



MU News Bureau

Daily Clips Packet

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Federal tax proposals put state revenue in jeopardy

By **RUDI KELLER**

Missouri's ability to pay its bills could be dependent on what Congress includes in a tax cut plan.

One proposed change would almost double the standard deduction, used by 71 percent of Missouri taxpayers on their federal and state returns. Missourians used it to reduce taxable income by \$17.1 billion in 2015 and the deduction is slated to grow by 90 percent under the plan proposed last week.

"It is obvious that this is a ginormous revenue loser for the state," said Tom Kruckmeyer, chief economist for the Missouri Budget Project.

Some of the proposed changes, however, would increase state tax bills for moderate-income individuals while making it more difficult to afford college tuition or repay student loans. The bill eliminates the deductions for up to \$4,000 in tuition costs for families with incomes of less than \$80,000 and up to \$2,500 in student loan interest for families with incomes of \$130,000 or less.

Those deductions are available whether a taxpayer itemizes deductions or not and save several hundred dollars in Missouri taxes for people who use them.

The reason Missouri's financial health is so dependent on Congress is that state tax income laws closely mirror federal law on what is and is not considered taxable income, said Ray McCarty, executive director of the Associated Industries of Missouri. The adjusted gross income reported on federal returns is the starting point for state tax calculations and, by law, the standard deduction on a Missouri return is the same as the federal standard deduction.

"We are fully coupled to the federal tax code right now and we are one of many states that do that because it is easier," McCarty said.

When the last complete federal tax overhaul was enacted in 1986, Missouri received a windfall of new revenue because the amount of income subject to taxation was increased for most taxpayers. It is uncertain how the bill now under debate would change taxable income, making a prediction of the outcome for the Missouri treasury more difficult, McCarty said.

Federal tax proposals

The Missouri income tax is closely aligned with the federal income tax, using the same basic income and deduction calculations. Some of the provisions in federal tax legislation being considered would cut individual taxes while some would increase the amount the state receives from individuals. Three of the biggest items and their potential impact are:

Standard deduction: The bill would increase the standard deduction to \$12,000 for individuals and \$24,000 for married couples from the current \$6,300 and \$12,600. Missouri uses the same standard deduction, which means the change would be a tax savings of up to \$336 for single people and \$672 for married couples.

Tuition deduction: The bill eliminates this deduction, up to \$4,000 depending on income. Because it is calculated as part of adjusted gross income, it passes through to Missouri returns. A loss of the deduction would increase an individual's state taxes by up to \$236.

Student loan interest deduction: This deduction, also income dependent, is for up to \$2,500 of student loan interest. It is also applied before calculating adjusted gross income and, if it is eliminated, would cost those who lose it up to \$148 in additional state income taxes.

Source: Tax Cut and Jobs Act, Missouri Revised Statutes.

“Until they get done deciding what is in or out of the bill and what is allowed, then nobody knows,” McCarty said.

The bill also eliminates the deduction for teachers who spend their own money for classroom supplies and the deduction for moving expenses related to a new job. The education and job-related deductions aren't generally used by most taxpayers, McCarty said.

“If you look at those things, they are generally used by a particular group of people,” he said. “It is not every year you move to get a job. Most people don't incur education expenses except in a specific period of their lives.”

Kruckmeyer said he agrees that the impact of the tuition, teacher expenses or moving deductions is small.

“The provision on the standard deduction would dwarf anything else that is in this,” he said.

Every taxpayer uses the standard deduction or declares itemized deductions. The current standard deduction of \$6,300 for an individual and \$12,600 for a married couple is slated to increase to \$12,000 and \$24,000, respectively, under the tax plan.

The value of a deduction to taxpayers depends on which tax bracket they are in. Missouri's top tax rate, which will be 5.9 percent in 2018, applies to taxable income of \$9,000 or more. If all 2.1

million tax returns that use the standard deduction get the full benefit at the top tax rate, tax revenue could decline by as much as \$1 billion.

Total general revenue in the year that ended July 1 was \$9 billion.

An amount that is half of the possible loss would be difficult to manage, said Sen. Wayne Wallingford, R-Cape Girardeau and chairman of the Senate Ways and Means Committee.

"I don't want a tax increase," Wallingford said. "I don't think there is much question that tax reform spurs growth. I would say, because a tax increase is not on the table, that we would have to look elsewhere."

Cuts to Medicaid and other programs would have to be made to balance the state budget, he said.

With the University of Missouri reeling from both lower enrollment and cuts in state aid, anything that makes it more difficult for families to pay for college or for the state to provide support is a concern, Christian Basi, university spokesman, wrote in an email.

"We are watching the tax bill and other bills closely and are working with our partners at the American Association of Universities and the Association of Public and Land Grant Universities to communicate our perspective," Basi wrote.

ST. LOUIS POST-DISPATCH

Mizzou sells out of basketball season tickets

By Dave Matter St. Louis Post-Dispatch 8 hrs ago (0)

COLUMBIA, MO. • Missouri has officially sold out of season tickets for men's basketball home games. With only three more days until Friday's season-opener against Iowa State, Mizzou announced Tuesday that the school sold its entire inventory of tickets, including a Mizzou Arena record 9,572 season tickets to the general public, nearly 4,000 more than MU sold last season.

MU doubled last year's student season ticket sales, selling 6,028 this year, the most the program has sold since 2013-14.

"The response from Mizzou fans and the excitement here in Columbia and around the state of Missouri has been outstanding," first-year coach Cuonzo Martin said. "Our home court advantage has the potential

to be tremendous, so we'll need Mizzou fans night in and night out. Whether it's a Saturday in December or a Tuesday night in February, our program will work to do its part. We can't wait to see you all there with us every step of the way."

Mizzou Arena has not had a sellout since a victory over Arkansas on March 5, 2013, during Frank Haith's second season as coach.

MU has oversold the arena's capacity of 15,061 seats by almost 600 tickets in part because students historically have not used their entire allotment of tickets. MU will have 4,000 student tickets available to claim per game. Students can claim tickets online at www.mutigers.com/students one week before home games until all 4,000 are claimed.

Only a limited number of single-game tickets will be available during the season, and only when unclaimed by visiting teams or returned by MU students. Fans can enroll at the web site MizzouPass.com to purchase single-game tickets that become available.

"We are looking forward to seeing the excitement and energy at Mizzou Arena this season, and are extremely grateful for all Mizzou fans who have purchased season tickets for the upcoming season," MU athletics director Jim Sterk said. "I am confident that our fans will provide the Tigers with a tremendous home court advantage this winter."

MU's ticket sales should be a boon to the athletics department's revenue stream after sales have lagged the last several years. According to the latest data collected by the university and submitted to the NCAA, MU basketball ticket sales revenue fell 20.1 percent from during the 2015-16 season, from \$4.72 million to \$3.73 million.



Black-owned bath and body store opens at MU

Tuesday, November 07, 2017 3:08:00 PM CST in [News](#)

By: Lauren Magarino, KOMU 8 Reporter

Watch the story: <http://www.komu.com/news/black-owned-bath-and-body-store-opens-at-mu>

COLUMBIA - The scent creates an easy to follow trail into a 325-square-foot room in the University of Missouri's student center. Lavender, peppermint, oatmeal and more all waft through the room. Shelves are filled with a pastel-colored bath and body products. The "we believe in taking care of our bodies" greet customers as they walk in.

Black Honey Bee Cosmetics, a black-owned business, is geared for women of color.

"This is the first time I've seen a store like this. Made for women of color made by a woman of color, and it's just really great," said Dynasty Avila, who works at the store to help her friend Tiana Glass, the owner.

Glass, an MU student, said the opening of Black Honey Bee Cosmetics was a dream come true.

"Just to have this on paper and actually have it in the store is just amazing," she said.

Glass began to jot down her business ideas in 2016, but the shop's inspiration came a couple years before that.

"I don't think it would've existed had Ferguson had not happened," she said.

Protests and riots broke out in Ferguson, Missouri, after Darren Wilson, a white police officer, fatally shot Michael Brown, a black man, in 2014. Glass is a Ferguson native.

She said the business was designed, in part, with the activists in mind.

"Those were in the streets protesting and giving their all. I wanted them to also have these products of self care, which is the images of them as well," she said.

Glass said another mission is to empower women of color to feel beautiful, loved, validated and seen.

"Everything is named after a person of color, black people, women of color, so it's really created in the eyes of blackness," she said. "So that's what sets me apart from other beauty brands.

Glass said, at its core, Black Honey Bee Cosmetics is all about diversity.

"Having black and brown bodies, having those who are queer, having those who live within the non-gender binary, those who have abilities and disabilities, and not fall into your traditional beauty standard norms, that's what sets me apart. I'm really true to that mission."

That mission was apparent to Avila.

"This whole store is built on love, and I don't see a lot of stores these days built on love," she said.

Glass said the shop was also built on hard work.

"I made over 400 bath bombs. Staying up till 3 a.m. in the morning, 4 a.m. in the morning, cranking these out with one person next to me doing it," she said. "There were times where I just wanted to quit. I just threw my hands up "I can't do this anymore," but because I had so many encouraging people around me, I was able to do this."

Her mother, Joyce Glass, was part of that support system.

“I told her it’s going to be okay. Just take it one day at a time, one minute at a time, one step at a time, and just do what you can,” she said.

Joyce Glass said she hopes her daughter will keep the business going because of what it represents.

Tiana Glass said, “This is not the end all be all. It’s going to go up from here. I want to see this flourish.”



Focus on lives lost, not the killer, say critics on mass shooting news coverage

By: Anna Maria Tremonti

Listen to the story: <http://www.cbc.ca/radio/thecurrent/the-current-for-november-7-2017-the-current-1.4389786/focus-on-lives-lost-not-the-killer-say-critics-on-mass-shooting-news-coverage-1.4389904>

As the U.S. struggles with each deadly mass shooting, the relentless news coverage follows a grim pattern: dispatch reporters to the scene, interview eyewitnesses and talk to the families and friends of the victims and killers.

But critics say the intense coverage of such tragedies may be contributing to more shootings, and it's time to examine how the media collectively covers mass shootings.

'How our coverage might be contributing to this notoriety'

"I don't think that we necessarily know why someone did something like this just because we know some details about, you know, their gambling losses," said University of Missouri School of Journalism's Katherine Reed, looking at the 24/7 news coverage of a shooter's motive.

"I think it makes sense for the news media to look at how our coverage might be contributing to this notoriety that we're giving these people — that, you know, they become larger than life."

Critics have pointed out that killing could bring the perpetrators the fame they crave with media coverage.

Jennifer Johnston, assistant psychology professor at Western New Mexico University, who has studied mass shooters and their backgrounds, pointed to three shared traits: social isolation, depression and narcissism.

"So if there is a relationship between media coverage and focusing on the shooter and sending a would-be shooter over the edge ... it needs just a collective agreement about what will be reported," Johnston told *The Current's* Anna Maria Tremonti.

She pointed to the mathematical "contagion" model in her research where it found that "media presentation of mass shootings is in fact contagious."

"Another study out of the University of Vermont found that social media about mass shootings is also contagious," said Johnston.

Gun laws in the United States haven't changed much in the last 15 years, and homicide in the U.S. is overall down, according to Johnston.

"However, mass shootings have a three-fold increase since the year 2000. And the thing that has changed in that time is media coverage ... Based on the fact that that's the main factor that has changed, I believe that we would see a one-third decrease in mass shootings if the media agreed to adopt the 'Don't name them, don't show them' type of campaign."

Focus on the victim

Jennifer Brett, a reporter at The Atlanta Journal-Constitution, who covered many mass shootings, said it's a valid point to keep the focus on the victim.

"It's your job as journalists to get as much information as possible and to be as thorough as you can. But, yes, I do understand and very much agree with the call to be responsible."

Reed looked at the deadline crunch faced by reporters and the search for perpetrator "profile."

"I think that's a little bit above our pay grade. You know it's not a thing that we should be doing in the immediate breaking news cycle."

The deluge of media coverage isn't just potentially creating the next mass killer, but it's also incredibly hard on survivors of previous mass shootings, according to Reed.

Reed called for newsrooms to show restraint, saying it's sufficient to name the shooters and run their photograph as "infrequently" as possible.

"I think that we have to memorialize the victims. I think we need to try very hard to make sure that we are spending far more time focusing on what was lost — the lives that were lost in these incidents — and also focusing on gun laws in the United States."

the maneater

MU introduces ResLife initiative with reduced housing and dining costs

By CARSON HOWES and GALEN BACHARIER

MU announced a new initiative on Friday that will reduce rates for on-campus housing and expand dining plans for students starting in fall 2018.

Chancellor Alexander Cartwright, Vice Chancellor Gary Ward, several Missouri elected officials and many Residential Life staff gathered in Rollins Commons for the announcement.

The changes will result in a traditional community-style double room costing \$6,430, a 2.2 percent lower rate compared to the current cost. This applies to 1,320 beds in rooms throughout Gillett, Hudson, Wolpers and Gateway Residence Halls, around 660 rooms. This new option costs \$714 a month, almost \$350 less for a year than the least expensive option this year.

Four hundred sixty-four beds in Hatch Hall's double rooms will have their rates lowered 5 percent, a \$340 decrease, to provide for a more economic housing option. In all, more than one-third of available rooms will have lower-priced plans next fall.

Dining plans will also be revamped. A new Mizzou Block 200 plan has been added, replacing the current Block 175 and 225 plans. This change came as a result of analysis of how much of their meal plans students were using. The Block 200 will run \$3,100, about a \$344 monthly cost.

Another new dining plan, Tiger Plan Platinum, is a more flexible plan that works at all campus locations, including those in the Student Center. In addition, dining plans will no longer be required for returning students who will be living in residence halls.

With these new lower-price economy plans, students will be able to live and dine on campus for less than \$1,000 a month, according to the press release for the initiative.

"We're trying to make everything more affordable," Cartwright said. "And if it's better for the students and they find that this is a more affordable option, as well as beneficial, then a lot of them are going to take advantage of it."

This new initiative is expected to result in a 3.5 percent decrease in cost for the most commonly selected dining and housing plans, according to the press release. This change is one of a series of initiatives intended to make attending MU more affordable. Over the past year, MU has also announced a scholarship program for Missouri [Pell Grant](#) recipients and a move to more affordable [textbook](#) options.

“These changes are very exciting as they will help to reduce the cost of a Mizzou degree,” Maggie Recca, Residence Halls Association president, said in the press release.

Room and board is one of the largest costs for students who live on campus, normally totalling over \$10,000 annually, according to the MU Student Financial Aid website. The university hopes to lessen that load.

Cartwright stressed the importance of on-campus living during the announcement, referencing several residential life programs that benefit students, such as Freshman Interest Groups and Early Alert, a program that notifies staff of students in halls that are struggling academically or socially.

“Coming from a small rural community, lower-middle class, I had to find ways — merit-based — [to pay for school],” said Tim Davis, Missouri Students Association campus community relations chair. “I joined the National Guard to afford college. I’m looking forward to more continued efforts for this.”

The option to live in residence halls year round is also included, in response to feedback from students. This will provide “convenient, hassle-free living,” according to the press release.

“The level of support we provide in our residence halls makes a real difference when it comes to student success,” Cartwright said.



MU Health and Columbia Fire warn about the dangers of starting fires with gas

Tuesday, November 07, 2017 7:40:00 PM CST in [News](#)

By: Ian Nickens, KOMU 8 News Reporter

Watch the story: <http://www.komu.com/news/mu-health-and-columbia-fire-warn-about-the-dangers-of-starting-fires-with-gas>

COLUMBIA - Experts warn that while gasoline will get a fire started quickly, things could literally blow up in your face.

MU Health sent out a [press release](#) Tuesday about a 70-year-old man in Boonville who wanted to permanently get rid of some weeds by setting them on fire. According to the release, he poured some gasoline on the weeds, lit the fire, and the next thing he knew, he was the one on fire.

"Fire can follow vapors from the fire back up to the source, including your hand or a container and then cause another fire," Chief Brad Fraizer of the Columbia Fire Department said. "You have to smother that to get it out, or use a proper fire extinguisher, so typically an accelerant, in general, can cause something to catch on fire very rapidly, which is why people like to use them, but it takes a while for that to burn off, for those vapors to burn off, so it can be dangerous."

The MU Health press release went on to say that the man, Steve Perkins, tried to stop, drop and roll to put out the fire and eventually had to remove his clothes so he wouldn't burn. A staff-for-life helicopter had to come pick him up and take him to the MU Hospital because, according to the release, "MU Health Care is the only health system in central Missouri to offer comprehensive care for severe burns."

Perkins is still alive, but over 45 percent of his body is covered in burns.

"Nationally, it happens quite often," Fraizer said. "Locally, we see a few cases every year, someone that's injured by trying to start a fire. Especially in the summer months, and not to say it doesn't happen in the winter months, so occasionally throughout the year, we'll see that."

When it comes to starting fires, Fraizer said slow, steady and safe is the way to go. He recommends keeping dry kindling around, or using paper or briquettes.

After the fire gets going, just make sure to have a hose or a fire extinguisher nearby to put it out.

the maneater

New MUPD substation to allow more student accessibility to on-campus officers

By STEPHI SMITH

The MU Police Department has set up a substation on the first floor of the MU Student Center, located along the wall by the Information Center.

The station was first set up on Oct. 9, according to MUPD's Twitter account. The Office of the Dean of Students Jeff Zeilenga assisted in funding and setting up the station.

MUPD Major Brian Weimer said the police chief officially sent in a request to the Student Center this past summer, but Zeilenga said there's been discussion for a substation since the Student Center was first opened in 2010.

There is no set schedule for when an officer will be available at the station, although the department wants someone there as much as possible, Weimer said. Staffing depends on how busy the officers are and when they have time to sit and speak with students, he said.

Zeilenga said the substation "allows [MUPD] officers to be more visible and accessible to students."

For some students, the purpose of the substation is not immediately clear.

Sophomores Rebekah Green and Kayla Young said they have seen officers sitting at the substation before. However, they're not entirely sure of its purpose.

Green and Young haven't seen the officers do much other than computer work and speak with one another, they said. However, Young said she did see one student approach the desk to inquire about parking.

Green also said that because there are no set shifts for when an officer will be posted, she doesn't think it serves its original intent for students.

"If it's to create a presence, I get that, but there's not someone there all the time, so that presence isn't felt," Green said.

Weimer said he hopes with the station that more students will get to know the campus police and have any questions they have answered firsthand.

There are other resources available for students to get in touch with an MUPD officer: phone, email, Twitter and the MU Police Department on Virginia Avenue. Weimer said the substation was just “one more access point” for MU students.

Having it in the Student Center is important because of how many people stop by for different reasons, he said. This means students can visit the substation without having to go out of their way.

“We hope it’s something to be utilized by our community,” Weimer said. “And we want students to know, if they see an officer there, to stop by, ask questions or give us some feedback.”

MISSOURIAN

New director of USDA Rural Development in Missouri to begin work

By TYNAN STEWART

The Trump administration has appointed a new director of the Missouri branch of the U.S. Department of Agriculture Rural Development.

Jeff Case — who graduated from MU with a master's degree in agricultural education — will start the job on Monday, according to a news release from the USDA. He previously served as chairman of the Missouri Agricultural and Small Business Development Authority and lives in La Plata, according to the release.

USDA Rural Development gives loans and grants to people and businesses in rural communities, according to information on their website. Their programs are intended to promote economic development, affordable housing, infrastructure and health care.

Bill lowers GPA requirement for unpaid MSA positions

By CAITLYN ROSEN

A bill lowering the GPA requirement for unpaid Missouri Students Association Senate leadership positions was passed in full Senate on Oct. 25.

Bill 57-09 amends the GPA requirement according to the standards put forth by the code of conduct for MU students.

Originally, the minimum required GPA for unpaid leadership positions was a 2.5. The new bill lowers it to a 2.2.

This change was [proposed last year](#) by former Senate Speaker Mark McDaniel. However, it was eventually withdrawn due to disagreement over which positions should have higher grade requirements.

The bill that just passed applies only to nonpaid positions such as committee chairs, vice chairs and senators. It affects both current MSA senators and those applying for a position.

“This year I wrote it and put it out there as something to change for certain positions,” said Joseph Sell, author of the bill. “We shouldn’t have to hold [MSA senators] to a higher standard than what is necessary if they aren’t receiving any compensation.”

The bill also stipulates that students must not only maintain the minimum GPA required by MU, but also maintain the minimum GPA for their individual colleges as well, said Tim Davis, chair of the Campus and Community Relations Committee.

Despite the changes brought forth by the bill, Davis said it is unlikely that they will have a great effect on MSA representatives.

“Most everybody that’s in MSA has a fairly good GPA from what I know,” Davis said. “FERPA and privacy laws prevent me from knowing what people’s GPAs are, but in the four years that I’ve been here, I’ve never seen anyone removed from office because of their academic standing.”

While the bill’s impact is unknown, it serves as a reminder for many of the importance of academics in leadership positions.

“I think it serves as a reminder that even though we are student leaders on this campus, we are students first and leaders second and our main mission here is to graduate,” Davis said.



Chief Diversity Officers Transitioning to the Presidency

By: Jamaal Abdul- Alim

By the time Dr. Jamel Santa Cruze Wright became the first chief diversity officer at Eureka College in 2014 — and eventually vice president for strategic and diversity initiatives — she had already had her sights set on becoming a college president for several years.

What she didn't expect was for her presidential dreams to materialize so quickly.

“I will say that it happened a lot sooner than I anticipated,” Wright says.

Wright essentially ascended directly from her role as a chief diversity officer at Eureka to the presidency at the small private college, initially on an interim basis in 2016 and later on a permanent basis earlier this year.

Wright says the experience she garnered in her capacity as the school's chief diversity officer played no small role in that move.

“My role was bigger and more encompassing than just CDO,” Wright says, explaining that her role and responsibilities prior to becoming president included oversight for Title XI issues, communications and rolling out a new strategic plan.

“All of those things, including the role of CDO, is what really made this happen,” Wright says of her presidency.

Dr. Archie W. Ervin, president of the National Association of Diversity Officers in Higher Education, or NADOHE, says Wright's trajectory to the presidency represents the emergence of a new and welcome trend in higher education, that is, colleges entrusting their presidencies to former chief diversity officers.

Ervin trumpets the trend in the “President's Message” on nadohe.org, writing that with the recent appointment of Wright as the first woman and first African American to lead Eureka College, there are now at least six former chief diversity officers who have risen to the CEO ranks.

The other five he mentions are Dr. Juan S. Muñoz, president of University of Houston-Downtown; Dr. Shirley Collado, who is set to assume the presidency of Ithaca College next month; Dr. Gregory Vincent, president of Hobart and William Smith Colleges; Dr. Glen Jones, president of Henderson State University; and Dr. Rusty Barcelo, former president of Northern New Mexico College.

“Now there’s a new pathway to the presidency is what we’re saying,” Ervin says. “It used to be people thought you had to be an executive leader. They didn’t tend to think of most of these CDOs as vice presidents, so the next step for me is the president.”

Ervin says search firms now acknowledge that the CDO role today has been “complex and wide enough in higher education that it actually is great preparation” for the various issues that a college president will face, from financial issues to student and academic issues.

“That’s absolutely great training ground for those who aspire to be presidents and CEOs, because that’s what they have to do,” Ervin says of the CDO experience.

However, Monroe “Bud” Moseley, vice president and partner at Isaacson, Miller, an executive search firm that specializes in higher education, cautions against overstating the significance that prior experience as a CDO might play in the executive search process.

“You have to be careful when people say you can move to president from the CDO role,” Moseley says, although he was not speaking in reference to Ervin’s or anyone’s particular remarks.

“It’s not like the only thing you’ve done is been a CDO,” Moseley says. “Many of the people had been in student affairs,” he said, citing Dr. Juan Muñoz as an example.

Indeed, before he became president at the University of Houston-Downtown, Dr. Muñoz had served as a senior vice president and vice provost for undergraduate education and student affairs at Texas Tech University. The position entailed supervision of more than 40 units and departments — including oversight of several academic degrees; the TTU Ethics Center; the Military Veterans Program Office; the Teaching, Learning and Professional Development Center; and the Office of Academic Engagement —according to his UHD biography.

Moseley also noted that many of the former CDOs who are now presidents had substantial experience in academe.

“If you had a richer record in the academy, then there’s no reason why a period of time as a CDO will distract search committees from considering you for a presidency,” Moseley says. “Why? Because we all know the relationships that CDOs help craft.

“They stretch across the institution, with student affairs, legal affairs, with faculty and research, so these are people who have multiple skills that can be brought to bear on a presidency.”

Moseley says academic experience also goes a long way with the decision-makers and faculty members.

“You really need to have some depth in the academic milieu to be credible to trustees, and certainly faculty, for the understanding that you can bring,” Moseley says.

CDOs’ experience with procurement of grants and raising funds is particularly useful, Moseley says, adding, “They’re not inexperienced at writing proposals and submitting ideas with appropriate partners to pursue funding opportunities.”

CDOs also tend to have experience helping presidents in times of crisis and other critical moments or periods on campus, says Ervin, the NADOHE leader.

“This profession turns out to be excellent profession for training for presidencies because all of us have been in the fire with the presidents,” Ervin says.

Being the go-to person during a critical time for a college is what Dr. Gregory Vincent, newly minted president (and a proud alumnus) at Hobart and William Smith Colleges, counts as one of the most salient preparatory experiences from his time as vice president for diversity and community engagement at the University of Texas at Austin.

Vincent referred to the time as point-person for UT-Austin when the campus was embroiled in the *Fisher v. UT Austin* affirmative action case. “I showed that I could deal with and serve as a spokesperson for a campus on a critical issue,” Vincent says.

But his position called for much more than dealing with the media when the national spotlight was on his campus.

“Increasingly you’re dealing with complex budgets,” Vincent says. “So you’re able to be a part of a cabinet dealing with a complex set of issues and you have the academic credentials. Many have terminal degrees, and they were tenured faculty. There’s a lot about the profile that allows us to move from CDO positions to the presidency.”

Ervin, of NADOHE, asserts that CDOs will be better prepared to deal with demographic shifts in the student bodies of the future.

“People who haven’t learned how to successfully respond to that and lead on that are not gonna be the people who are gonna be the president in the future,” Ervin says.

“More and more, you’re gonna see search firms asking, ‘What have you done to prepare yourself to lead in an ever-changing and ever diverse community that you’re going into?’”

Presidents who are ill-equipped to deal with diversity, demographic shifts and racial incidents on campus risk being ousted from their posts, Ervin says, citing the 2015 protests that precipitated the ouster of the University of Missouri chancellor and system president.

“Dozens of institutions have high level leaders pushed out of office because of inability to capably respond to those kind of demands,” Ervin says.