and researchers in plant sciences.

Another building will be a new advanced construction and materials laboratory. The final building is set to be the Lafferre renovation where there will be a transitional procedure medical complex that students and faculty in the engineering, nursing, health science and medicine fields could use.

"It's a truly interdisciplinary approach for us to pursue research, work with industry partners and also train students who will become a very important part of the workforce development strategies that we have," said Choi. "At our campus at Columbia and at Rolla, there's a total shortage of about 3,000 square feet of space for both research as well as classroom and teaching laboratories.

Chamber of Commerce president Matt McCormick, who will be working closely with Choi, said he was encouraged that Choi is working on specific new programs to enhance local workforce development through the University of Missouri.

"Columbia's really blessed with the fact that we have a diverse business base so it's great to see all the different routes for research and manufacturing," he said. "It's very exciting."

McCormick said he was glad to see Choi working on ways to tell a different story of Mizzou. Choi spoke to REDI members about sending a different message and speaking up about the opportunities at Mizzou instead of hiding behind the protests of November 2015 and how they affected enrollment.

"I think it's very important for all of us: administrators, faculty and staff, and students to visit as many potential partners as possible," said Choi. "Not only have the visits occur at Columbia at the campuses or at Rolla, Kansas City or St. Louis, but to have our visits be at a location where companies are doing innovative work and they're seeking partnerships."

Choi said there are currently two consulting firms working on ways to rebrand Mizzou, and he also suggested ways to find out what the current perception of the school is for potential students and their families, including a survey.

McCormick said he appreciated Choi's vigor and strategic planning for the economy and enrollment, as well as for a rebranding.

"A lot of what he said was true," he said. "People outside having an understand of what really did happen and what took place is taking an opportunity to take a look and say 'we need to make sure

that we're writing our story.' With the university writing their story, it also tells our community's story because it's so together."

# MISSOURIAN

## Choi tells REDI board that MU must focus on economic development

By Mitchell Bartle

**COLUMBIA — MU will begin emphasizing the development of research programs and facilities to create partnership with businesses, a move that will benefit the local economy, students and the school, UM System President Mun Choi told the Regional Economic Development Inc. board of directors on Wednesday.**

Choi gave a presentation addressing MU's economic development plans to the board at its regular meeting Wednesday at the REDI Innovation Hub. About 40 people attended, including Mayor Brian Treece, City Manager Mike Matthes and Columbia Chamber of Commerce president Matt McCormick.

Choi described his vision for the future of the UM System going forward after budget cuts for fiscal year 2018 that resulted in the loss of more than 400 MU employees.

Choi focused on ideas for developing a partnership with the city and working with community and industry leaders to cultivate the economy while developing a skilled workforce.

"We're bringing in proven industry leaders who made a difference in the economy," Choi said. These leaders will be "training students, working with faculty and creating an ecosystem right here in Boone County that's going to benefit obviously the university but (also) this region."

Choi said MU needs to invest more in its engineering, medicine and science programs.

In the past, he said, MU "made the decision to build more dormitories instead of investing in academic buildings and research buildings." Choi said, "There's a deficit of 242,000 square feet for research and teaching."

Choi said creating that space would benefit students and researchers and allow MU to establish partnerships with businesses all over the United States and internationally.

“We are now in a position to ... start making investments strategically,” Choi said. Two specific investments at MU already are in the works.

One of them is the Translational Precision Medical Complex, which will be a \$200 million facility. Choi said it will bring faculty researchers in engineering, medical, nursing and veterinary medicine fields together to solve interdisciplinary problems including bioinformatics and the development of new medical equipment.

“Having that synergy of different, disparate disciplines working together is going to be key,” Choi said, adding that the investment is important because it will attract researchers from other universities and maintain the valuable faculty already at MU.

Choi also mentioned a \$30 million greenhouse that will be built for the Interdisciplinary Plant Group, which Choi called “perhaps our most innovative group of faculty at the university.”

Choi said he plans to have several meetings with McCormick to continue discussing the future of MU's partnership with Columbia businesses.

"It's great to hear about the partnership that President Choi and the university and the campus to continue to grow with the business community," McCormick said.

Choi also spoke about the recent downturn in enrollment at MU, saying it's important now that the university focus on attracting high-quality students and raising retention and graduation rates. As it stands, he said, about 28 percent of university students come from the top 10 percent of their high school graduating classes. That number needs to rise, he said.

## **T** COLUMBIA DAILY **TRIBUNE**

### **UM, Lincoln to collaborate on international, research programs**

By Rudi Keller

**The University of Missouri and Lincoln University will work together on international and research programs, improve academic collaboration between the schools and provide opportunities for Lincoln faculty to earn doctoral degrees, the schools said Wednesday in a joint news release.**

An agreement signed in Young Hall at Lincoln by Presidents Mun Choi and Kevin Rome is intended to increase cooperation between the state's two land-grant universities. The joint effort will be guided by an advisory board led by Debra Green, interim provost at Lincoln, and James Scott, interim vice provost for international programs at MU,

The agreement is intended to benefit both schools through collaboration, pursuit of cooperative grants and international development, the news release stated. The cooperative international programs will target Africa, the Caribbean and Asia, the news release stated.

"I am excited by the potential and possibilities we are setting in motion today—initiatives that will benefit our students, faculty and many friends," Rome said in the news release.

The agreement expands existing cooperative programs, Choi said.

"Today's agreement takes our historic partnership to the next level and will leverage our mutual strengths for the greater good of our state, nation and world," he said.

## **T** COLUMBIA DAILY TRIBUNE

### **Columbia to continue hosting state music festival**

By Megan Favignano

**The Missouri State High School Activities Association's State Music Festival will continue to be held on the University of Missouri campus through 2022.**

MU has hosted the three-day instrumental and vocal competition for more than 60 years. However, the association decided to put the annual event out for bid starting with the 2018 festival. Julia Gaines, director of the MU School of Music, said she was thrilled when she was informed of the association's decision Wednesday.

"It's just a good thing for music to be on campus," she said. "It elevates the life of a musician."

The association's board awarded the festival to MU through 2022. This year, the organization packaged the festival as an event rather than simply reserving a venue, and put out a request for proposals. MU's School of Music and Missouri State University in Springfield were both finalists for the event and the association board awarded the bid to MU during its meeting Tuesday.

Christian Basi, MU spokesman, said the university estimates that with sponsorships, the event will cost MU less than \$10,000 to host.

“This is a great investment as students from nearly every high school in the state will have an opportunity to visit Columbia and experience the campus.,” Basi said in an email Wednesday.

Gaines said that while MU cannot actively recruit students during the event, the university can set up tables with information for students who inquire about MU’s programs.

“It’s a very good thing for us and the university as a whole. Any time we get 10,000 kids on campus, it’s a good thing,” she said.

Megan McConachie, with the city of Columbia Convention and Visitors Bureau, said the festival’s impact on Columbia is about \$1.3 million, based on an industry standard calculation which takes into account dining, shopping, hotel stays and other factors.

“It’s a really important part of our tourism product and the economic impact it has on our community is something we think is really valuable,” McConachie said

In the proposal, the visitors bureau committed to spending \$12,500 on the event each year. Typically, the visitors bureau contributed less than \$1,000 per year as a community sponsor.

While MU has an estimate for the festival’s future cost to the university, Basi said he didn’t have information on how much MU typically spends to host the event. MU spokesman Jeff Sossamon previously told the Tribune the university’s exact cost for hosting the event is difficult to calculate.

The festival is part of the School of Music staff duties and other costs including trash service on campus would occur regardless of the festival.

Gaines said she thinks MU’s commitment to working in a smaller footprint on campus for the festival won over the association board. MSU’s campus is smaller so participants wouldn’t need to travel as far on campus.

“We had to work to make sure they understand that we can do that too,” Gaines said.

While MU’s campus is larger, she said the spaces used for the event will be located closer together.

“Keeping it in a smaller footprint was important and that was difficult with some of our construction projects happening,” Gaines said.

# MISSOURIAN

## Gathering Place to close in December as result of MU budget cuts

By Gabriela Velasquez

COLUMBIA — Julie Ganey couldn't always get a room at The Gathering Place Bed & Breakfast, but she loved staying there when she could. Ganey and her husband Richard, both MU alumni, would stay there when they came to Columbia to visit their son Phillip, who graduated from MU in May.

Unfortunately, her most recent visit to The Gathering Place during a football weekend might have been one of her last chances.

**After over 20 years of business, The Gathering Place will close in December. The bed-and-breakfast, located on College Avenue across from MU's campus, is one of several programs facing the ax in the wake of substantial budget cuts across campus.**

The Gathering Place has operated as a B&B since 1996. It was built in 1906 by Cora Davenport, and, over the years, was a fraternity house for Lambda Chi Alpha, Alpha Gamma Rho, Tau Kappa Epsilon and Sigma Tau Gamma, according to its official website.

Ganey appreciated the bed-and-breakfast's proximity to campus. She said she liked that she and her husband could park there and walk to campus and downtown events.

The Gathering Place was meant to provide hospitality management students with "a firsthand look at managing a hotel, serving customer needs and creating an upscale ambiance," according to the hotel's website.

Ganey praised the student employees who served her and her husband during their stays.

"They were very, very helpful and professional," she said.

In the 40-page budget inventory released last week, the College of Agriculture, Food and Natural Resources, which oversees the hospitality program, justified the closing by saying The Gathering Place did not meet educational expectations.

"We had hoped the B&B would provide experiential learning for our hospitality students, including managerial and operational experience," said MU spokesman Christian Basi in an email Tuesday. "Unfortunately, this was not the case as the students' responsibilities were primarily restricted to breakfast service and room refreshing duties."

MU expects to save approximately \$150,000 annually by closing the bed-and-breakfast, said Basi. He said despite the loss of The Gathering Place, the hospitality program will continue.

Ganey said The Gathering Place's closing is unfortunate due to Columbia's shrinking number of bed-and-breakfast establishments. "It's a whole option that won't be available," she said.

The Gathering Place has been owned by the College of Agriculture, Food and Natural Resources Foundation since 2008. The foundation leases the building to MU and will have the final say in what will happen to the building when the bed-and-breakfast closes.



## Test for new surgeons would measure their sweat

**This story was generated by an MU School of Medicine press release**

Evaluating the sweatiness of a resident physician can provide an objective evaluation of their surgical skills, research shows.

Post-graduate physician training, known as residency, develops skills and expertise within a medical specialty. During five to seven years of surgical training, medical school professors determine the level of clinical competency, confidence, and decision-making skills of each resident physician through personal observations.

**“Within surgical education, skill evaluation is based on a subjective assessment, which essentially is a gut feeling,” says Jacob Quick, assistant professor of acute care surgery at the University of Missouri School of Medicine.**

“There is a need for an objective, impartial way to determine surgical ability and a resident’s capacity to operate independently. We monitored electrodermal activity during actual surgical procedures. We hypothesized that as training progressed, resident responses to the stress of performing surgical procedures would decline in relationship to their experience level.”

Electrodermal activity, or EDA, is a method of measuring electrical characteristics of the skin. The amount of electrical activity conducted across skin is related to psychological or physiological stimulation. As this increases, glands controlled by the sympathetic nervous

system are activated and produce sweat. Because water is a good conductor of electrical activity, sweat can be used to measure emotional and sympathetic responses to stress.

“Essentially, the more nervous we are, the more we sweat,” Quick says. “The more we sweat, the more electrical activity is conducted across the skin. We used skin response sensors worn by residents to monitor their EDA while they performed laparoscopic gallbladder surgeries.”

Fourteen general surgery residents and five faculty physicians participated in the study over an eight-month period. EDA responses were measured during each of the 130 surgical procedures monitored. The results were compared to determine common points during procedures where surgeons experienced different levels of EDA responses.

“Our initial findings indicated that at crucial points during the procedures, residents’ EDA increased as much as 20 times more than experienced faculty performing the same surgery,” Quick says. “However, over the course of the study, and as their proficiency developed, surgical residents’ EDA levels began to lower in accordance with their experience.”

Although the next step will be to add stop-action photography into the evaluation process to further explore objective assessments, EDA may not become a standard training option any time soon.

“This type of monitoring is relatively easy to accomplish,” Quick says. “It can be cost prohibitive, though. While the sensors are reusable, initial equipment costs can be as much as \$10,000. Additionally, our study was limited to 14 resident physicians at a single medical center. However, this objective measure of surgical ability could have far-reaching implications on surgical education in the future.”

The Association of Program Directors in Surgery and the Association for Surgical Education funded the work. The researchers have no conflicts of interest to declare related to this study, which appears in the *Journal of Surgical Education*.

# THE CHRONICLE OF HIGHER EDUCATION

## Gender Balance at the Top of Ivy League Colleges Remains an Outlier in Academe

**Editor's note: The University of Missouri is listed in a chart accompanying this story. The chart displays the gender of top leadership at Ivy League and AAU colleges. The chart shows that since 2000, the university has not had a female chancellor or president.**

BY AUDREY WILLIAMS JUNE

When Drew Gilpin Faust became Harvard's first female president, in 2007, she joined an elite group of glass-ceiling breakers: women who lead Ivy League institutions. In fact, with Ms. Faust's arrival, the select group of colleges achieved gender parity at the highest level, with half of the league's colleges led by women.

At the time, Ruth J. Simmons was Brown University's first female president and the first African-American leader of an Ivy League institution. Shirley M. Tilghman was the first female president of Princeton University. And Amy Gutmann — the successor to Judith Rodin, the first permanent female president of any Ivy League college — was the president of the University of Pennsylvania, a position she still holds today.

Yet the Ivy League, with its eight institutions, is an outlier. Over all in higher education, the share of women presidents has barely budged, remaining at about 25 percent over the past decade. As shown in the chart below, among the 19 non-Ivy League, private U.S. universities that are members of the Association of American Universities, for example, only four have had a female leader in a permanent position since 2000. (A fifth was led by a woman in an interim role.)

The record at public universities that are members of the AAU — an organization of top research institutions — is better, with 16 of the 34 having been led by a female president at least once since 2000.

The prominence of women leaders in the Ivy League can mask the stubborn lack of progress for women as college presidents over all, one researcher says.

"Women presidents in the Ivy League provide highly visible examples of women leaders and so, on the one hand, some people may say, 'I guess we've made it,'" says Susan R. Madsen, a professor of management at Utah Valley University whose research includes female leaders in higher education. "But they don't really represent the big picture. Progress is still very slow."

For most of Ms. Faust's tenure at Harvard, the gender parity among Ivy League leaders has held firm, although the cast of characters has shifted. When Ms. Simmons retired from Brown, in

2012, the institution named another woman, Christina H. Paxson, to the post. Princeton hired a man to replace Ms. Tilghman, who also retired in 2012. But three years later, Cornell University's first female president, Elizabeth Garrett, took office and the 50-50 balance was restored.

Ms. Garrett led Cornell for less than a year before dying of colon cancer, at the age of 52 in March 2016. Cornell's new president, Martha E. Pollack, has held the position since April.

It's too early to speculate who might replace Ms. Faust when she steps down, at the end of the 2017-18 academic year. But there's a case to be made for Ivy League colleges and others to pursue gender equity at their top levels of leadership, experts say.

Female presidents bring a different perspective to the job, raise different concerns, and ask different questions than do their male counterparts, says Kevin Miller, a senior researcher at the American Association of University Women. Those are useful traits in making decisions.

"At the highest levels, where people have decision-making powers, women still aren't in the room," he says. "The things that they would be focused on just aren't being discussed because they're not there."

Mr. Miller says that no matter where women serve as top leaders in higher education, they send the message that the presidency isn't just a man's job. It's a tough bias to break, he says.

### Gender Gap at the Top

The following chart shows the gender of top leaders at Ivy League colleges and United States members of the Association of American Universities since 2000. Each square reflects the leaders, including interim presidents, who were in office on January 1 of the corresponding years.

*Link to story and chart: <http://www.chronicle.com/article/Gender-Balance-at-the-Top-of/240346>*