



**MU News Bureau**

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# MISSOURIAN

## University officials discuss free speech conflicts at First Amendment Symposium

By: Noah McGee

Generated from a News Bureau media advisory

**Protests on MU's campus in fall 2015 inspired Auburn University administrators to change their approach to free expression on their own campus, Julie Huff said.**

Huff, the director of strategic initiatives and communications for Auburn's provost's office, spoke at a panel Friday as part of the MU School of Law's First Amendment Symposium. Faculty and administrators from Auburn, Middlebury College and MU spoke about how they've handled free expression from students on their campuses.

"Inclusion and diversity issues were brought to the forefront because of the protests of fall 2015," Huff said. "It gave us a chance of inquiry and growth, and we were able to do our first campus climate survey."

The symposium brought faculty and administrators from various universities together to discuss managing disputes on college campuses. The symposium explored methods of preparing for and mediating conflicts arising from fostering free expression on college campuses.

By bringing together free speech scholars, dispute resolution experts and university leaders who have experience with free speech conflicts, School of Law experts hope to advance the public's understanding of how university leaders can remain true to both the mission of the university and the values of the First Amendment.

“People use the First Amendment as a framework to respond to things they do not like,” said law professor and symposium co-director Christina Wells.

Another panel focused on identifying the next steps to address free speech on campuses and highlighted that the first step to addressing these unique and complicated issues is to acknowledge that they exist.

“We have to realize that the issues at University of Missouri are different than the issues at Northwestern,” MU law professor Ben Trachtenberg said.

The symposium’s discussions focused how to be a member of the community legally, morally and ethically, Wells said.

“Exercising our rights is a good thing, but that sometimes comes with consequences,” she said.



## **MU School of Law holds First Amendment Symposium**

By ALLYSON WALLENTA

Watch video at: <http://www.komu.com/news/mu-school-of-law-holds-first-amendment-symposium>

**COLUMBIA – The University of Missouri’s School of Law will hold a First Amendment symposium on Friday.**

The meeting is being used to talk about free expression on campus, past protests and how universities can best manage conflicts and disputes in regards to the First Amendment.

“Almost every day there’s a new story about some kind of first amendment conflict on a campus around the United States and certainly we had that on our campus back in the fall of 2015,” law professor Robert Jerry said.

According to a [press release](#), MU School of Law experts hope the meeting can be used to “advance the public’s understanding of how university leaders can remain true to both the mission of the university and the values of the First Amendment.

Free speech scholars, university leaders and dispute resolution experts from all over the country will share their experience with free speech conflicts at the meeting.

The meeting will begin with narratives from individuals who have been involved with free speech issues in university settings, including speakers from Auburn University, Middlebury College and the University of Missouri.

“I hope by the end of the day, we can extrapolate a set of best practices that will help universities all around the country think about how to work through these conflicts and issues,” Jerry said.

The keynote speaker is constitutional law expert Robert Post from Yale University.

“We have a lot of different issues in our country,” Jerry said. “We’ve got a lot of difficult issues we’re still trying to work through because our democracy is still a work in progress and some of these are very troublesome and difficult ones.”

“If we can’t figure out ways to work through these issues on our college campuses, I don’t have a whole lot of hope for our society,” he said. “Universities need to be leaders in how we work through the complex issues of our times and I think here we hope to make a contribution.”

The press release also said the University of Missouri System and its four campuses reaffirmed their commitment to free expression in August by endorsing a statement that says, in part, “freedom of expression is indispensable to a university’s ability to transmit knowledge and is fundamental to the ability of members of a university community to discover, explore, interpret, and question knowledge.”

Over the past few years, MU has hosted speakers and community forums to discuss topics of diversity and inclusion.

In June, [six university policies](#) came into effect. The policies cover the use of free space and facilities, illuminated devices, sound amplification devices, posted materials on campus, chalking and camping in regards to free expression on campus.

However, Jerry said the symposium is used to find even better ways to work through freedom of speech conflict and issues on campus.

By the end of the day, Jerry said that he hopes they will have a set of ideas that universities around the country will read and say, “yes, these are things we need to work on, that we can do, that we will help manage and work through the enduring conflicts that our country is always going to have in respect to the meaning of the first amendment.”

The conference starts at 9 a.m. in Hulston Hall on MU’s campus. It is open to the public.



## [Law school symposium puts spotlight on first amendment on college campuses](#)

By ASHLEY ZAVALA

COLUMBIA — [The University of Missouri Law School hosted a symposium Friday for a day-long discussion on freedom of expression on college campuses.](#)

The symposium featured several speakers including speech scholars, resolution experts, and MU leaders who experienced free speech conflicts, according to officials. Speakers were not just from Missouri, but other universities such as Ohio State and Auburn.

Organizers said the purpose of the discussion was to explore methods to prepare for, manage, and mediate conflicts arising on campuses from free speech and expression.

The keynote speaker of the event included constitutional law expert, Robert Post, a professor at Yale University.

The Law School's Journal of Dispute Resolution will publish papers from the participants in a forthcoming symposium issue, according to officials.

## Is free speech imperiled on higher education campuses?

By **BOB ROPER**

**Amendment 1. “Congress shall make no law...abridging the freedom of speech, or of the press...”**

Higher education needed no more problems to deal with when the anti-free speech crowd started making themselves known to Mr. and Mrs. Average American in unpleasant ways in recent years. For one thing, demographic changes began reducing the supply of those much-needed high school graduates. Also, the cost of attending college keeps rising, something college applicants (and their families) deal with in a very personal way. In addition, the long-term financial benefits of a degree are falling as compared with learning a trade or becoming a highly-skilled manufacturing employee.

A recent Pew Research Poll of 2,504 adults finds that 36 percent believe that colleges and universities have a negative effect on the country, up from 26 percent in 2010. The free speech issue surely has something to do with this. Strange courses and research, peculiar majors, and professors who indoctrinate an anti-American/anti-founding fathers/anti-conservative ideology to their students are all taking a toll on the reputation of higher education in general.

To return to the free speech issue, it should be noted at the outset that America made a bargain with higher education a long time ago. In return for certain privileges (tenure) the academy would pursue and allow free enquiry and fairness to all points of view. In my view the academy has grossly violated this compact, especially in recent years.

Don't believe me? Then let's take a look at the moderate to conservative list of speakers who have recently been shouted down, prevented from speaking, or “disinvited” from their speaking engagements because of fears of violence. It includes Charles Murray (Middlebury, where a mob injured a faculty member); Heather MacDonald (Claremont McKenna); Milo Yiannopoulos and Ann Coulter (University of California, Berkeley, ironically the home of the free speech movement of the 1960s); and many more. Sometimes university property is damaged also (as when Milo Yionnopoulos was prevented from speaking), and personal injuries occur.

The “disinvitation” problem is growing, rising from 34 in 2013 to 42 in 2016. Likewise in 2017, top colleges invited 45 liberal commencement speakers. Conservative speakers? Four. Do we see a pattern here?

So what in the world is going on? In my view, many campuses have descended into low-grade anarchy, where the latter day Red Guards care nothing at all about the free speech rights, and personal safety, of those whose ideas (almost invariably conservative) they do not like.

Consider a recent McLaughlin & Associates poll of 800 college students. The findings were shocking, as 81 percent believe that words can be a form of violence. About 58 percent believe that colleges should not invite speakers who have a history of engaging in “hate speech.” Worst of all, almost 40 percent believe that it is sometimes appropriate to shout down or disrupt a speaker, and 30 percent agree that physical violence is appropriate to stop someone from “using hate speech or engaging in racially-charged comments.” They alone get to define what is “hate speech.” These depressing numbers show that these radical ideas are a lot more mainstream than I thought they were.

Where do college students get the idea that they have the right to non-offensive speech, including the right of the so-called “heckler’s veto” with respect to hearing ideas they do not like? It is easy to blame left-wing professors and spineless administrators (many of whom apparently missed the chapter on the effects of appeasement in their history books). However, Jeffrey Herbst, president of the Newseum, makes a good case that students arrive on campus already skeptical of the value of free speech. After all, technology has enabled them to “unfriend” or otherwise block messages from people they do not want to hear. No surprise, then, that he favors renewed emphasis on teaching civics in secondary education.

So what should be done ? Herewith are some ideas:

- Per Mr. Herbst, there absolutely should be a renewed emphasis on teaching civics in secondary education.
- The solution is NOT to take the easy way out by not allowing conservative speakers such as Ben Shapiro to be invited in the first place, in order to avoid controversy or the expense of ensuring the safety of those involved.
- Call in the cops. Make arrests. Secure convictions where possible. Stop mob rule by students by expelling those who try to shut down the right of others to speak, especially if violence ensues. Pious declarations of support for free speech, while doing nothing to protect it, is NOT acceptable.
- The board of trustees is the official governing body of every institution of higher learning. Every board thus has a fiduciary responsibility for the appropriate governance of the institution, and not to be mere “yes men and women” for management. Appropriate governance should include an ironclad order that free speech on campus WILL be protected.

- Make it clear during freshman orientation that free speech is a core value of the institution, and that it WILL be protected
- Pass legislation that eliminates restrictive speech codes and “free speech zones.”
- Pass a federal law that ties federal aid to higher education to no speaker shout-downs or violence.
- Each state could pass a law that gives students on a campus a cause of action against the institution when their free-speech rights have been infringed? As in, if they prevail, let them recover substantial damages and attorneys fees.

**How does Mizzou stack up on the free speech on campus issue? Per a report by an organization known as Heterodox Academy, released in the fall of 2016, not so good.** This organization is a group of university professors dedicated to supporting free speech and intellectual diversity on campus. It grades each school on four metrics. Has the school adopted the University of Chicago principles on free speech? How fair is the school’s speech code? Is it open and welcoming to conservative and libertarian students? Finally, have there been any free speech issues on campus since 2014?

Mizzou landed at the bottom of the rankings, no doubt in part due to the events of the fall of 2015. No doubt the infamous communications professor Melissa Click played a part in that rating. It was quite a spectacle, as she requested some “muscle” to forcibly remove a photojournalism student from Carnahan Quadrangle, ie. public property.

**Happily, things have improved greatly at Mizzou.** On June 1 it adopted a policy based largely upon the University of Chicago free speech standards. This is a product of some excellent work by Mizzou’s Ad Hoc Committee on Protests, Public Spaces, Free Speech, and the Press, which was chaired by law professor Robert Jerry. It is a robust defense of free speech on the Mizzou campus, and Mizzou should be highly commended for this.

It is almost certainly only a matter of time until Mizzou will be tested on this. Will the policy be resolutely enforced, or will pusillanimous leaders cave in to the thugs, as so many institutions have done in the recent past? We shall see, but I am cautiously optimistic.

If free speech cannot survive and thrive on higher education campuses, of all places, our country has come to a sorry state of affairs. Thus, the importance of this issue cannot be over-stated.

## In Berkeley, similar results from a different debate over free speech

By TIM TAI

**BERKELEY, Calif. — As the University of Missouri embarks on a process to recover from November 2015's student protests, officials at the University of California at Berkeley are grappling with their own free speech debate.**

It's a debate that in some ways feels foreign from my experience at MU, where the contentious issues included whether faculty and staff are allowed to prevent journalists, including myself, from recording events at a public quad (they're not) and whether student athletes have the right to boycott practices and games as a protest.

At Berkeley, students and administrators are at odds over the university's policy on inviting outside speakers. School officials are understandably worried by the prospect of future visits by inflammatory windbags such as Milo Yiannopoulos and Ann Coulter, who spend more time grandstanding over free speech complaints than engaging in substantive dialogue.

A planned February talk by Yiannopoulos devolved into a riot on campus and in the city of Berkeley after masked anti-fascist protestors arrived en masse to shut down the event — in (literally) flagrant disregard for the First Amendment. It was a victory for Yiannopoulos, who responded on Facebook to his event's cancellation by writing that “the Left is absolutely terrified of free speech and will do literally anything to shut it down.”

The riot was a far cry from the protests at MU, but as I visited Berkeley's campus Monday, I sensed one glaring similarity between the aftermaths of both.

I had been invited by PEN America, a non-profit free expression advocacy group, to take part in an intimate roundtable with Berkeley students, faculty and administrators about free speech issues on campus. Some of the conversation focused on how conservative students feel stigmatized and even threatened when they espouse political beliefs not shared by the majority of the campus community. Ironically, the speakers that some conservative student groups have attempted to invite are known for stigmatizing and threatening other groups of people.

Indeed, largely absent Monday was discussion on the feelings of students in other minority groups. I mused that perhaps black students had far fewer complaints on a campus ostensibly so much more progressive than MU's.

Not so, one campus official later told me, adding that black students make up only about 3 percent of the school's enrollment. Student activists continue to petition the university to address issues of inclusion and inequality — efforts I heard nothing about during the day, despite enduring a particularly mind-numbing hour of minutiae on Berkeley's interim policy for hosting guest speakers.

That's because the debate over free speech, as it did at MU, has eclipsed just about all other student concerns in the public's attention. As thousands of people called for Melissa Click to be fired, few paused to consider whether disenfranchised students might have valid concerns.

Free speech is a vital, defining characteristic of public higher education and of American society in general. But with the freedom to speak also comes the freedom to listen. Maybe we should try listening to the voices being drowned out before joining the cacophony of criticism.

## T COLUMBIA DAILY TRIBUNE

### Report: 'Syllabus Week' myth enabled party culture

By RUDI KELLER

**During what is informally called "Syllabus Week" on the University of Missouri campus this year, freshman Jordyn Moaton attended a fraternity party that wasn't a lot of fun.**

Moaton, interviewed Friday at the MU Student Center, said she didn't recall the fraternity but that it was dirty, with bad music and drunken young men.

"Mostly it is just guys too inebriated to know they are in your personal space," she said.

When she and her friends saw a "weird sign" promoting white supremacist Richard Spencer, they had enough, she said.

"It was just, like, weird and we left after that," Moaton said.

“Syllabus Week” is one of dozens of [issues discussed in a blistering report](#) on the Office of Greek Life and conduct at fraternities and sororities delivered last week by consulting firm Dyad Strategies. The report recommends eliminating the practice.

“During the first week of classes, fraternity and sorority members perpetuate an expectation that professors only review the syllabus and that there are no academic expectations beyond that,” the report states. “As a result, this week (which coincides with the fraternity informal recruitment period) turns into a week of increased partying and substance abuse on the part of fraternity and sorority members.”

The report, with over 50 recommendations in all, will be the basis for continuing work by Dyad and MU administrators to set new rules governing fraternities and sororities and to energize the Office of Greek Life, which the report states “has suffered in recent years from a lack of purpose, direction and leadership.”

### **Recommended changes to fix sorority and fraternity issues**

The Dyad Strategies report on fraternities, sororities and the Office of Greek Life at University of Missouri included more than 50 recommendations in eight major focus areas. Those focus areas, with examples of the major recommendations, are:

**Role and Purpose (four recommendations):** Articulate a clear and concise purpose that provides a sense of focus and clarity for the Office of Greek Life and insure new initiatives are tailored to meet specific needs.

**Fraternity/Sorority Chapters and Governing Councils (five recommendations):** Develop a formal statement of relationship, shared expectations and community standards; and review and redefine the purpose of each governing council.

**Assessment/Strategic Planning (five recommendations):** Set three to five priority focus areas after an analysis of critical issues and develop a tactical plan including advising, curriculum, and other programming to reach desired outcomes.

**Organizational Conduct (one recommendation):** The Division of Student Affairs should adopt a three-tiered system for evaluating organizational misconduct with specific actions for alleged violations of each tier.

**Underutilized partnerships (four recommendations):** The office should develop stronger engagement with fraternity and sorority alumni and partnerships on campus for alcohol, drug use and sexual violence prevention.

**External Stakeholders (four recommendations):** Create a communication plan, an advisory council of alumni and make greater investment in recruitment and training of chapter advisors.

Risk management (20 recommendations): Bar freshmen from living in fraternity houses; allow inspection of individual rooms during social event audits; fully enforce the ban on hard liquor in chapter houses; limit guests at social events to a 3-1 ratio to members; create a hazing prevention task force; revamp fraternity recruitment.

Cultural Competence (five recommendations): Greater support for culturally-based fraternal organizations including more attention to their specific needs, greater funding and stronger alumni relationships.

“They are going to try to get extensive feedback from all corners of the MU community,” spokesman Christian Basi said Friday.

Dyad, which was paid \$22,000 to conduct the study, has been given a second contract to lead the discussions. The terms of that contract were not available Friday.

Some of the recommendations involve simple steps, such as barring freshmen from living in fraternity houses, ending syllabus week and allowing inspectors to enter individual rooms in chapter houses to check for violations of the ban on hard alcohol. Others will require more extensive changes, including revisions to university rules, to achieve goals such as a fairer, surer and more transparent organizational discipline process or preventing organizations that have lost their recognition from recruiting students.

“The goal is to have some kind of final decision based on feedback in late spring or early summer,” Basi said.

Dyad was hired after a year with several serious incidents, including the near-death of a student who was coerced into chugging vodka at a Kappa Alpha party in September 2016. Kappa Alpha had its university recognition withdrawn for five years but students continue to live in its chapter house at 1301 University Avenue.

Fraternities and sororities are governed by four separate councils. Fraternities and sororities that are overwhelmingly white, including those that were on campus before blacks were allowed to attend, are, respectively, governed by the Interfraternity Council and the Panhellenic Association. The National Panhellenic Council governs fraternities and sororities that traditionally cater to black students and the Multicultural Greek Council supervises five fraternities and sororities that serve other communities or have a service orientation.

None of the council leaders accepted requests to discuss the report. Instead, Trevor Beshear, vice president of public relations for the Interfraternity Council, sent a statement via email on behalf of all four organizations. The statement did not address whether leaders disagree or agree with any of the findings, but did say that the work of the Office of Greek Life has improved since the departure of former director Janna Basler.

“The change to our Greek community since a shift in leadership just a few months ago has prepared us to confidently take on the challenges ahead,” the statement read. “This has positively impacted the foundation of our councils.”

Greek community leaders are discussing the report and recommendations to plan the next steps, the statement read. The organizations will work with MU administrators on strategies for implementing its recommendations, the groups wrote.

“It is important to note no recommendations will be acted upon immediately,” the statement reads. “There will be discussion among many people, including our constituents, before final decisions are made on how to best move forward.”



## MU Greek life responds to Dyad report

By RACHAEL HEFFNER

Watch video at: <http://www.abc17news.com/news/mu-greek-life-responds-to-dyad-report/646906161>

COLUMBIA, Mo. - **The four Greek councils at the University of Missouri have responded to a report compiled by consultants who assessed numerous aspects of the University's Greek life system.**

Dyad Strategies' report looked at policies and procedures relating to social events, organizational conduct and housing, among other aspects. It offered an in-depth analysis of the system and gave recommendations on how to improve it.

A statement from the Interfraternity Council was released Friday in response to the report. It says the councils are now discussing the results to figure out their next steps in addressing the issue. It also says that none of the recommendations made in the report will be acted on immediately.

The four Greek councils said they plan to work extensively with university officials to start implementing a new strategy to move forward in the coming months, in an effort to create a more inclusive and safe community.

You can read more about the Dyad report [here](#).



## Report: Poor oversight found with University of Missouri Greek system

COLUMBIA, Mo. -- **A recent report states fraternities and sororities at the University of Missouri operate in a free-for-all atmosphere with little oversight or guidance.**

Consulting firm Dyad Strategies released its report on the university's Greek system Thursday.

The report comes as the FBI investigates embezzlement by a now-fired employee at the Office of Greek Life after years of problems, including the near death of a student from alcohol poisoning, the Columbia Daily Tribune reported.

The report offered almost 50 recommendations for action.

The most extensive list of recommendations deals with student safety to prevent sexual assault and hazing.

The report urged requiring registration of all social events at houses, limiting alcohol to common areas of chapter houses, requiring chapters to allow auditors who inspect houses during parties to visit individual member's rooms and limiting non-member guests to three per chapter member.

"If a culture is established on campus in which students realize that loss of university recognition poses no significant threat to the existence of a chapter, then groups will become increasingly likely to operate underground without the university's blessing," the report stated.

None of the recommendations will be implemented immediately, said Gary Ward, interim vice chancellor for student affairs.

He said Dyad consultants will work with alumni, university supporters, students, staff and faculty to review the report, with decisions on which recommendations to implement due in the spring.

"We will not negotiate any rule in a way that we feel would decrease safety for our students," said Christian Basi, spokesman for the university. "But this has to be something that the entire community is on board with and behind."

Representatives of the Panhellenic Association and the Interfraternity Council said they needed time to review the report and would release a statement after studying it.

The report mentioned both organizations as key to improving the Greek system.

# the maneater

## Study by MU professor finds communication benefits both men and women after miscarriage

By LAUREN CLERC

Generated from News Bureau Press Release: [Specialized communication narratives help couples deal with miscarriage](#)

**A study by an MU professor delved into how heterosexual couples cope with the trauma of miscarriage as well as examining how men handle their partners' grief along with their own.**

Haley Horstman, assistant professor of interpersonal and family communication, and Amanda Holman, assistant professor in the communication studies department at Creighton University, found that of the methods tested, “communicated perspective-taking” is the most effective way for couples to understand each other after loss.

According to the American Pregnancy Association, one in six pregnancies end in miscarriage. While miscarriage does cause physical pain for the mother, it is not limited to a health concern. It also puts a mutual strain on both parents emotionally.

Horstman said couples who suffer a miscarriage experience intense grief, yet they may not receive a lot of social support. Due to this, couples may feel unable to share their experiences, giving a miscarriage the title of an invisible loss.

“Opening the channels of communication is really important so that you can provide perspective and that you can provide support for your partner,” Horstman said.

The study defines communicated perspective-taking as similar to empathy in the way that it requires understanding. The distinction lies in trying to understand thoughts rather than emotions. This method requires listening to a significant other, validating their ideas and asking questions about their experience.

The research found that practicing this in conversation has been linked to benefits in personal and relational well-being. For example, individuals who experienced increased CPT with their partners reported greater satisfaction in the relationship overall. CPT allowed couples to positively reframe the circumstances of a negative event, benefiting them both individually and in their partnership.

“When a couple goes through a miscarriage, a lot of times their partner is the main person they talk about it with. That could be a really great thing, but it could also be a burden if that’s the only person they’re talking to,” Holman said.

To examine the effects of CPT, 183 married couples who had a miscarriage within the last 10 years were surveyed. Each participant filled out their own survey, responding to prompts covering marriage, miscarriage and coping. These prompts included statements such as “my spouse was respectful of me when I talked about my problem,” which they ranked on a scale ranging from one to five.

The surveys discovered that men in particular benefited from increased CPT. When women took on the perspective of their husband, men benefited from the mutual understanding. Horstman said men often reported feeling the need to act as a support system for their wife, taking on the role of the “rock” rather than addressing their own feelings.

“We can see from our research how important it is for women to provide support for the man during this event,” Horstman said. “But that’s tough because she’s the one who physically went through it.”

The value of a parental role was also found to contribute to the effects of CPT. Those that identified highly with a parental role experienced greater feelings of grief and therefore experienced more positive outcomes from CPT, Holman said.

“From our research, we’ve seen that it’s so devastating because they’ve already created the story about what their life is going to look like in the next couple months,” Horstman said. “They’re seeing themselves as parents, or maybe second-time or third-time parents, to this child, so when they experience a pregnancy loss, they have to reconcile that. Like, how can I still be a parent? What is my life going to be?”

The study was funded by the Dr. Richard Wallace Faculty Incentive Grants program, which funds faculty research and is awarded by the Mizzou Alumni Association. “Communicated Sense-making After Miscarriage: A Dyadic Analysis of Spousal Communicated Perspective-Taking, Well-being, and Parenting Role Salience” was recently published in the academic journal *Health Communication*.

## University of Missouri must divest from fossil fuels

By MICHAEL BORUCKE, FRANKIE HAWKINS, SEAN DONOVAN, and MADELINE NIEMANN

**We, the members of Mizzou Energy Action Coalition (MEAC), have been leading a campaign for fossil fuel divestment at the University of Missouri for more than three years.**

In that time, we have gathered support from thousands of students and faculty, passed a divestment resolution through every Mizzou student government, and made our Case for Fossil Fuel Divestment in numerous meetings with the UM System Treasurer, Chief Financial Officer, and President Mun Choi. Our request is simple: UM System administration should rid our 1.4 billion dollar UM System Endowment of its \$10 million in fossil fuel assets.

Let's be clear. We are not requesting our budget-crunched University remove 10 million dollars from its Endowment to spend on green projects or infrastructure. We are asking administration to move the 10 million invested in some of the most polluting, carbon intensive companies to ever exist, to virtually any of the other profitable investment options on the market. We, like most major banks on Wall Street, think this is reasonable.

Unfortunately, University administration doesn't agree. This past July we received a rejection letter from UM System President Choi stating that the UM System will not divest, despite the overwhelming scientific, economic, and moral evidence that contradicts this decision. In short, the administration's refusal to divest from fossil fuel companies rests on four points, each of which we must reject as compatible with a truly sustainable future, and likewise as contradictory to our University's alleged values.

### **Fossil fuels have contributed to rising living standards worldwide**

Well, sure. Combustion engines were built and roads paved before any of us were born. But we would put our University education to shame if we weren't able to think critically about the impacts of these luxuries. We know, from peer-reviewed research, that once combusted, the same fossil fuels that increased global standards of living yesterday will drown out millions of people, cities, and island states tomorrow. We know there are places, like Houston, Miami, and San Juan, that are feeling the devastating effects of fossil fuel use right now. To dismiss these

harsh realities for convenience sake is not rising up to the standards of excellence we hold ourselves to here at Mizzou.

### **Only a few universities have divested so far**

Let us not forget who we are, Mizzou. We were the first college West of the Mississippi, the home of the first School of Journalism, and host of the first ever homecoming. More recently, our University became nationally recognized for its installation of biomass boilers at our world-class combined heat and power plant. Why should our University decide now to relinquish its leadership position in the face of the global climate crisis?

### **Divestment is symbolic, has no real impact**

It's true, \$10 million is a drop in the bucket to the fossil fuel industry. Thankfully, our University is not alone in the global fossil fuel divestment movement. More than 799 institutions across 76 countries, representing well over \$5.2 trillion in assets have cleansed their portfolios of fossil fuel investments. Just in the last few months, Ireland's parliament passed legislation to become the first country to divest its sovereign wealth from fossil fuels. Will UM add its small but important voice to the rising chorus? We have before. When the UM System divested its 75 million in assets from institutions supporting South African Apartheid in 1989, former UM President C. Peter Magrath said, "we should not do so because we arrogantly believe that what we do here can affect the course of events in the continuing tragedy in South Africa... We should do so because we believe... It is the right step and the correct signal for the University of Missouri to give in fulfilling our highest values and ideals."

### **Fiduciary responsibility to invest in fossil fuels**

The amount currently invested in fossil fuel industries represents less than one percent of our total UM System Endowment. So in true Missouri fashion, we say to President Choi, show us the numbers. Show us the fiscal sense in betting on the carbon bubble. Show us that those administering the endowment are doing right by holding on to these toxic assets. Show us how the University couldn't possibly move this money to any of thousands of other companies available on the market. Show us that literally no other investment options exist that are as allegedly profitable as dirty carbon stocks. Or show us that, you too, feel bound by our collective principles of respect, responsibility, discovery, and excellence and that no funds of ours should be used to prop-up companies whose mission is so contradictory to our own.

What we are asking for is simple. UM System administration should commit to move investments from fossil fuel companies, whose business model is set on permanently altering the chemical composition of the Earth's atmosphere, to companies that can make a profit without climate catastrophe. After all, if the administration fails to divest, can it truly say that our University "advances the health, cultural, and social interests of the people of Missouri, the nation, and the world"?

You can our read our heavily researched Case for Divestment, the administration’s full response letter and our full critique of that response on our website at [muenergyaction.com](http://muenergyaction.com).



## [MU starts program to train doctors on opioid addiction](#)

By SHALETTA NORWOOD

Watch video at: <http://www.komu.com/news/mu-starts-program-to-train-doctors-on-opioid-addiction>

**COLUMBIA - The University of Missouri School of Medicine added a new opioid program to educate health care providers on the treatment of opioid addiction.**

Dr. Karen Edison, the Medical Director of the Show-Me Extension for Community Healthcare Outcomes (ECHO), said the program aims to help those throughout Missouri, but particularly reach out to those in rural communities.

“We have a lot of experts throughout the state that know a lot about how to treat opioid addiction,” Edison said. “And we’ve picked the best one’s from around the state to be on this expert panel for our opioid use disorder program.”

ECHO has spread throughout the country, serving people with both mental and physical disabilities.

As opioid use has grown into a national epidemic, ECHO has established a new program designed to spread awareness about addiction treatment.

This week during a White House event, President Trump said the opioid crisis is a public health emergency.

“The terrible measure of the opioid crisis includes the families ripped apart, and for many communities, a generation of lost potential and opportunity,” President Trump said. “We can be the generation that ends the opioid epidemic.”

Edison said Missouri is one state particularly affected by the opioid crisis.

“Missouri is still the only state in the nation without a state-wide prescription drug monitoring database.”

According to data collected by the Center for Disease Control, the number of overdose deaths involving synthetic opioids from 2014-2015 increased 63.2 percent in Missouri.

Last year, in 25 percent of all Missouri counties, there were more opioid prescriptions written than there were people leaving in those counties.

The program began its opioid fight in Missouri in September, but Edison said many health care providers have already signed up to help.

“There are many physicians who’ve signed up, there are nurse practitioners who’ve signed up, and in some of our rural, most remote areas of Missouri, we’ve been faced with these patients and really need help,” Edison said.

The primary care providers who have volunteered are educated and trained on how to care for opioid abuse. They are able to form a strategy that makes sense for the patient to fight the addiction and give them the necessary help.

She said fighting the opioid epidemic is an uphill battle, and it will take time to eliminate it, but she believes the program is a positive step forward.

“It’s a puzzle. It will take multiple pieces of that puzzle to come together to turn the tide on this epidemic. I think opioid use disorder ECHO is one piece to that puzzle” Edison said.

The goal of the ECHO program is to save lives across the state, but also to provide the same level of healthcare to patients in rural areas as those in urban communities.

“We’re one of the very few ECHO programs in the country that is actually focused on opioid use disorder,” Edison said. “We have a crisis on our hands, so we have to do things differently.”

The ECHO Show-Me Project is largely funded by the state. ECHO has received a federal grant to help fight the opioid crisis.

# ST. LOUIS POST-DISPATCH

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## CrossFit sensation strikes a balance as Mizzou student

By Ashley Jost

**COLUMBIA, Mo. • When Brooke Wells, 22, graduates from the University of Missouri in May, her degree will say business. But she will leave with unofficial degrees in brand management, sports medicine, athletic training — the list goes on — because of how she spends her time outside of class.**

Wells is [dubbed 2017's 14th "fittest woman on Earth,"](#) which, in the world of CrossFit, means she came in at No. 14 out of the 40 women who qualified for the CrossFit Games in August.

In 2016, she finished sixth. The year before that, her first year competing on the global stage, she was 16th.

This makes Wells the other kind of Mizzou student-athlete.

The one who makes it onto ESPN but isn't excused from missing class.

"That part is horrible," she said. "(Professors) will ask via email if (why I'm missing class) is Mizzou-related, and when I say no, they say, 'Then it's not an excuse.' I've missed quizzes before, but I've never missed a test. I refuse to miss a test."

It's a point of frustration for the internationally known athlete who transferred to Missouri in 2014 from the University of Arkansas. It wasn't made any easier while watching her twin sister, [Sydney, a scholarship athlete](#) with Mizzou's track team, getting excused for her sport.

But Brooke, a native of Fort Smith, Ark., laughs it off.

If she needs to miss a few days to fly to a fitness festival in Miami, represent the United States at an invitational in Canada or head out to London with one of her many sponsor companies, she finds a way to make it work with her class schedule.

She keeps her eye on the prize that is a career in CrossFit, which is Wells' ultimate goal.

### Training for anything

Wells started dabbling in the sport during high school with her twin sister at the urging of their father.

The Wells sisters were always athletic. Brooke estimates she spent about four hours a day on gymnastics during part of her childhood. In high school, the sisters explored track, in which the four-hour training sessions were pared to an hour.

So they asked their dad for a gym membership. "All the cool kids were doing it," Wells joked. Their dad pushed them to a CrossFit gym instead, so his investment wasn't lost on a social hour.

When it came time for college, Wells was tired of track and wanted to get more serious about CrossFit.

"It's so cool to train for the unknown," she explained. "They call it 'training for anything.' We never know going to a competition what we're going to have to do until we're there, so you have to be good at everything."

One of the workouts in this year's CrossFit Games, the "Strongman's Fear," was a timed event where female athletes had to carry a 300-pound yoke for 60 feet, do a handstand walk for 60-feet, carry a 120-pound farmers log for 60 feet, another handstand walk, drag a 220-pound sled for 60 feet and then repeat all of that one more time.

That's [one of 13 workouts](#) over the course of four days.

“It’s more mental than anything,” she said, talking about how avoiding injury isn’t the only challenge of her sport. “I’ve been to my third game, and it’s so mentally draining that it takes months to get over.”

She hasn’t battled any major challenges, physically. Wells broke her toe before a competition in 2015. This year, she broke a finger during the second day of the CrossFit Games. She continued to throw around hundreds of pounds on a barbell, but it wasn’t easy, she said. Her finger is still swollen, almost three months later.

Still, her biggest challenge is the mental side of CrossFit. Particularly after the Games, she said it’s easy to get caught up in what she calls a “funk.”

Much like the rest of Wells’ life, it all comes back to the idea of finding balance.

‘Want to win’

Some people can all but live in the gym, eating there between training sessions. That doesn’t fly for Wells.

“I’m in the gym at least four hours a day already,” she said. “Adding even another hour makes me not want to be there. I want to go to the gym wanting to train every day.”

Right now, she’s found the perfect schedule.

She wakes at 7 a.m., eats, hits the gym for some interval training or some type of aerobic exercise, then goes to class from 9:30 until 12:30.

She grabs lunch — one of her many sponsors is Trifecta Nutrition, a pre-made meal company — and heads to the gym again for her more intense session of the day. That’s where her programmer and coach put her through a variety of workouts. She’s there for about three hours before she goes home for dinner and homework. Then she’s back for another training session, either running or swimming, and in bed by about 9 p.m.

“I set my (class) schedule up so I can have the kind of workout schedule I want,” she said. “It’s all around working out and eating.”

It affects her social calendar, too. Dominates it, really.

She watched her twin sister enjoy a summer at the Lake of the Ozarks while Wells trained daily for the CrossFit Games. She turned 21 five days before the 2016 Games and didn’t imbibe. Her friends push her to get off of the couch on a Saturday night and join them in exploring Columbia’s nightlife.

Despite how that sounds, Wells does have fun. She loves grabbing sushi and going out with her sister and friends.

“It’s part of me feeling normal and having balance in life,” she said.

Her ability to balance her life is among the things that makes her successful, according to Tyley Lasley, the owner of CrossFit Fringe, the Columbia Gym where Wells trains. He jokes that she’s “definitely not your typical 22-year-old,” describing Wells as a “fan favorite” in the CrossFit world with hundreds of thousands of followers on social media.

“It’s no longer a hobby for her,” Lasley said.

“It’s definitely a career at this point. It reflects in her decisions inside and outside of the gym.”

Looking ahead, Wells says she wants to win the CrossFit Games.

“I’d be lying if I said I didn’t want to win the Games,” she said. “It’s more about trying to be better every single day, but one day of course I want to win the Games. I just love it and have so much fun doing it that it’s part of my life. I can’t imagine not doing it every day.”

*PLEASE NOTE: Certain  
Columbia Tribune clips  
are posted in print before  
being published online.  
This is the print version of  
the story.*

**HANK'S VIEW**

# What's wrong with the VA?

The perils of a standalone system

**T**he U.S. government has been involved in providing health care and other benefits for wartime veterans since the Continental Congress established the first postwar pensions in 1776. Then as now, the idea was to encourage and reward veterans for their service. Originally the void was obvious. No existing health care system existed to deal with veterans' needs. Now that situation is different but the traditional bureaucracy survives.

Is it the best way to do the job?

Recently U.S. Rep. Vicky Hartzler was in town touting her bill to nibble at the edges of the problem. The legislation aims at removing an impediment to VA hospital recruitment of doctors, therapists and other health care professionals by outlawing enforcement by other medical employers of non-compete clauses against anyone who takes a job in the Veteran's Health Administration.

University of Missouri Health Care had sued a former physician for moving to the VA despite a non-compete contract restriction. Hartzler says the VA cannot impose non-compete clauses in its physician contracts and should not be hampered by such contracts when it recruits from other health employers.

She also said the VA is not competing with private practice because the VA only serves "those who qualify for VA care," a non-sequitur in the current case. The VA generally does not compete with private practice physicians and employers for patients, but the competition for medical staff is real enough and was the only rationale for Hartzler's bill.

The non-compete discussion once again questions the rationale for a separate VA system. It's a rather moot question, so firmly entrenched is the idea of a separate system, but if we were creating a way today to provide medical care for veterans we surely would not set up from scratch a system competing with the highly developed and sometimes overly competitive system existing in most places. Indeed, government VA subsidies for care in existing hospitals would be the salvation of many threatened rural health care facilities.

An integrated system need not diminish the role of the federal government in providing veterans' care. Arguably it would enhance it by allowing better access to health care facilities for veterans and non-veterans alike. One of the primary complaints against today's VA hospitals comes from patients who live far away. With other health care facilities closer to home, the artificial separation seems an unwise barrier.

A de facto bridging of the separation barrier is occurring as increasing numbers of physicians in private practice are choosing to "retire" by moving to the VA staff. One told me the other day the time has come for him to shed the hassle of private practice entrepreneurship and finish his career as a part-time paid employee at the VA, a work arrangement that could be used more often in all health care institutions, public or private.

Indeed, as health care reform inevitably arrives current barriers of the type discussed here will dissolve, as we will see if current discussions between Boone Hospital and MU hospital succeed. I have sympathy for practitioners of traditional medicine whose entire enterprise is changing, but the future marches upon us. In health care this means more integration, flexibility and access at lower cost per patient provided by additional cost-sharing.

Entirely separate VA health care is not the most efficient way to provide the best care for veterans and potentially other patients, but it is well entrenched and likely to be among the last vestiges of our current system as change occurs.

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# MISSOURIAN

## Showdown for Relief updated haul passes \$2 million for hurricane aid

By Will Jarvis

Ticket sales, streaming fees and text-to-give contributions from Sunday's Showdown for Relief exhibition basketball game raised more than \$2 million for hurricane relief, the Missouri men's basketball team announced Friday in a release.

Ticket sales for the Missouri-Kansas game garnered \$1.15 million, while the pay-per-view stream and text-to-give campaign raised \$768,000 and \$68,000, respectively. An additional \$25,000 was raised from third-party donations, and the final amount totaled \$2.011 million.

“Thank you to the many people who helped make last Sunday’s game not only an exciting event for our two schools, but most importantly, an incredibly successful fundraiser to benefit those affected by the hurricanes,” Missouri coach Cuonzo Martin said in the release.

Kansas coach Bill Self added: “To the thousands of basketball fans who supported the cause, thank you. You helped make a difference in the lives of those in need.”

Missouri opens its season Nov. 10 against Iowa State at Mizzou Arena.

## the **maneater**

## Third finalist for the dean of the College of Arts and Science visits campus

By LAUREN BISHOP

**Marion Underwood, the third of four candidates announced for dean of the College of Arts and Science position, visited campus on Monday and Tuesday to learn more about MU's campus and continue the interview process.**

Underwood is currently serving as dean of graduate studies and associate provost at The University of Texas at Dallas. She is also an Ashbel Smith professor of psychological sciences. She researches how children develop peer relationships and looks at the “developmental origins of socially aggressive behavior,” according to her profile on The University of Texas at Dallas’ website. Underwood joined UT Dallas’ School of Behavioral and Brain Sciences in 1998.

Underwood submitted written materials rather than being nominated by a colleague as other candidates were. She said she was interested in the position because it relates to her current work and previous experience.

“I am attracted by the dean of arts and sciences role because it combines what I most love about being a dean of graduate studies,” Underwood said. “What I enjoy is the chance to work across the university [and] across many disciplines to try to raise the quality of education.”

During her time at UT Dallas and Reed College, where she was a professor, Underwood has been able to work with both graduate and undergraduate students. Underwood said she would actively pursue diversity on multiple fronts if she became the dean of the College of Arts and Science.

“I would want to be very energetic in trying to recruit diverse faculty and students and trying to retain them,” Underwood said. “Another piece of diversity and inclusion has to do with the curriculum. I think it needs to be bred into the fabric of the curriculum in almost every area.”

Drew Hill, Arts and Science Student Council president, was able to speak with Underwood during the undergraduate informal meeting session. Underwood discussed her research on social aggression and how teenagers interact with each other using technology. Hill said Underwood’s background in behavioral sciences may give her a good perspective as a dean.

“I think her psychology basis is extremely important,” Hill said. “When you devote your life to a certain field to understand how people think, I think that sets you apart.”

During her two days on campus, Underwood had tours of campus and met with administration, faculty and both undergraduate and graduate students.

Underwood said that her collaboration with colleagues and previous experience in leadership and administration could create impacts at MU.

“I think that I would be a creative leader who would help craft a vision in consultation with the faculty and students,” Underwood said. “I think that I would bring outside experience and experience at a wide range of institutions. I would bring a fresh perspective.”

The final candidate for the new dean of the College of Arts and Science is Patricia Okker, interim dean for the College of Arts and Science at MU. Her open forum was held on Thursday from 2-3 p.m.

## the **maneater**

# Fourth and final College of Arts and Science dean candidate plans to advocate for inclusion on campus, increase funding for the college

By STEPHI SMITH

**The fourth and final candidate for the College of Arts and Science dean position, Patricia Okker, presented to students and faculty on her goals and proposals for the position Thursday.**

Okker currently serves as interim dean for the college and has been working at MU since 1990, when she was first hired as an English professor. She was then promoted to chair of the English department in 2005 and senior associate provost in 2015.

Okker spoke about the challenges facing the College of Arts and Science. She said she was warned to not be too “depressing” during her presentation and joked that she would have to speak fast. However, she said she knew it was important to discuss the downfalls of the college and then explain how she could combat them.

Those challenges include a decrease in the budget, staff and faculty and lower salaries for employees, among other things, she said.

Okker then listed her four objectives if hired as the new dean. First, she would advocate on issues related to inclusion and diversity. She said students and staff feeling safe and welcome is the foundation on which all the other priorities depend.

“We cannot get to full realization of excellence if we do not first embrace inclusion and diversity,” Okker said.

While MU and the College of Arts and Science has seen progress, such as hiring nine new staff members of color this past year, there is still work to be done, she said.

Okker would like staff within the college to become more aware and educated on general issues facing MU, she said. Her goal is for faculty to go out of their way to learn about different things on campus that tackle social problems. For example, someone working in the college might go out of their way to learn about the Green Dot program, a plan to help prevent violence by empowering bystanders.

Second, Okker wants to implement a sense of “shared governance.” This would involve an elected committee involved with policymaking and other decisions within the college. Also, she would consult more with student representatives, including student government and other clubs on campus.

To increase the communication between administration and students, Okker suggested college-wide meetings with faculty and students twice a semester.

“As dean, I would continue to move on with the principles of shared governance, to rely on collaboration and communication, which really are those hallmarks of academic institution,” Okker said.

Third, Okker said she will focus on student success within the college by increasing the number of students who study abroad and complete internships.

Other schools and colleges, such as the School of Journalism and the School of Law, have always seen higher student participation in these programs, Okker said. But she believes that the College of Arts and Science can have similar numbers and wants to encourage more students to engage and take advantage of the programs.

Lastly, Okker wants to support and enhance both graduate and undergraduate research in the college. To do this, she said she would increase fundraising for research protect “rip funds,” or funds that central campus allocates to support research based on external grants.

With an increase in funding comes an array of possibilities within the college. For example, Okker said the college would be able to provide more travel funding for staff and startup packages for departments beginning new research projects, as well as providing summer salaries for faculty who work at the college during summer break.

As for how she would go about fundraising, Okker said much of the funds would come from donors. The college already has done a lot of research in areas that donors and alumni are interested in, such as climate change and cancer, Okker said. Okker also hopes to increase the college’s communication with donors.

After Okker’s presentation, time was allotted for people to ask questions about her plans if hired as the new dean.

When statistics professor Larry Ries asked Okker how much time she would spend fundraising as dean, she answered that it depends on each week. As interim dean of the college, about 70 percent of her week is spent fundraising and she consistently speaks with alumni and potential donors.

Saadiya Aswad, business administrator within the division of biological sciences, asked Okker how she would use the “home-court advantage” that comes with being interim dean. Aswad mentioned that Okker worked with the college to shift the budget when cuts were implemented this last year and that she really admired how Okker handled it.

Okker said moving the budget and making the cuts was the hardest thing she’s ever done. With it, however, came a considerable understanding of the different budgets around the college.

She believes the individual faculty and staff around the college understand their own budget better as well. Because of this, Okker said there would be more understanding of where to invest if more resources or revenue were to become available in the college. Department chairs would be more prepared with how to balance their budget, she said.

Chemistry professor Silvia Jurisson also brought up Okker’s current position as interim dean. Jurisson said that, because Okker is the only candidate that would be hired from within the college, she might get hired for a “cheaper price.” She asked Okker how she would handle this.

Okker said that this was the second time that day she had been asked about this and she wanted to set the record straight that she was not the “cheap option.”

“What I will use in my favor is data and knowledge in advocating for this college,” Okker said. “There is no question that whoever is selected as the next dean will be in a position to negotiate the fiscal health of this college. I have knowledge about practices and budgets that other candidates don’t have.”

Okker also shared a story about her own experience as a first-year college student and how it shaped who she is today. Her parents, who had both not gone to college, urged her to attend. She said she is “forever grateful” to them for that.

“Going to college changed my life,” she said.

Okker said she shared this anecdote because it emphasized her very strong belief that education is transformative, not only for her but for every student.

She also said that she originally enrolled in Allegheny College in Pennsylvania as an undecided science major. She later switched to humanities after learning that there were other job opportunities other than teaching high school.

Okker said her story is not unique and that many of her colleagues also changed majors and some even careers entirely. This displayed the importance of discovery in college and teaching, involving traditional classroom work and research and also within oneself, she said.

Okker said there are a large number of people within Missouri and beyond that have had their lives changed by people who earned their degrees at MU.

“As dean, I want to tell your stories,” she said. “And perhaps, more importantly give you opportunities to tell your own stories.”



## Reputation Beyond Rankings

How to respond to requests to move your institution up.

By Kelly Ruoff

Rankings put daylight between competitors, and it definitely feels good to be in the top set. Until you're not. Especially for institutions that make rankings an all-guiding, all-consuming pursuit, a bump down can feel devastating—but it shouldn't. Yes: competition is healthy. Rankings-obsession isn't. The ultimate value of the rankings is in flux today, and there's good indication their returns are diminishing. One college president told us that 10 years ago you could walk out to the visitor parking lot while prospective students and their families were on the campus tour and you'd find a copy of *U.S. News & World Report* on every front seat. Today, he says, you won't find any at all.

Why? For starters, there isn't a direct way to measure the quality of an institution for each individual: how well a college manages to inform, inspire, and challenge each student. And this is a generation that demands individuality. Students are investing in the experience, the culture, and the long-term value of their degree. Rankings don't tell the comprehensive story, at least as it relates to the prospective student.

So how should higher ed marketers respond to the-still-frequent request from senior administration to create a campaign that moves them up in the rankings?

- **Make sure they understand how rankings work.** If an increased rank truly is the goal, then create a sub-campaign that can move the needle on alumni engagement or reputation among peers—the thinking that directly and most quickly affects

ranking. And know that those sub-campaigns are likely pulling resources away from other important campaigns, like admissions.

- **Make sure the foundation is solid.** Your internal audiences have to be aligned. Whether that's through brand training, or talking points crafted by your communications team when a campus-wide or public relations issue arises, taking the time to build a unified message is critical.

**The University of Missouri was a highly-ranked school on the rise, until it suffered a 35 percent drop in freshman enrollment. The cause: weeks of escalating protests surrounding complaints of racial injustice.** Meanwhile, [Alcorn State University saw a 38 percent rise in enrollment](#) following on improved recruitment and retention strategies. The point: internal initiatives (or missteps) can have a far greater material effect on institutional success than an outward focus on rankings.

- **Don't trade ranking for diversity.** Rankings as they exist today encourage schools to target wealthier students, overstating the value of test scores and GPAs, which correlate strongly with family income. There are strong and notable exceptions to this. Highly-ranked Amherst College's need-blind admissions process contributes to the school's extraordinary diversity—but peers Princeton and Yale admit more students from the top 1 percent of earners than the bottom 60 percent combined, meaning [lower access to highly ranked schools for minorities and the disadvantaged](#). Amherst proves it best: rankings are eclipsed when your focus is reputation.
- **Focus on fit.** Alumni rarely look back to reflect fondly on their alma mater's ranking. More and more, prospective students are looking past rankings for clues to the school's culture, courses and majors, and the ultimate question: Is this school a good fit for me? There are myriad resources to answer those questions, and don't think the students aren't seeking them out. In the end, ranking becomes an afterthought, and even a great ranking may be irrelevant to students.

Now more than ever, it's important to think about the outcome you want in the long-term. In five to 10 years, will it matter where you're ranked, or will it matter more that you've put time, energy, and resources into building a strong communications platform that elevates your reputation for years to come?

*Kelly Ruoff is Chief Creative Officer and Dakota Story is a writer at [Ologie](#).*