



# UNIVERSITY OF MISSOURI SYSTEM

## CRISIS PLANNING MATERIALS

LAST UPDATED ON JULY 28, 2017



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**Is This a Crisis?**

- Is there significant interruption to operational activities?
- Is there a confirmed or potential threat to campus safety, security or health?
- Does the issue involve sensitive personal information?
- Is there extreme financial impact?
- Is there major damage to facilities, properties or assets?
- Is there high-profile litigation or allegations of impropriety regarding UMS practices or policies?
- Is there an unexpected executive leadership departure? High profile misconduct by leadership, employee or staff?
- Do we anticipate significant news/blog coverage and/or multi-day news cycle?
- Do we anticipate a high volume or likelihood of complaints, concerns and/or criticism from concerned stakeholders?

**Responding to Media**

If you receive an inquiry from any of the below media, or media of a similar caliber, connect with UMS to calibrate strategy before providing a statement/interview:

- |                                 |   |
|---------------------------------|---|
| • USA Today                     | • Forbes                                    |
| • Wall Street Journal           | • Fortune                                   |
| • New York Times                | • Bloomberg BusinessWeek                    |
| • Chronicle of Higher Education | • Huffington Post                           |
| • Inside Higher Education       | • Any national radio or TV broadcast outlet |
- Similarly, contact UMS if the topic of an inquiry includes:
- Diversity & Inclusion (e.g. policies, campus culture)
  - Events at MU from Fall 2015
  - UMS Presidential Search
  - Other issues of concern

**Who Do I Contact?**

For any other issues, questions or concerns, contact:

**Your UMS Team:**

- John Fougere, [fougerej@umsystem.edu](mailto:fougerej@umsystem.edu)
- Kelly Wiemann, [wiemank@umsystem.edu](mailto:wiemank@umsystem.edu)

**Your Edelman Team:**

- Chuck Kaiser, [Chuck.Kaiser@edelman.com](mailto:Chuck.Kaiser@edelman.com)
- Andy Luzzi, [Andrew.Luzzi@Edelman.com](mailto:Andrew.Luzzi@Edelman.com)
- Andrew Moyer, [Andrew.Moyer@Edelman.com](mailto:Andrew.Moyer@Edelman.com)

**Social Media Response**

**Four Key Things To Keep In Mind When Considering Response**

**Velocity:** How quickly is the topic of conversation gaining interest among online community members? For example, has the number of related blog mentions posted exceeded 1-2/day, tweets exceeded 50/hour or Facebook posts exceeded 10/hour?\*

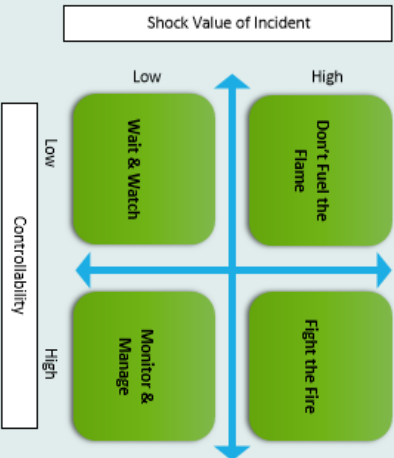
**Influence:** Who is speaking, and what is the degree to which he or she is listened? Is the post otherwise likely to receive attention based on their influence? For example, influence could be attributed to someone with a blog receiving over 10,000 unique monthly visitors or a Twitter footprint in excess of 1,500 followers.\*\*

**Accuracy:** Is the statement false? If it is false and either contributing to velocity or high influence, it may warrant a response to correct the factual record.

**Tone:** Is the tone argumentative or combative, and low influence? If so, it is unlikely that UMS may influence the individual, and no response should be provided.

\*Note figures are provided as guidelines; it is important to remember there are exceptions to every rule—and the social media manager should adjust these example thresholds based on the engagement UMS channels regularly receive.

**Should I Respond?**



**Wait & Watch:** Protocol for issues that have low shock value and very low controllability, e.g. viral videos that spread from one social network to another, parody accounts, etc.

**Monitor & Manage:** Situations that have high level of controllability and low levels of shock value. They may seem trivial, but if a soft crisis is ignored, it may turn into a larger issue.

**Don't Fuel the Flame:** Highly shocking and uncontrollable online crises. A shocking trigger starts social media and creates an uncontrollable public outcry that damages reputation.

**Fight the Fire:** Issues that are highly controllable, but have a high shock value. Many offline incidents would be classified as firefighting. When the right response opportunities are taken, even a major crisis could be stopped from becoming a full-blown crisis on social media.

**University of Missouri System: Plan On A Page**  
**FOUNDATIONAL GOALS**

GOAL	OBJECTIVES	DESIRED PERCEPTION	
<b>RESTORE TRUST AND FAITH IN UNIVERSITY OF MISSOURI LEADERSHIP AT SYSTEM, CAMPUS AND LOCAL COMMUNITY LEVELS</b>	Create fluid, cohesive process for issues management across the system	Safe and secure places to learn, with the caliber of a national institutions of higher learning	
	Bolster spokesforcastorstorytellers as a defense to any infection points in the future	Diverse and inclusive community environments with acceptance of civil discourse	
	Build confidence and morale internally amongst faculty/staff/students	Leadership is involved, organized and trusted to do the right thing	
	Increase donor and enrollment confidence; elected officials	Sustained long-term reputation as institutions that cultivate talented leaders and breakthrough innovations	
<b>Primary Audiences: prospective students/families; donors; current students; faculty/staff; local influencers, alumni, current students/parents--PRIORITIZING</b>			
<b>GO TO MARKET STRATEGY</b>			
STRATEGY	DELIVERABLES/EXECUTION	METRICS	
<b>STRATEGY 1:</b> Shift in mentality regarding communications strategy for one-year anniversary	<b>MANUAL</b> <ul style="list-style-type: none"> <li>Edelman: Develop detailed manual of protocols and processes for key issues</li> <li>UMSYS: Implement processes across campus network</li> </ul>	Increased enrollment	
<b>STRATEGY 2:</b> Prioritize audiences based on influence, relevance and impact on enrollment and donations	<b>12-MONTH REPUTATION REBUILD PLAN</b> <ul style="list-style-type: none"> <li>Edelman: Provide blueprint/framework for proactive communications plan</li> <li>UMS: Execute plan, assist in story-mining/media outreach</li> </ul>		
<b>STRATEGY 3:</b> Consider all actions through a national lens first given System's prominence	<b>MEDIA/PRESENTATION TRAININGS</b> <ul style="list-style-type: none"> <li>Edelman: Train BOC and other key leadership</li> <li>UMS: Utilize trained spokesperson as appropriate for high touch engagement and increased visibility</li> </ul>		Positive media coverage/acknowledgement of progress
<b>STRATEGY 4:</b> Utilize grassroots approach to involve students, faculty and staff in shifts in perception	<b>AD HOC SUPPORT</b> <ul style="list-style-type: none"> <li>UMS: Flag issues as needed, based on issues/situations and process defined in the manual</li> <li>Edelman: Provide support when requested</li> </ul>		
	<b>MONITORING ASSESSMENT</b> <ul style="list-style-type: none"> <li>Edelman: Evaluate current processes across campuses and provide recommendation for monitoring best practices</li> <li>UMS: Implement process for early issue identification</li> </ul>	Increased donations and state funding	
	<b>STRATEGIC RECOMMENDATIONS</b> <ul style="list-style-type: none"> <li>Edelman: Provide strategic recommendations regarding actionable ideas</li> <li>UMS: Execute ideas that are aligned with strategy</li> </ul>		

# Reputation Rebuild Blueprint

	1 Month - July	2 Month - August	3 Month - September	4 Month - October	5 Month - November
<b>Key Dates</b>	<ul style="list-style-type: none"> <li>7/14 retreat</li> </ul>	<ul style="list-style-type: none"> <li>New President announcement (tentative)</li> <li>Classes begin</li> <li>Primaries</li> </ul>	<ul style="list-style-type: none"> <li>Start of Football Season</li> <li>Political debates</li> <li>Missouri 100 meeting/event</li> </ul>	<ul style="list-style-type: none"> <li>Homecoming</li> <li>D&amp;I audit results (tentative)</li> </ul>	<ul style="list-style-type: none"> <li>One year anniversary</li> <li>Elections</li> </ul>
<b>Edelman Scoped Deliverables</b>	<ul style="list-style-type: none"> <li>In-depth interviews at each of the System campuses</li> <li>Story mining process development</li> <li>Develop overarching narrative/posture</li> <li>Begin proactive comms strategy development</li> </ul>	<ul style="list-style-type: none"> <li>Continue proactive comms strategy development (12 month blueprint)</li> <li>Ongoing story mining</li> <li>Ver identified stories for media interest</li> <li>Engage targeted/niche/national media</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing story mining</li> <li>Ver identified stories for media interest</li> <li>Engage targeted/niche/national media</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing story mining</li> <li>Ver identified stories for media interest</li> <li>Engage targeted/niche/national media</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing story mining</li> <li>Ver identified stories for media interest</li> <li>Engage targeted/niche/national media</li> </ul>
<b>UM System Responsibility</b>	<ul style="list-style-type: none"> <li>Assistance scheduling appropriate meetings</li> <li>Share database of existing materials/documents</li> <li>Calendar(s) of upcoming events across campuses, units, affiliates (alumni, athletics, etc.)</li> <li>Gain alignment on overarching narrative/posture from all campuses/leadership</li> </ul>	<ul style="list-style-type: none"> <li>Provide potential stories via story-mining process</li> <li>Engage local media on identified stories</li> </ul>	<ul style="list-style-type: none"> <li>Provide potential stories via story-mining process</li> <li>Engage local media on identified stories</li> </ul>	<ul style="list-style-type: none"> <li>Provide potential stories via story-mining process</li> <li>Engage local media on identified stories</li> </ul>	<ul style="list-style-type: none"> <li>Provide potential stories via story-mining process</li> <li>Engage local media on identified stories</li> </ul>
<b>Additional Recommended Tactics</b>	<ul style="list-style-type: none"> <li>Strategic stakeholder engagement (email marketing, on campus events, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Strategic stakeholder engagement (email marketing, on campus events, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Additional Recommendations TBD</li> </ul>	<ul style="list-style-type: none"> <li>Additional Recommendations TBD</li> </ul>	<ul style="list-style-type: none"> <li>Additional Recommendations TBD</li> </ul>



University of Missouri System

# UNIVERSITY OF MISSOURI SYSTEM- FALL COMMS STRATEGY (ABBREV.)

## WHAT WE ARE DOING

- Restore trust and faith in University of Missouri leadership at system, campus and local community levels.
- This will be done by improving communications efforts across all campuses, with a focus on MU, to show control, progress, and strong leadership at all levels.

## HOW WE ARE DOING IT

- Our strategy is two pronged: **Protect & Promote**
- Prepared to respond to the tough questions, but will use promotional efforts to manage the narrative in advance of issues happening.
- This will be done by using key moments in time, namely the first week of school, a single media day, and other opportunities throughout semester, to tell the Missouri story on our terms, and judiciously reserve our spokespeople for these key moments.
- We are providing structures and strategies to each campus, as well as to individual schools and colleges at Mizzou, to identify potential media opportunities that Edelman can push to a national level to provide counterbalance to the focus on the anniversary at Mizzou.

## TAKING CONTROL OF MEDIA NARRATIVE

- Historically, the philosophy with media, especially local media, has been to quickly respond to their request, offering access to spokespeople as requested.
- We will **shift this mentality** in order to control the narrative, by respectfully providing access on our own terms.
- This will be done by responding to media transparently and as comprehensively as possible via written statements that adhere to pre-determined statements on the matter.
- This will bring discipline to both the message and the method by which we engage with external audiences, and most particularly the media.
- Access to spokespeople will be reserved for key events – such as one single media day in September, in order to control our narrative to the best of our ability.

## THEMES: RESPECT, RESPONSIBILITY, DISCOVERY, EXCELLENCE

- Sourcing our key themes from Mizzou – but should be applied across all campuses to show consistency from leadership
- These are used internally to guide how we communicate/prioritize communications efforts
- Anything that does not ladder up to these themes need not be included
- These messages are being formulated in toolkits to be disseminated to comms across the campus – and can be shared where appropriate to other campuses as a heads up that these are what the system is focused on – will be presented to deans/departments

## KEY MESSAGES

### 1. It's a new day – and it's our time to lead

"Mizzou has been a premier institution for nearly 200 years. We are resilient. And this is our time to lead."

### 2. Improving experiences for all

"The university continues to invest significant resources—in both personnel and financial resources—to improve the diversity, inclusion and equity of all members of our university community."

### 3. Premier public university

"The university system continues to be provide premier public higher education institutions in the state and is one of the state's greatest assets."

## KEY ACTIVATIONS

The below represents a summary of key moments in time in our communications strategy. Representations of each activity are included for both the system and campus level, as all groups are being activated to communicate the key themes and messages prescribed above. All activations will be supplemented by ongoing editorial calendar of good news from all campuses.

### FIRST WEEK OF CLASS (8/22 – 8/31)

WHAT	GOAL MESSAGE	WHY	HOW	KEY MESSAGE
<b>Open Letter from Missouri Business and Alumni leaders to students, alums, community on first day of class</b>	State of Missouri confident in its universities and its students.	Showcase confidence and united front from the community, and instill faith in future leaders of Missouri	Purchase ad space in local papers of each campus community, and get signatures on letter from tri-chairs of Missouri 100, alumni club presidents,	It's a new day – and it's our time to lead.
<b>First day of class letter to faculty, staff and students from Chancellor Foley</b>	I belong here, and leadership is engaged.	Opportunity to set tone and vision for coming semester with faculty, staff and students	E-communication to all relevant stakeholders	It's a new day – and it's our time to lead.
<b>Repurpose Chancellor Foley letter to faculty, staff and students for responsive media requests</b>	I belong here, and leadership is engaged	Keep message consistent and unified across stakeholders, share positive tone with media	Utilize document in response to inquiries regarding the tone of the new year,	It's a new day – and it's our time to lead.
<b>Semester kick-off event: Aug. 31</b>	I belong here, and leadership is engaged	Opportunity to set tone and vision for coming semester with faculty, staff and students	Remarks by chancellor, Kevin McDonald, J'den Cox, Debut of TV commercial, MiniMizzou, Truman, #MizzouMade testimonials on TV screens, banners, signage, etc...	It's a new day – and it's our time to lead.
<b>Daily Media Themes</b>	Missouri is resilient - and has continued to be a premier institute of higher learning	In light of requests singularly focused on last fall, proactively showcase ongoing successes in wide variety of areas, such as safety, discovery, excellence, stewardship.	Each day of the first week of school, news bureau focuses on different theme – content that was curated in advance is pushed out to local media and to owned channels. i.e. Innovation Wednesday	The university system continues to be provide premier public higher education institutions in the state.



<b>Mizzou Pride Pledge</b>	My school is upholding values that are important to me.	Align around culture initiative rooted in core values that will guide our discussion and conduct in the new semester and beyond.	Pledge wall/signing at Semester Kick-off Incorporation into chancellor/leadership communications Working with colleges/Student Affairs to promote to their faculty, staff and students	Missouri cares about improving experiences for all of its students.
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**DEI MEDIA DAY – 9/13**

<b>WHAT</b>	<b>GOAL MESSAGE</b>	<b>WHY</b>	<b>HOW</b>	<b>KEY MESSAGE</b>
<b>DEI Media Day:</b> Mizzou/UMS to host single media day to provide opportunity for media to ask questions/view progress on DEI efforts to date.	The System and campus leadership are resilient, in control, and are confident in the progress to date/path forward.	This is a single moment in time to set the tone for all communications regarding DEI. It showcases leadership and unity in prioritizing the topic.  By hosting a single media day for key media, UMS/MU will help to direct and inform the narrative while also remaining transparent and accessible to important stakeholders. This will defuse continual requests and provide one unified front/message.	Host panel style media event with key local and national media, featuring:  Mike Middleton Hank Foley Kevin McDonald Pamela Henrickson  Media training will be conducted prior to the actual event.  Each provides open statement, floor is opened for brief Q&A, select media are offered one-on-one opportunities.	Missouri cares about improving experiences for all of its students.
<b>Candid Video with Mike Middleton</b>	The System and campus leadership are resilient, in control, and are confident in the progress to date/path forward.	Preemptively answer questions, provide data points, and showcase the university system’s efforts in a controlled fashion by utilizing J-School resources to direct, edit and produce video.	Identify a notable reporter who is a J-School alum to have a sit down with Mike in front of a camera and talk about DEI progress to date.  Edelman/MU/UMS provide questions for guidance, and Edelman media trains Mike in advance.  J School edits/produces video  Video is shared as press materials at media day, used for future media response and promoted on owned channels where appropriate.	Missouri cares about improving experiences for all of its students.

UNIVERSITY OF WESTERN CAPE

WHAT	GOAL MESSAGE	WHY	KEY MESSAGE
<b>Anniversary of University of Western Cape and UMS Partnership (Sept. 27)</b>	University of Missouri has been evolving and innovating in the diversity space for the last 30 years.	To showcase strong research that has been reached through diverse partnerships	Missouri cares about improving experiences for all of its students, and is a premier institution of higher education.

# MU CAMPUS SAFETY MESSAGING & COMMUNICATIONS

## OVERVIEW AND STRATEGY

The goal of this document is to provide recommend messaging and strategies to effectively communicate regarding campus and community safety efforts at the University of Missouri. MU's ability to respond quickly, decisively and conscientiously to incidents involving student health and safety is vital to maintaining stakeholder confidence, particularly among students and parents. But even more so, communication regarding efforts in campus safety outside of incident-specific circumstances can help to instill confidence in the processes and protocols in place, and mitigate reputational harm in the wake of campus safety incidents.

In addition to developing strong messaging supported by proof points and evidence of action, frequent communication and high touch engagement with all relevant stakeholders sets the tone and highlights the university's commitment to safety and security.

## TACTICS

Below are a variety of recommended tactics to regularly disseminate information regarding campus safety and highlight the advancements being made by campus security personnel.

- Establish a method by which parents, alumni and students can opt in to receive updates regarding campus safety actions, events and stats
- Dedicate an area of the campus safety website to real time updates for parents and students
- Encourage positive interaction and accessibility to campus safety staff by hosting informational "Campus Safety Welcome BBQ" for students, and hand out print collateral such as:
  - Wallet size campus safety cards with contact information, social media info, etc.
  - Pamphlets or fliers highlighting programs offered to students
- Utilize social media, including geo-targeted sponsored posts, to broadcast services that are available to students
- Create a campus safety informational video to air before sports events
- Invite local media to mock trials to showcase the preparedness level and strong relationships of all those involved in campus safety
- Coordinate back to school interview with student paper featuring an interview with Doug Schwandt

## KEY MESSAGES

### GENERAL TALKING POINTS

- At Mizzou, the safety and well-being of our students, faculty and staff remains our top priority.
- MU campus security embraces the values of respect, civility, resilience, intelligence and courage and we view part of our campus security role as assisting in the educational process of our students.
- MU campus security strives to ensure a peaceful quality of life, establish a partnership with our community and support a safe learning environment.
- A truly safe campus can only be achieved through the cooperation of everyone.

- All of our staff at MUPD embrace our University's core values of respect, responsibility, discovery, and excellence and we view part of our law enforcement role as assisting in the educational process of our students.

## EVIDENCE/ACTIONS

- **MUPD works in close partnership with [a number of community and campus groups](#) to reduce or eliminate crimes on and near campus. In fact, based on [\[INSERT STATS YEAR\]](#), our campus is the safest it's been in [\[INSERT YEARS\]](#). [\[PROVIDE FURTHER DETAIL\]](#).**
  - In partnership with Robert Jerry, MU Law professor, and other experts we have conducted a thorough review of our policies and procedures to support safe and orderly expression of free speech. We will prudently and fairly enforce these policies.
  - We regularly partner with Columbia Police Dept., Boone County Sheriff's Dept. and Missouri Highway Patrol to monitor and prepare in preparation for major campus events and for response to a wide variety campus incidents.
  - Highway patrol and CPD have teams that are regularly trained to handle large scale disturbances and civil unrest.
  - The Crime Prevention Unit has been working closely with the Off-Campus Housing Office to educate students living off campus on the topics of theft prevention and personal safety.
  - Alcohol awareness presentations were modified to include information about the Downtown Enforcement Unit as well as the Community Action Team.
- **MU Campus Police has a highly rigorous training program for its officers. This includes [xx](#) hours of classroom training, [xx](#) hours of field training and an [xx](#) examination created in partnership with [xx](#) law enforcement accreditation unit.**
  - Our department is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA), a credentialing authority dedicated to improving the delivery of public safety services, and The International Association of Campus Law Enforcement Administrators, which provides educational resources, advocacy and professional development. We have maintained this status since 2001.
  - The Citizen's Response to Active Threat training program that deals with active threat/shooter type situations continues to teach many classes throughout the year. Further information on threat training can be found here: <http://mupolice.com/mupd/training/>
  - To help address concerns about the potential for an active threat on the University of Missouri Campus, The University of Missouri Police Department created an educational video called, "Surviving an Active Shooter." In the unlikely event of a threat on campus, this video provides information on what individuals should do to keep themselves, and others, safe. It can be found here: <https://www.youtube.com/watch?v=ELBEOgqWZYo>
  - Additional education for students and staff regarding personal safety and security, especially during the overnight hours is offered yearly by our crime prevention unit. Further information can be found here: <http://mupolice.com/mupd/cp>
- **The University Police Department offers a variety of programs and presentations free of charge to members of the University community. While no program can prevent all crimes, education is essential to safe and responsible decisions.**
  - MUPD offers a variety of programs free of charge to students, faculty, staff, such as certified R.A.D. (Rape Aggression Defense) self-defense classes, C.R.A.T. (Citizens' Response to Active Threats) and weapons defense.

- UMPD offers free escorts to your on campus destination.
- UMPD, in partnership with Human Resources provides a general information seminar as part of new employee orientation about MUPD and the crimes that occur on campus.
- **In recent years, MUPD has significantly increased the diversity of its force to reflect that of our community. [NEED STATS/PROOF POINTS]**
- **[MU Alert](#) is a one-stop shop for online emergency information for students, faculty/staff, parents and visitors to the Mizzou campus.**

#### LONG TERM LEADERSHIP/PLANNED ENHANCEMENTS

- **Planned enhancements for student safety are being developed in close coordination with all area authorities. These enhancements are focused on increasing well-trained and specialized man power, increased collaboration with our partners in law enforcement to share and utilize best practices, and enhancing our use of technology and resources incrementally in the coming years.**
  - MUPD is working closely with CPD regarding revamping the Mobile Field Force program. Increased numbers of officers in CPD and MUPD will be trained to appropriately and effectively handle civil unrest. [HOLD UNTIL PUBLIC – CONFIRM ACCURATE]
  - We remain focused on widening the scope of campus safety to encompass the Columbia community through strategic mutual aid partnerships.
  - This year, we will be conducting planned table top exercises for the county, including fire and police departments, in addition to mock trials and prep sessions involving broad unified force - 16 law enforcement groups will be involved and will practice seven times this year.
- **The MU Police Department is in the process of increasing its staff by nearly 20% over the next five years, including doubling its dispatch.**
  - We have added a second full time dispatcher to our staff whom also has public information officer competencies.
  - Currently the department has 42 sworn officers. The department is recruiting for a total of 50 officers to be filled by 2019. The increase of patrol officers will assist the patrol division.
  - The patrol division operates with a pro-active, problem solving philosophy, focusing on community contact and increased communication. This approach enhances crime prevention efforts and assists in determining community needs. Further information can be found here: <http://mupolice.com/mupd/units>
- **Our ultimate goal is to encourage and facilitate community policing. It is critical that all members of our campus and Columbia community actively practice crime prevention, and utilize close relationships with law enforcement to keep the community safe.**
  - Campus safety must go beyond our campus as we continue to engage with the city of Columbia and the state of Missouri.
  - Safety cannot be considered as a separate program, but rather as an important and natural part of the functioning of every academic department and nonacademic office of the University of Missouri.
- **The MUPD Communications Center, located inside the police department, is staffed 24/7, 365 days a year. There are currently 9 full-time communications operators. The department is recruiting for a total of 12 Communications Operators to be filled by 2019.**

- Communications operators are responsible for a variety of tasks. One of the most important tasks is alerting our community of crime that is on or near our campus through the MU Emergency Alert system. Further information on MU Emergency Alert system can be found here: <http://mualert.missouri.edu/>

# KEY DIVERSITY & INCLUSION MESSAGES FROM PRESIDENT MIDDLETON

## ROLE OF A 21<sup>ST</sup> CENTURY UNIVERSITY AND D&I

**Mizzou is a microcosm of our country with our four campuses representing every corner of the United States. As such, the University of Missouri System must serve as a model for the kind of interactions and varying perspectives that define our increasingly diverse institution.**

- We must grasp that by 2025, the majority of students at most universities – including Mizzou – will be minority and we must prepare for that.
- A wide variety of students and perspectives land in Columbia and our mission must be to encourage all students, faculty and staff to embrace their rich cultural differences.

**A 21<sup>st</sup> century institution must instill respect, civility, resilience, intelligence and courage. Diversity, inclusion and equity are critical to upholding these values across the University of Missouri System.**

- It is critical to have an open platform for discussion, and that we take those discussions and translate them into real actions – things won't solve themselves until we have a constructive dialogue.
- Our mission must follow what my great-grandfather liked to say, "We want to transform *what is* to *what it ought to be*."

## LAST FALL'S EVENTS/SUBSEQUENT FALLOUT & ENVIRONMENT

**We must not allow previous unrest to close the door to productive discussions and necessary actions in improving diversity and inclusion conditions within the System.**

- The reality is we can't promote our positive accomplishments and progress and continue to build the culture we envision without holding these difficult, sometimes sensitive conversations about diversity and inclusion and race relations that many are hesitant to conduct.
- While there are a variety of viewpoints across the state of Missouri, Columbia is a very progressive, enlightened community and people have been positive and supportive.

**While many people were upset by the racial unrest, many more – including large givers – redoubled their efforts to support the University system in Missouri because they truly care about these important issues.**

- When it comes to donations/giving, despite significant losses in Columbia, overall giving broke a record in 2015.
- We continue to push for contributions through our loyal alumni association and its Diversity Council.

## BEST APPROACH FOR MIZZOU

**The forthcoming Principles of Community encourage all faculty, staff and students, from the leadership level down, to accept and embrace diversity and inclusion as a critical part of the academic experience in preparing our students for the professional world.**

- We continue to work to demonstrate the need to embrace diversity and inclusion as a form of professionalism in our increasingly global world.
- When we successfully admit a greater number of students of color than in the past, we celebrate that as a success; but we must continue to celebrate that success and sustain that level of engagement.
- Even the most ardent naysayer against multiculturalism at the university level can begin to see the need for increased diversity and inclusion when you put it in a global context.

**The Missouri experience encompasses all aspects of innovation. That experience includes building an innovative and effective infrastructure with the right people and systems to continue to foster a culture that supports true diversity and inclusion.**

- This is a team effort. Each of our campuses' chief diversity officers are completing a comprehensive audit of their programs to develop one strategic, cohesive framework that will carry us into the future.

## ACCESS

**Everyone deserves an opportunity—no matter who you are or where you are from. It is our responsibility to create a diverse and inclusive learning environment, so we can all be better people, students, educators, colleagues and mentors.**

- Our work and approach must be focused on inclusiveness at the organizational level.
- The concept of diversity and inclusion is critical for our growing foreign student enrollment.
- We are focused on achieving increased enrollments of historically underrepresented/underserved populations, with plans to do so with financial aid packaging, assessment of special initiatives, broad engagement of the university community, and fully engaging multicultural alumni

## TIMETABLE FOR ACTION/PROGRESS

**We are committed to meaningful and fast action. In fact, we have taken several steps over the last several months.**

- The University of Missouri System has put in immense amounts of effort in preparation to launch forward with its new Inclusive Excellence Framework.
- Our campuses are hosting continued trainings such as [Citizenship@Mizzou](#) that are required for all incoming freshman. Further, our various colleges and schools across the system are embracing themes of inclusivity in their curricula.
- In June we hired our first Chief Diversity Officer, Kevin McDonald. Kevin has been working tirelessly to identify organizational and systemic issues related to diversity, equity and inclusion in the university system's areas of human resources, finances and academic affairs
- We expect our audit of System programs to be done in October. This will identify all initiatives on campus and at our hospital with recommendations on things to invest in and divest from. [CONFIRM IF PUBLIC MESSAGE]
- Resources will be dedicated to enhance what works and introduce new programming based on research of initiatives that promise to work best. This process should be done in November-December. [CONFIRM IF PUBLIC MESSAGE]



- We foresee the introduction of some fairly significant programs that relate to diversity equity and inclusion. [CONFIRM IF PUBLIC MESSAGE]
- We're also rearranging several functions that have been siloed in different offices and under different vice chancellors. We expect a major organizational change in the Columbia campus that should give the chancellor a better ability to stay on top of those issues and coordinate. If it works at Columbia, other campuses will consider similar change. [CONFIRM IF PUBLIC MESSAGE]

# DIVERSITY AND INCLUSION MESSAGE FRAMEWORK – KEVIN MCDONALD

## GENERAL

**At both the system and campus level, our goal is to sustain a diverse and inclusive learning, living and working environment. Embracing inclusivity is intended to deliver a competitive advantage to our students when they enter their professional lives.**

- Beyond the innate lessons that can be taken from embracing inclusiveness, our expressed goal is to prepare our students for a life in the workforce. They can only be prepared if they understand and embrace the viewpoints of other individuals and their backgrounds.
- We want to provide opportunities for all of our students to engage positively with people who are different from them, and to the extent that anyone or anything counteracts that mission, we must take action.
- It is critical that our students are able to see the application of diversity and inclusion both personally and professionally; if we do not support them in this, we are doing them a great disservice.

## WHERE WE ARE

**We acknowledge and appreciate the continued need for growth and improvement, and our goal continues to be to address this need by sharing best practices across all of our campuses. This goes beyond mandatory trainings and moves toward real impact by providing tools and experiences that allow our students to engage with those who have different life experiences in a way that is productive and focused toward resolution.**

- In reviewing the diversity and inclusion practices across the system, and climates on individual campuses, we have witnessed areas for growth in addition to some strong examples of best practices.
- Many student bodies are showing solidarity and support for issues that are happening on a national scope, and students have a positive outlook for the future.
- The outlook is incredibly positive; but there is a need to widen the transparency and visibility that we've only just begun to create, and carve out a true platform for dialogue.
- Access – MU has been engaged in a purposeful effort to provide access to higher education. Over the past [INSERT NUMBER OF] years we have added more than [INSERT NUMBER OF] students from a variety of ethnic and geographic backgrounds. This effort will continue.

**Many of our campuses have a strong sense for the temperature of their campus community, and on many campuses, leadership has been engaged early and often in ways that have satiated students' desires for meaningful engagement on the topic of diversity.**

- There is strong intentionality within the administrations, which has come to fruition through community engagement, particularly in St. Louis and Kansas City.
- UMKC has an incredibly strong framework to serve as a model across all of our campus – viewing all aspects of campus life through the lens of social justice with local community engagement at the core.
- Diversity councils at both the student and alumni levels are active and engaged, and continue to set the standard to which all of our system and campus leadership should aspire.

## WHAT WE ARE DOING NOW

**It is important to note that D&I is being addressed at a leadership level. The Board of Curators [has endorsed/will be endorsing] a set of “Principles of Community” that will guide all of our actions across the system as well as at the campus level.**

- The Principles of Community will drive policy, interactions and change regarding the way we address issues of diversity and inclusion.
- These Principles affirm our desire to maintain a climate of respect and understanding, as well as open expression within a climate of civility, and mutual respect; they reject prejudice and discrimination in all forms, and stress the positive value that diverse perspectives provide for our community.

**We are continuing to address issues of bias across the board, with a focus toward accepting differences. This is being iterated not only through trainings regarding implicit bias, but through continued trainings such as [Citizenship@Mizzou](#) that are required for all incoming freshman. Further, our various colleges and schools are embracing themes of inclusivity in their curricula.**

- The University of Missouri System has put in immense amounts of effort in preparation to launch forward with its new Inclusive Excellence Framework.
- Elisa Glick, Chair of the Diversity Committee for the MU College of Arts and Science developed a diversity requirement for the undergraduate curriculum which was approved in March 2016 is expected to serve as the model for a new campus-wide requirement.
- **Earlier this year, we piloted a training session with our [INSERT SCHOOL] students, which taught concepts of implicit prejudice. [NEED DETAILS].**
  - Class is taught by Stephanie Shoneken, Chair, Department of Black Studies
  - Our student athletes completed this course in [INSERT TIMEFRAME]
  - We are targeting completion by all new freshman on an ongoing basis [CONFIRM]
- Faculty have and will continue to receive education on the topic with the hopes that multiple touch points will lead to positive impact.
- [PLACEHOLDER FOR JOURNALISM PROGRAM INFO FROM CK]

## THE VISION FOR THE FUTURE

**The Inclusive Excellence framework assimilates diversity efforts into the core of institutional functioning to realize the educational benefits of diversity.**

- **Timing for issuance of our full framework and go forward plan is set for no later than [INSERT DATE].**
- This model has four dimensions:
  1. Access and Success
  2. Campus climate and intergroup relations
  3. Education and Scholarship
  4. Institutional Infrastructure

**Accepting this model reflects the understanding that diversity and inclusion are catalysts for institutional and educational excellence, are to be invited and integrated into the very core of the educational enterprise and are not isolated initiatives.**

- The goals and objectives in each dimension are intended to guide actions of university units including senior management, colleges, schools, departments and programs, in the delivery of initiatives, policies, and practices that advance diversity and inclusion.

- Indicators in each dimension will be delivered in an annual report that will include accomplishments, deficiencies and plans for adjustments, beginning in 2017.

## INCLUSIVE EXCELLENCE BACKGROUND/EXAMPLES

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### ACCESS AND SUCCESS

- **Objective:** To achieve increased enrollments of historically underrepresented/underserved populations
  - *Example Action:* Aggressive financial aid packaging, assessment of special initiatives, broad engagement of the university community, fully engage multicultural alumni in appropriate marketing and student recruitment programs
- **Objective:** Increase academic success of historically underrepresented/underserved populations
  - *Example Action:* Ensure broad participating of historically underrepresented/underserved populations in undergraduate research and experiential learning opportunities'
- **Objective:** Increase recruitment and retention of a diverse graduate and professional student community, and achieve more diverse faculty and staff
  - *Example Action:* Create leadership development and career path programs for faculty and staff (with special attention given to historically underrepresented populations to enhance their leadership opportunities)

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### CAMPUS CLIMATE AND INTERGROUP RELATIONS

- **Objective:** Create a climate that is supportive and respectful and that values differing perspectives and experiences
  - *Example Action:* Use surveys/focus groups to assess student and employee feedback on D&I climate,
  - *Example Action:* Educate campus community on prevention of harassment, discrimination, and productive ways to resolve conflict
  - *Example Action:* Offer educational and celebratory events for students, faculty, staff and the community that recognize, value, and honor diversity and promote inclusion.
  - *Example Action:* Develop and maintain high visibility of MU principles of community including annual events and posting the principles in classrooms and offices
  - *Example Action:* Increase recognition of programs that acknowledge contributions made to advance D&I

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### EDUCATION AND SCHOLARSHIP

- **Objective:** Offer courses, curricula, learning opportunities at the undergraduate and graduate levels that achieve diversity and inclusion through learning goals
  - *Example Action:* Establish incentives for individual faculty and academic units to adapt existing courses and academic programs for global outreach education, and develop new courses and programs as needed
  - *Example Action:* Hire faculty and staff with content expertise in areas of study that examine diverse identities and cultures
- **Objective:** Increase the multicultural competencies and capacities of faculty and staff
  - *Example Action:* Establish online and in classroom professional development opportunities designed to improve multicultural awareness of faculty and staff

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### INSTITUTIONAL INFRASTRUCTURE

- **Objective:** Sustain and increase efforts designed to amplify the potential to secure grants and opportunities to advance goals outlined in framework

- *Example Action:* Incorporate diversity and inclusion interests into philanthropic campaign efforts
- *Example Action:* Seek corporate and foundation support for key pipeline and academic support programs that serve women, international, historically underrepresented populations and/or students with diverse abilities
- *Example Action:* Engage women alumni, international alumni, alumni from historically underrepresented populations and alumni with diverse abilities in D&I efforts, with reunions, events, speaker series, recognition events, student mentoring, etc.

# TOUGH Q&A

FALL 2015

## **Q: What really happened last fall?**

- *Last fall, the University of Missouri experienced a “perfect storm” of issues that came together to challenge all of those who care deeply about this University. It was a difficult time during which we questioned who we were and what we were doing. We were challenged and the eyes of the world were upon us as we worked our way through the challenge.*
- *But we came through that time, I believe stronger than ever. What we experienced gave us opportunities for real progress. We have an opportunity to challenge ourselves and each other and that’s what we have been doing in the weeks and months since that time and we have made compelling progress.*
- *For example, since last November:*
  - *We have developed and implemented numerous DEI efforts, as outlined by Kevin.*
  - *5 of our faculty members were named Fellows of the American Association for the Advancement of Sciences (AAAS).*
  - *3 faculty were named fellows of the National Academy of Inventors*
  - *5 faculty received Kemper Awards for Teaching Excellence*
  - *We hired Jim Sterk as AD from SDSU; Marshall Stewart from NCSU plus numerous other stellar hires in leadership as well as faculty positions.*
  - *J’Den Cox, one of our student-athletes won an Olympic bronze medal.*
  - *MU researchers received commitments of more than \$225 million grant dollars.*
  - *Gross licensing income to the university doubled from last year (\$14.9 million vs. \$7.3 million).*
  - *We raised more than \$170 million in private donations in one year, establishing a new record for fundraising.*

## **Q: What type of training are faculty receiving in regards to the events of last fall?**

- *As Kevin McDonald pointed out during his remarks, based on his past work at Virginia Tech and RIT and other best practices at other large state schools, he is implementing a number of initiatives, including:*
  - **[PLACEHOLDER FOR ADDITIONAL NEW PROGRAMMING]**
  - *Required training for those on search committees to hire faculty*
  - *New educational and professional development offerings to better understand and discuss diversity*
  - *“African-American Experience in Missouri” lecture series*
  - *Distinguished guest lecturers by experts who discuss inclusion and diversity*

## **Q: In hindsight, what would you have done differently?**

- *We could spend a lot of time reflecting on what we could have or should have done differently, but what’s important is what we are doing now. This was and continues to be a time of change for universities and communities across the nation as we grapple with issues of race, graduate student unrest, etc.*
- *This is what universities do: we listen, challenge, reflect and push one another to be better. We have an opportunity to learn from those actions we didn’t do as well as we could have, to continue doing those things we did well and to learn to listen better to each other.*
- *Progress can be slow, especially in unique places like universities. Sometimes activism and demonstrations serve as catalysts that shift the culture in a positive way.*
- *The University of Missouri has served as the flagship, major public university in the state of Missouri for more than 175 years. Throughout that time those Columns on Francis Quadrangle have symbolized our strength and resilience. We are not about to quit now.*

## **Q: Since the fall of 2015, have you seen a decline in enrollment?**

- *Yes, due in large part to a decreasing number of high school graduates, we forecasted a decline in enrollment around this time. More recently we have noticed that our competitor universities have increased efforts to recruit some of our out-of-state students that we have been able to attract for the past few years.*

- *First-day figures show that total enrollment is at 32,777 compared to 35,050 last year. First-time freshman enrollment is 4,799 compared to 6,211 last year.*
- *However, our retention rate of 85.4 (our third highest, which is higher than the state or national average), indicates to us that our current students are happy here and know that Mizzou is a great university.*
- *Also, we continue to maintain our quality indicators, with an average ACT of 26, higher than the state or national average. Also, more than 50 percent of our students rank in the top 20 percent of their high school graduating classes and 134 of them were valedictorians of their classes.*

**Q. Do you attribute the drop in enrollment to the events of last fall?**

- *The drop in enrollment can be attributed to multiple factors.*
- *Unrelated to the events of last fall, we have predicted for the past several years that our enrollment would begin to decline around this time due to decreasing numbers of high school graduates.*
- *More recently we have noticed that our competitor universities have increased efforts to recruit some of our out-of-state students that we have been able to attract for the past few years.*

**Q. Will the Melissa Click incident prompt a re-examination of Mizzou’s faculty and staff disciplinary procedures?**

- *The provost’s office has changed how it handles questions about faculty behavior, making the reporting process more straightforward.*
- *Now, anyone can submit a complaint online through the provost’s website which will then be sent to the appropriate members of the provost’s office for review and action.*

**DIVERSITY & INCLUSION (INCLUDING) AUDIT**

**Q: What changes have been made on campus?**

- *In addition to creating Kevin McDonald’s position and our ongoing diversity audit, we have a new Office for Civil Rights and Title IX to combat discrimination.*
- *We’re reviewing mental health services to make sure students’ needs are met.*
- *We have dedicated funds for hiring and retaining more diverse faculty and staff — and training for those doing the hiring.*
- *We’ve begun two new lecture series — one on academic freedom, hate speech and social responsibility and the other on the African-American experience in Missouri.*
- *We’re also requiring diversity training for all faculty, staff and students; diversity classes for incoming students; and, the Diversity 101 course is required for senior administrators. And this is just the beginning. We want our students to be ready for the world.*

**Q: Is there a plan to address racism at Mizzou? What conversations are occurring to address issues more proactively?**

- *(Kevin McDonald should take this question and outline his “framework” and structure including the following points):*
  - *Yes. In addition to our ongoing audit of diversity practices and policies, we are proactively putting a plan into action.*
  - *As we continue to grow and improve in the areas of sustaining a diverse and inclusive learning, living and working environment, we will focus on our new Inclusive Excellence Framework.*
  - *This framework integrates diversity efforts into the core of institutional functioning to realize the educational benefits of diversity.*
  - *Diversity and inclusion are catalysts for institutional and educational excellence and therefore will be integrated into the very core of the educational enterprise; they are NOT isolated initiatives.*
  - *For example, the School of Journalism just announced a new, immersive education-industry recruiting and training effort designed to increase the representation of underrepresented populations in journalism and strategic communications. This program will go into high schools to recruit minority students to the j-school and train and mentor them throughout their time at Mizzou to improve retention and success in the industry after they graduate.*
  - *We anticipate that this innovative new program will become a model for similar efforts in other schools and colleges at Mizzou as well as around the nation.*

**Q: What are the resources and services available to students if they feel uncomfortable on campus or experience racism or harassment? Who would be the first point of contact?**

- *Our students' safety and security is our number one priority. For that reason, numerous points of contact exist across campus for any student who may feel uncomfortable for any reason. If they are unsure which office to contact for the correct assistance, they may always conduct the Office of Student Life and someone in that office will get the student to the right resource(s).*
  - *The Office for Civil Rights & Title IX exists to help students, faculty, staff and visitors get the support they need if they experience sex-based discrimination or harassment.*
  - *The Office of Student Conduct offers guidance for times when students become uncontrollably disruptive or threatening in campus classroom/laboratory settings.*
  - *The Disability Center ensures that all students with disabilities have an equal opportunity to a quality education, providing accommodations in partnership with faculty, staff and students.*
  - *The Office of Accessibility and ADA Education works to foster an inclusive and welcoming environment for people with disabilities, with an emphasis on universal design.*
  - *The Division of Diversity, Inclusion & Equity aims to provide an inclusive research and learning environment in order to facilitate the success of all students, faculty and staff and in a diverse and competitive global society.*
  - *MU's Counseling Center fosters personal, intellectual and psychological well-being for all members of the Mizzou community.*
  - *MU's Student Health Center provides medical, behavioral, health-coaching and wellness services, working collaboratively to provide individualized care and to connect students with appropriate resources*

**Q: In what ways will Mizzou send messages of healing to the public?**

- *As my/our letter to the MU family said on the first day of classes, it's a new year at Mizzou – not a blank slate. It's not a fresh start, but rather a new year filled with opportunities and I have heard a lot about those opportunities in the last few weeks.*
- *One of the reasons we are here today is to share with you our hopes for this year and the future. We count on the media to help us tell our story, which is one of pride and resilience. Mizzou is one of the best universities in the nation – a place to learn and to grow.*
- *Our duty is to acquire, create, transmit and preserve knowledge and we will be communicating this year through various channels to reach our audiences. We depend on you to help us. Thank you for being here today!*

**Q: Have you addressed all of the concerns from the Concerned Students?**

- *The Concerned Students group last year brought to the forefront issues that this University as well as other universities across the nation have been challenged with for decades. Yes, we have and will continue to address these concerns.*
- *As Kevin McDonald pointed out during his remarks, we have made great strides in talking and working with our students to develop programming and benchmarks for progress toward the goals that we all want to reach. Kevin has presented us with a framework for our plans which focuses on nationally recognized areas, such as Access and Success, Campus Climate and Intergroup Relations, Education and Infrastructure.*
- *We are moving forward and we encourage all members of Mizzou's family to join in the conversation.*

**Q: When will the diversity audit be finalized?**

- *We expect the findings of the diversity audit to be completed by mid-November.*

**Q: How much did the diversity audit cost?**

- *The cost of the diversity audit is expected to be approximately \$1.1 million.*

**Q: Are faculty and staff racist?**

- *Our goal is to sustain a diverse and inclusive learning, living and working environment.*
- *To continue meeting this goal we are actively increasing recruitment and retention of diverse faculty and staff through leadership development and career path programs.*
- *By fostering inclusivity we provide a competitive advantage to our students when they enter their professional lives.*



**Q: Are the students racist?**

- *Our culture is about welcoming everyone.*
- *At Mizzou, you'll find students from all 50 states and more than 100 countries, people with different backgrounds and perspectives.*
- *We encourage all students, faculty and staff to embrace their rich cultural differences.*

**Q: What is the current status of the Board of Curators' Diversity, Equity and Inclusion Initiatives launched on November 9, 2015?**

- *On Nov. 9, 2015, the University Of Missouri Board Of Curators announced a series of strategic initiatives to be implemented to address areas of diversity, equity and inclusion across the four-campus UM System.*
- *Interim UM System President Michael Middleton has led efforts at the system level to reach the following short-term initiatives:*
  - *We have appointed a first-ever Chief Diversity, Equity and Inclusion Officer for the UM System Kevin McDonald after a national search.*
  - *We have initiated a full review of all UM System policies as they relate to staff and student conduct. We anticipate the audit will provide ample recommendations for the President and Chief Diversity Officer to assess and implement, as needed, system-wide.*
  - *We have provided additional support for students, faculty and staff who have experienced discrimination and disparate treatment and additional support for the hiring and retention of diverse faculty and staff through one-time funding. Additional funding has been set aside to allocate based on audit recommendations.*
  - *We have created a diversity, inclusion and equity task force to develop both a short- and long-term strategy, plan and metrics for the UM System based on an inventory and audit of current programs, policies and practices. Upon receipt of the audit report, the Task Force will prioritize recommendations for UM System CDO and President.*
  - *We are working to establish campus-based task forces to develop diversity, inclusion and equity strategies, plans and metrics.*
  - *We have ensured that each UM System campus has a Chief Diversity, Inclusion and Equity Officer reporting to the chancellor.*
  - *We still plan to launch a diversity, inclusion and equity leadership training and development education program, which includes the board of curators, president and administrative leadership, followed by broader faculty and staff training.*

**CAMPUS ATHLETICS**

**Q: Did members of the football team lose their scholarships?**

- *No, the football players did not lose their scholarships. They did not skip any practices or games or violate any another team rules.*

**Q: What has been the response recently from the MU Football Team?**

- *The football team, under new football coach Barry Odom, is practicing hard for their next game and the Mizzou family and friends are excited about a new year in Mizzou Athletics!*

**Q: Is there a bigger cultural issue within the Athletic Department?**

- *No, the Athletic Department, as did the entire university, experienced a challenging year, but they, like the rest of campus, are rising to the challenges and determined to be better than ever.*
- *We recently hired a stellar new Athletic Director, Jim Sterk, from San Diego State University and we are all, including the Athletic Department, thrilled to have him on board to lead the effort.*

**Q: Given racial issues, will MU hire a minority AD?**

- *Jim Sterk, one of the most successful athletic directors in the nation, was hired from a varied and impressive field of candidates with input from an advisory committee composed of faculty, staff, students and athletic supporters. Sterk has*

*a superb winning record, is committed to diversity and inclusion efforts and will help restore pride and confidence in an athletics program that is working to overcome a challenging year.*

**Q: What is your response to people who say that football team's actions were reprehensible?**

- *We respect the right of all of students, including student-athletes, to express their opinions and to take actions whenever they are passionate about issues. Universities are places where students learn about who they are and what is important to them. I'm sure they will all look back on this time as one of these learning experiences.*

**Q. What will happen if the football team strikes again?**

- *Our coaches, staff and new AD Jim Sterk have been and will continue to work hard to ensure that our student-athletes feel as though they have a voice and are a part of the Mizzou community. We hope student-athletes will feel that they will be able to come to leaders and address problems quickly in an effort to prevent similar occurrences from last fall. We do not anticipate similar issues in the future. We encourage our student-athletes to remain engaged in the Mizzou community.*

## CAMPUS LEADERSHIP

**Q: Why are so many leadership positions on campus vacant?**

- *For a long period of time, MU had many long-serving administrators (chancellor's and provost's staff members) as well as deans. When our long-serving chancellor resigned, many of his staff also retired.*
- *More recently, some of our deans have retired, took higher level positions at other universities or returned to the classroom. These deans all have various personal reasons for their decisions; it was merely a coincidence that so many people retired very close in time.*
- *University administrators currently are conducting searches to fill these positions, many of which require national searches. Searches, especially national ones, take time.*
- *The University of Missouri System President search is being conducted by a committee appointed by the Board of Curators. When this position is filled, the new president, with the help of a committee and possibly a national consultant, will hire the next MU chancellor.*
- *In the meantime, many stellar new administrators have been hired – athletic director, vice chancellor for human resources, vice provost for enrollment management, vice chancellor for Extension and Engagement.*
- *Those people filling interim positions are long-standing personnel with strong institutional knowledge and experience. The University is in good hands administratively.*

**Q: Are the recent changes due to mistakes made by campus leadership?**

- *No.*

**Q: Who will be the permanent MU Chancellor?**

- *The Board of Curators and presidential search committee are currently in the process of engaging in a nationwide search to select the next president of the University of Missouri System, a process we expect to be completed by the end of the year.*
- *The next president of the UM System will have the responsibility of hiring the permanent chancellor of the University of Missouri in Columbia.*

**Q: Who will be the permanent UM System President?**

- *The Board of Curators and presidential search committee is currently in the process of engaging in a nationwide search to select the next president of the University of Missouri System.*
- *The response has been extremely positive, and we are confident that we will be hiring an excellent individual as the next UM System president, which we expect to have completed by the end of this year.*

**Q: Is Mike Middleton up for the position?**

- *Our nationwide search for the next president is currently ongoing, and we are confident that we will be hiring an excellent individual as the next UM System president.*
- *Interim President Middleton has expressed that he is not interested in the permanent position.*

**Q: Is the campus leadership racist?**

- *From the top down, our goal is to sustain a diverse and inclusive learning, living and working environment.*
- *We are focused on achieving increased enrollments of historically underrepresented/underserved populations, with plans to do so with financial aid packaging, assessment of special initiatives, broad engagement of the university community, and fully engaging multicultural alumni.*
- *By fostering inclusivity we provide a competitive advantage to our students when they enter their professional lives.*

**Q. What is Mizzou’s position on the grad students unionizing?**

- *Graduate students are an integral part of our university. Given their invaluable role, we have worked collaboratively to address their ongoing concerns.*
- *We’ve increased stipends, identified affordable housing options, changed fee due dates and are exploring options for childcare.*
- *We also are continuing to work with HR to find a solution for student health insurance in the event the Federal Government does not clarify or decides to continue the policy that prohibits providing subsidies for student health insurance.*

**CAMPUS SAFETY**

**Q: Is Mizzou safe for my child? Is my child going to feel comfortable at Mizzou?**

- *The safety and security of our students is Mizzou’s top priority.*
- *Even during the demonstrations of last fall, which were all peaceful, campus was never unsafe for students. Mizzou has always been a safe place and continues to be for everyone on campus. The safety and well-being of our students is the top priority of the University.*
- *But this goes beyond physical safety. It extends to mental health, opportunity and equity.*
- *MUPD is a 24-hour force of 42 officers who work closely with the Columbia Police Department and other federal agencies. These police regularly patrol on foot, bike and car and provide students with safety escorts if requested.*
- *MUPD is the only university police force in the state that is accredited by national and international accreditors, meaning they meet all criteria for being a stellar police force by anyone’s standards.*
- *Our full-time professional staff that live in the residence halls are also committed to the safety and well-being of our students.*
- *MUPD’s crime prevention unit works closely with MU’s Off-Campus Housing Office to educate students living off campus about theft prevention and personal safety.*
- *MUPD’ crime prevention unit offers a variety of programs, including active shooter training, free of charge to students, faculty and staff.*
- *MUPD is in the process of increasing its staff by 20 percent over the next five years and will double the number of dispatchers on duty at any one time.*
- *MU also offers counseling services through our Counseling Center and other wellness resources.*

**Q: If a crisis happens on campus, what is the protocol for alerting parents?**

- *MU maintains a 24-hour emergency alert system at [MUalert.missouri.edu](http://MUalert.missouri.edu). Whenever an emergency occurs on or near campus, an alert is sent via cell phone, email, MU’s official social media accounts and via the campus BEACON alerts, which are located in every campus building. Information concerning the situation is posted as quickly as possible and updates are posted as the situation occurs and is finalized.*
- *Parents and other interested parties can stay up to date on any campus emergencies by accessing [MUAlert.missouri.edu](http://MUAlert.missouri.edu).*

**Q: What will you do if MU or another campus faces a similar protest?**

- *Since the events of last fall, Robert Jerry, MU Law Professor, has chaired a committee that has worked with MUPD to thoroughly review all policies that support safe and orderly expression of free speech.*
- *The [MU Business Policy and Procedure Manual](#) as well as the [UM System Business Policy Manual](#) include several policies that relate to use of university facilities for events, meetings, performances and demonstrations. The university continues to review these policies to ensure they affirm freedom of expression and the right to assemble peacefully.*
- *However, the First Amendment does not protect the right for any group to prevent or disrupt the orderly conduct of a university function or activity, and the university's policies do not allow for the construction of structures without prior written authorization.*
- *During any MU campus event, if rules or regulations are being violated, according to any of the following policies, an MUPD officer will warn (and record warning with body camera) those in violation that if they do not cease the specific behavior in violation they will be arrested and suspended from school by the chancellor.*
- *If the behavior continues, they will be arrested and subsequently suspended from campus by chancellor.*

**Q: Are there issues with violence on campus?**

- *No, even during last fall, all protests remained non-violent, even though false rumors that violence was being threatened were spread. Those who were found to be responsible for false social media threats were swiftly arrested and brought to justice.*

SYSTEM/CAMPUS COMMUNICATIONS

**Q: Why was Edelman Hired? Was it to cover up the issues of last fall?**

- *As part of its commitment to strengthen communication with the University community around critical issues, the University of Missouri System has engaged Edelman, a global communications marketing firm headquartered in Chicago, to review how it can better engage with its stakeholders, including students, faculty, staff and alumni.*

**Q: How much is UMS paying Edelman to help?**

- *It is common practice for universities and university systems to engage in communications specialists for a range of services, and we continue to look forward to working with Edelman as we continue to evolve and work to create the best possible environment for our students, faculty and staff.*
- *The UM System's contract with Edelman is for a minimum fee of \$249,750, with an option to add an additional amount based on additional assistance requested.*
- *We believe that it is critical to make this short-term investment now to ensure the long-term prosperity and growth of the institution*

**Q: How much does UMS pay its communications staff?**

- *The UM System's communications team, which is responsible for communications for the administration of the \$3.1 billion four-campus system, one that includes a health care system, approximately 75,000 students and more than 23,000 employees, consists of eight individuals that earn a combined salary of just over \$500,000 annually.*

**Q: Why did UMS hire an outside firm when it already spends \$500,000 on communications already?**

- *It is a common practice for universities and university systems to engage communications specialists for a range of services.*
- *The University of Missouri System has engaged Edelman to provide counsel and strategic services, and serve as an added resource as we navigate the complex higher education environment.*
- *It is important to note that this engagement, which came with the full support and direction of the Board of Curators, is being funded solely by private donations and investment income.*

**Q: What is MU doing to address the negative media attention?**

- *We have learned and continue to learn a number of lessons from last year and are investing time and energy in our communications strategies to advance and protect the reputations of the schools we all value. We continue to evaluate the way we communicate with our stakeholders and to evolve and work to create the best possible environment for our students, faculty and staff.*