

**DEANS' LECTURE TUESDAY, JAN 23:  
UNDERGRAD FIELD & RESEARCH  
EXPERIENCE IN THE BAHAMAS**

"An Undergraduate Field and Research Experience in the Bahamas," a Deans' Lecture Series event, starts at 9 a.m. Tuesday, Jan. 23 in Bridges Hall 268.

Karl Leonard, Anthropology and Earth Science, will describe a regular geology course that is taught at the Gerace Research Station on San Salvador Island in the Bahamas involving a group of MSUM students.

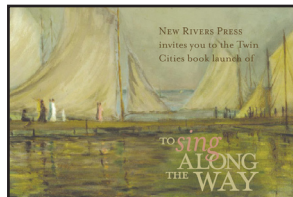


Karl Leonard

Their research includes a study of the ecology of modern and ancient reef systems, and a record of the frequency and magnitude of ancient hurricanes recorded in island lake sediment.

**MSUM'S NEW RIVERS PRESS  
LAUNCHES NEW ANTHOLOGY  
OF MINNESOTA WOMEN POETS**

New Rivers Press will launch a new anthology, "To Sing Along the Way: Minnesota Women Poets from Pre-Territorial Days to the Present," from 7 to 10 p.m. Saturday, Feb. 3 at The Open Book, 1011 Washington Ave. South, in Minneapolis.



The anthology is edited by three award-winning Minnesota poets—Thom Tammaro (an MSUM English professor), Joyce Sutphen and Connie Wanek.

The first historical and contemporary anthology of Minnesota women poets, the book documents the state's sociological and cultural changes from the Ojibwe oral song-poems through contemporary free verse.

It includes the work of more than 100 women poets, arranged chronologically, dating back to 1849.

New Rivers Press has been headquartered at MSU Moorhead since 2001, where it serves as a teaching press to provide learning experiences to students in a variety of academic areas—from design and visual arts to editing and marketing.

*Jan. 22, 2007. Produced by the Publications Office.  
tornell@mnstate.edu (Deadline 10 a.m. Friday)*

**STUDENT UNION HIRES NEW EVENTS  
SERVICES ASSISTANT DIRECTOR**

Braden Kuznia is the new assistant director of event services at MSUM's Comstock Memorial Union.

The Argyle, Minn., native will be in charge of scheduling the use of student union facilities to off-campus groups ranging from schools and businesses to civic organizations.

He's also the new webmaster for the CMU and will be involved in the union's marketing and advertising team.



Braden Kuznia

Kuznia earned an undergraduate degree in graphic communications from MSUM in 2000 and since then has been working for The Forum newspaper's in-forum.com Web site.

The position is new, part of a restructuring in the CMU administration.

He and his wife Anne, an events scheduler for the Radisson Hotel Fargo, live in Fargo.

**HONORS PROGRAM FEATURES  
WEDNESDAY NOON TALK  
ON "THINKING ABOUT MUSIC"**

Laurie Blunsom will talk on "Thinking About Music" at noon Wednesday, Jan. 24 in Hagen Hall 202 as a feature of the MSUM Honors Program Brown Bag spring talk series.

Blunsom, who teaches music here, will focus her talk on critical interpretive strategies for understanding music from an interdisciplinary point of view, including critical approaches centered on gender, sexuality, social context, political economy and textual critique.

Feel free to bring your lunch, and soft drinks will be provided.

**ANTI-RACISM TRAINING FEB. 15-17**

The MSUM TOCAR (Training Our Campuses Against Racism) Initiative is sponsoring a two and a half day in-depth Anti-Racism Training to be held in the student union. This training will engage participants in discussions of:

- \* Definitions of racism, particularly understanding institutional and systemic racism,
- \* Disadvantage, power, and privilege issues related

to racism,

\* Anti-racist/multicultural organizational development, and

\* Strategies to promote organizational development and change.

**The training will be held February 15-17, CMU Comstock Room**

- **Thursday, 5-9 p.m.**
- **Friday, 8 a.m.-6 p.m.**
- **Saturday, 8 a.m.-5 p.m.**

The training is free and all meals and materials are provided. If you are interested in attending and would like to register or would like more information, please contact Anita Bender (x4973 or [tocar@mnstate.edu](mailto:tocar@mnstate.edu)) or Amy Phillips (x2724 or [ap@mnstate.edu](mailto:ap@mnstate.edu)). All MSUM faculty, staff and students are invited to attend! In addition, if you wish to apply to participate in the Anti-racist Multiculturalism Across the Curriculum workshop this summer, participation in one or both levels of these trainings is required for a successful application.



*The visual identity mark (above) for The MSUM's Cheryl Nelson Lossett Performing Arts Series has been selected for design excellence and published in the American Corporate Identity 2007. The mark was created by Allen Sheets in the Department of Art & Design.*

#### **MSUM'S LES BAKKE NAMED TO BOARD OF NATIONAL VETERAN PROGRAM OFFICERS**

Les Bakke, director of Information Technology, has been named to the board of directors for the National Association of Veteran Program Administrators.

NAVPA is an organization of institutions and individuals who are involved or interested in the operation of veterans affairs programs or the delivery of services to veterans at colleges and universities across the country. It's governed by a board of directors elected annually.

NAVPA also provides input and testimony to the U.S. House and Senate committees on veterans education and works closely with the Department of Veterans Affairs in providing service to veterans.

Bakke, former president of NAVPA, restructured and now manages the organization's Web site, [www.navpa.org](http://www.navpa.org).

#### **SPRING STUDENT ORGANIZATION ASSEMBLY SET JAN. 31: REQUIRED**

There will be a Spring Student Organization Assembly on Wednesday, Jan. 31 at 5 p.m. in the CMU Ballroom. All recognized and pending student organizations are required to have a representative in attendance at the meeting. Each student can represent multiple organizations. Student organizations without representation risk losing CMU room reservation privileges and access to SABC accounts. If you have any questions, contact the Office of Student Activities, CMU 229, at 477-2790 or [osa@mnstate.edu](mailto:osa@mnstate.edu).

#### **HONORS BOOK DISCUSSION GROUP MEETS MONTHLY**

The Honors Discussion Group brings together interested faculty and advanced students in engaged discussion of texts chosen by faculty members from across campus.

The interdisciplinary group meets once a month to discuss one text in relation to a theme chosen for that semester. The books are available in the Campus Bookstore on the Main Floor in the back.

All meetings will be held at 7 p.m. in Weld 201.

For Spring 2007, group members will engage the theme of globalism. These texts will be discussed on the following dates:

Jan 31: "The World Is Flat: A Brief History of the Twenty-first Century" by Thomas L. Friedman

Feb 28: "Beyond The Spectacle Of Terrorism: Global Uncertainty And The Challenge Of The New Media" by Henry Giroux

March 28: "The Collapse of Globalism: And the Reinvention of the World" by John Ralston Saul

For further information contact Ananda Shastri, [shastri@mnstate.edu](mailto:shastri@mnstate.edu) or Stephen Hamrick, [hamrick@mnstate.edu](mailto:hamrick@mnstate.edu)

#### **CROSS-COUNTRY SKI EVENT POSTPONED**

Due to poor snow conditions, the candlelight cross-country ski event scheduled for Jan. 27 and Feb. 3 at MSUM's Regional Science Center and the Buffalo River State Park has been postponed. The event has been rescheduled for Saturday, Feb. 25 and Saturday, March 3.

**DALE CARNEGIE COURSE STARTS IN FEB.**  
MSUM will host "The Dale Carnegie Course" next month.

The 12-week course, now available for academic credit, will meet from 1:30 to 5 p.m. beginning Feb. 21 and running through May 9. It offers personal and professional growth focusing on five areas: self-confidence, communication skills, interpersonal skills, leadership and reducing stress.

The course is facilitated by Eide Bailly, LLP, the local franchisee for Dale Carnegie Training, and MSUM's Customized Education and Training program.

For more information, visit [www.mnstate.edu/continue](http://www.mnstate.edu/continue) or contact Kathleen Paulson at MSUM's Continuing Studies office, 477-5051.

### **PSYCHOLOGY STUDENTS WIN REGIONAL RESEARCH AWARD**

Psychology undergraduate students **Sherryse Mayo**, **Karin Olson** and **Brianne Brink** have won a Regional Research Award from Psi Chi—the National Honor Society in Psychology—for their submission to the Midwest Psychological Association meeting to be held May 3-5 in Chicago.

Their research project, "The Development Of Depth Perception From Motion Parallax In Infancy," was one of more than 280 that were reviewed by a panel of three reviewers; only 20 received awards.

The students will present their research at the conference during a regular poster session and a special awards session, where they will also receive a certificate and cash prize. Additional student researchers on this project not traveling to Chicago include **Vida Murphy** and **Shauna Smykowski**. The Child Development Lab is under the supervision of **Prof. Lisa Nawrot**.

### **MISCELLANEA**

\* **Steve Lindaas**, Physics and Astronomy, attended the 2007 Joint Meeting of the American Association of Physics Teachers and American Astronomical Society held Jan. 5-10 in Seattle. He participated in the first annual Symposium on Physics Education "Overcoming Gravity: The Critical Force Of Physics Education In Boosting National Competitiveness."

\* **Joann Segovia**, **James Swenson** and **Ben Clapp**, School of Business, had an article, "Engaging Students through Technology-Enabled Learning Organizations," presented at the International Academy of Business and Public Administration Disciplines Conference. Segovia presented the article over the holiday break at the conference.

\* "Understanding Generation NeXt and Creating Active Learning in Accounting Courses" by **Joann Segovia**, School of Business, was published in the December edition of the Business Education Forum, a publication of the National Business Education Association. This article was invited by the accounting editor of the journal.

\* **Dieter Berninger**, History/American Multicultural Studies, presented a paper titled "Remembering Genocide: Recent Trends in German Holocaust Monuments" at the 5th Annual Hawaii International Conference on Arts and Humanities on Jan. 13 in Honolulu. Based on his recent research, the paper contrasted large state-funded monuments with smaller, lesser-known efforts developed by private citizens since German reunification in 1990.

\* **Allen Carter**, Music, had a busy schedule at the International Association for Jazz Education annual conference held Jan. 10-13 in New York City. On the 11th, his arrangement of "Blues In The Night" was given a standing ovation after its performance by the Howard University "Afro Blue" Vocal Jazz Ensemble, and he was the featured drummer in the educator's jam session that evening with players from several continents. On the 12th, he presented a clinic for educators on working with novice-level students and attended the meeting for the association's resource team on which he serves. On the 13th, he presided over a session focusing on teacher preparation and met with the curricular resources committee, which is developing Web-based resources for educators. During all of this, he also exhibited "The Developing Jazz Bassist", his sixth published interactive CD-ROM and gained an important endorsement for his text "Interactive Arranging" from Maria Schneider, one of the most highly acclaimed jazz composers/arrangers of our time.

\* **Benjamin Smith**, Languages & Cultures, attended the 22nd Annual Conference of the Medieval Association of the Midwest at the University of Puerto Rico-Mayagüez where he presented a paper entitled "The Medieval Attention Span - A Syntactical Analysis of Epic Prose" on Jan. 13.

\* **Yahya Frederickson**, Corrick Center, will read from his recent collection of poetry, "Returning to Water" (Dacotah Territory Press) at 8 p.m. Thursday, Jan. 25 in The Spirit Room downtown Fargo. Copies of "Returning to Water" will be available for purchase. This reading is free and open to the public.

### **VACANCIES**

\* **Assistant Professor of Ceramics/Foundation Design**

<http://www.mnstate.edu/vacancy/unclassified/0728P-Ceramics.pdf>

### **CLASSIFIEDS**

\* For sale: 3-bedroom, 2-bath twin in South Fargo, Osgood Development. Corner lot, fenced yard, 10 X 22 deck, skylites, open floor plan, master with wic, recessed lighting, neutral colors, all kitchen appliances included. View complete listing and pictures on [www.fargomoorheadhomes.com](http://www.fargomoorheadhomes.com)-mls listing #07-379. If interested call ext 2781 or 306-7943.

## APAC MEETS TUESDAY

The Academic Policy Advisory Committee is scheduled to meet on Tuesday, January 23 at 3:00 p. m. in the Comstock Room, CMU 101.

### AGENDA

#### 1. Approval of the 12/12/06 APAC Minutes\*

#### 2. Program Changes

##### Technology Department\*

Program Replication for Operations Management at North Hennepin Community College effective Spring 2008

Program Replication for Construction Management at North Hennepin Community College effective January 1, 2008

##### School of Teaching and Learning\*

(The Teacher Preparation Committee has approved the following program proposals)

Program Replication for Special Education at Anoka-Ramsey Community College, Cambridge, effective Spring 2007

Program Replication for Special Education at Century College, White Bear Lake, effective Spring 2007 (Pending 1/22/07 Graduate Studies Committee approval.)

Program Replication for Curriculum and Instruction at Wauban effective Fall 2006

#### 3. Minor Changes – Dragon Core Committee approval or University Writing Committee approval designated by (DC) or (W).

##### Anthropology/Earth Science Department\*

ANTH 217: The Rise of Civilization (3 crs) effective Spring 2007 in the Middle Cluster, DC 5: History and the Social Sciences (DC)

##### Art and Design Department

(The Graduate Studies Committee has approved the following change)

Art 450/550: Contemporary Art, Design, and Theory (4 crs) effective Fall 2007 (W)

##### Corrick Center for General Education\*

MDS 215: Interpersonal Communications (3 crs) effective Spring 2007 in the Middle Cluster, DC 7: Human Diversity (DC/W)

##### Chemistry Department\*

Change course level:

CHEM 200: General Chemistry I (4 crs) to CHEM 150: General Chemistry I (4 crs) effective Summer 2007 in the Inner Cluster Electives, DC 4: Natural Science (DC)

##### English Department\*

ENGL 285: Scriptwriting (4 crs) effective Spring 2007 (W)

##### Honors Program\*

HON 301: Masterpieces of Literature (3 crs) effective Fall 2007 in the Middle Cluster, DC 6: The Humanities (DC)

HON 312: Journeys in Literature: Classical & Medieval Masterpieces (3 crs) in the Middle Cluster, DC 6: The Humanities (DC)

HON 318: Issues of the Nuclear Age (2 crs 1 cr) effective Fall 2007 in the Middle Cluster, DC 4: Natural Science (DC)

HON 496: Capstone (3 crs) effective Fall 2007 in the Outer Cluster, DC 9: Ethical and Civic Responsibility (DC/W)

Drop the following courses from the curriculum:

HON 303: Physical Reality (3 crs) effective Spring 2007

HON 308: Aesthetics of Music (3 crs) effective Spring 2007

##### Mathematics Department\*

Change in course format:

MATH 261: Calculus I (3 crs 1 cr) effective Fall 2007 in the Middle Cluster, DC 3: Mathematical/Symbolic Systems (DC)

Math 262: Calculus II (3 crs 1 cr) effective Spring 2007

##### Music Department\*

Change course title, description, and prerequisites:  
MUS 472: Jazz Arranging II (2 crs) effective Fall 2007

##### Philosophy Department\*

PHIL 311: Morals and Medicine (3 crs) effective Summer 2007 in the Outer Cluster, DC 9: Ethical and Civic Responsibility (DC/W)

PHIL 312: Business Ethics (3 crs) effective Summer 2007 in the Outer Cluster, DC 9: Ethical and Civic Responsibility (DC/W)

PHIL/ART 320: Philosophy and the Arts (3 crs) effective Summer 2007 in the Middle Cluster, DC 6: The Humanities (DC/W)

##### Psychology Department\*

Change course description and prerequisites:  
PSY 220: Social Behavior (3 crs) effective Fall 2007 in the Middle Cluster, DC 5: History and the Social Sciences (DC)

##### School of Teaching and Learning\*

(Pending 1/22/07 Graduate Studies Committee approval. The Teacher Preparation Committee has approved the following change)

Change course prerequisites:

SPED 475/575: Informal Assessment/Teaching (3 crs) effective Spring 07

##### Sociology/Criminal Justice Department

SOC 352: Qualitative Research Methods (3 crs) effective Fall 2007 (W)

#### 4. Course Changes

Music Department\*

Change from 200 level to 300 level:

MUS 216: World Music Survey (3 crs) to MUS 316:

World Music Survey (3 crs) effective Spring 2008

(DC)

Philosophy Department\*

Drop Prerequisites:

PHIL/ART 320: Philosophy of the Arts (3 crs)

effective Summer 2007

PHIL 355: Existentialism (3 crs) effective Summer 2007

PHIL 357: Social and Political Philosophy (3 crs) effective Summer 2007

5. New Course Proposals – Dragon Core Committee approval (DC) or University Writing Committee approval designated by (DC) or (W).

Chemistry Department\*

CHEM 105: Chemistry in Everyday Life (3 crs) effective Fall 2007 in the Inner Cluster Electives, DC 4: Natural Science (DC)

CHEM 304: The Environment and You (3 crs) effective Fall 2007 in the Outer Cluster, DC 10: People and the Environment (DC/W)

Communication Studies, Film Studies, and Theatre Arts Department\*

THTR 130: Acting for Everyone (3 crs) effective Fall 2007 in the Middle Cluster, DC 6: The Humanities (DC)

Music Department\*

MUS 372: Jazz Arranging I (2 crs) effective Fall 2007

Philosophy Department\*

PHIL 318: Professional Ethics (3 crs) effective Summer 2007 in the Outer Cluster, DC 9: Ethical and Civic Responsibility (DC/W)

#### 6. Program Changes

CSIS and Technology Departments

Establish a new rubric for Game Development Program - GDEV

\*indicates item can be viewed electronically at:

<http://www.mnstate.edu/acadaff/APAC/2006-2007APAC/APACAgendasMinutes.htm>

#### UPCOMING FEBRUARY EVENTS

\* A solo exhibition called “**Pattern & Structure**” featuring paintings, fiber wall hangings and sculpted columns by Elizabeth Whitney Quisgard runs from Feb. 5-22 at MSUM’s Roland Dille Center for the Arts Gallery. A reception is scheduled from 4 to 6 p.m. Thursday, Feb. 4 followed a public presentation by the artist. Quisgard is a full-time professional artist in New York. Gallery hours are from 10 a.m. to 6 p.m. Mondays, Tuesdays and Thursdays and from 10 a.m. to 4 p.m.

Wednesdays and Fridays (or by special arrangement, e-mail [gudmunja@mnstate.edu](mailto:gudmunja@mnstate.edu)).

\* Minnesota native Nelson Peery, the author of the award-winning “Black Fire: The Making of an American Revolutionary,” will talk on “**Racism, Class Struggle and the Future of America**” at 7 p.m. Thursday, Feb. 8 in MSU Moorhead’s King Auditorium. His talk is sponsored by the university’s TOCAR Initiative (Training Our Campuses Against Racism). He will also be visiting a number of classes while on campus. (free)

\* MSUM Theatre presents the hit Lord Andrew Lloyd-Webber musical “**Cats**” a 7:30 p.m. Wednesday through Saturday, Feb. 28-March 3 in the Roland Dille Center for the Arts Hansen Theatre. Since its opening in London in 1981, pop-cultural phenomenon has been performed on stage for more than 50 million patrons in 26 countries for almost 18 years. For ticket information, call the MSUM Box Office at 477-2271.

\* “**Using Emerging Technologies to Improve Student Learning**,” a Deans’ Lecture Series event, starts at 9:30 a.m. Feb. 13 in a still to be announced location.

Barbara Hoppe, Instructional Resources, will look at some of the methodologies that have been used here, sharing experiences faculty and students have had with integrated technology and some of the strategies that have worked in both a traditional classroom and with a hybrid or online class. It’s free and open to the public.

\* A **Tri-College Jazz Combos** concert starts at 7:30 p.m. Wednesday, Feb. 14 in Concordia College’s Christianson Hall. (free)

\* MSUM celebrates “**DragonFrost**” from Friday, Feb. 16 through Sunday, Feb. 25, a series of events to chase away the winter blahs. Events including crowning the Snow Court Royalty and a semi-formal President’s Ball (9 p.m. to 1 a.m. Friday, Feb. 23), a graffiti competition and serving dishes from a One-Ton Sundae on the campus mall from 11 a.m. to 1 p.m. Feb. 22. (for more event details go to [www.mnstate.edu/dragonfrost](http://www.mnstate.edu/dragonfrost).)

\* Julie Landsman, author of “**A White Teacher Talks About Race**” and a 28-year veteran teacher in the Minneapolis Public School District, will discuss her book at 8:30 a.m. and again at 3 p.m. Thursday, Feb. 15 in the student union ballroom. She’s a guest of the university’s Comstock Visiting Scholars Series and the College of Education and Human Services. In “A White Teacher Talks About Race,” Landsman takes the reader through a day of teaching and reflection about her work with a group of ethically and racially diverse high school students in an inner city school. (free)

\* A **jazz composition recital** featuring Allen Carter starts at 3 p.m. Sunday, Feb. 18 in MSUM’s Weld Hall Glasrud Auditorium. (free)\* The second annual Mr. MSUM competition starts at 7 p.m. Tuesday, Feb. 20 in the student union ballroom.

\* An MSUM **Wind Ensemble** Concert starts at 8 p.m. Friday, Feb. 23 in Weld Hall’s Glasrud Auditorium. (free)

\* A senior art exhibition featuring works by several students runs from February 26-March 8 in the Roland Dille Center for the Arts Gallery. A public reception is scheduled from 4 to 6 p.m. Thursday, March 4. Gallery hours are from 10 a.m. to 6 p.m. Mondays, Tuesdays and Thursdays and from 10 a.m. to 4 p.m. Tuesdays and Fridays. (or by special arrangement, e-mail [gudmunja@mnstate.edu](mailto:gudmunja@mnstate.edu))



## COUNTDOWN TO REACCREDITATION

On Friday January 12, the MSUM Self Study report was sent to the North Central Association of the Higher Learning Commission. As we plan for the March 5-7 reaccreditation site visit, here are some of the highlights from the report. For the full report, see the links that follow this article.

**Assessment of student learning:** MSUM requires that each academic program have a set of learning outcomes and a plan to assess whether those outcomes are achieved by students in the program. We have been measuring what our students learn for some time, but new policies and procedures have been designed to make this process more useful and effective.

**Planning:** The university creates a Strategic Plan that is coordinated with the system strategic plan. Each division—academic affairs, administrative affairs, student affairs, and the President's Office (which includes athletics, advancement, and the alumni foundation)—creates a Master Work Plan based on the Strategic Plan. Additionally, each division creates an Annual Work Plan that includes special projects funded by the President and recommended by the University Budget and Planning Committee. These projects are called Work Plan Initiatives. The planning process includes mid-year and year-end reports. Importantly, the process ties together planning and budgeting.

**Dragon Core:** The Dragon Core, our new general education curriculum, is a signature curriculum providing a broad foundation of skills, information, and knowledge that go beyond students' chosen academic fields. Students will learn to apply and extend foundational skills in written and oral communication, mathematics, and critical and multicultural thinking in an array of disciplinary areas, as they formulate their perspectives and explore their values.

**Facilities improvements:** Between 1998 and 2010, MSUM projects that we will have spent \$135,000,000 on building projects. Included in this are four new buildings—the Science Laboratory Building, Hendrix Health Center, the Joint Security Building, and Neumaier Hall. Hagen Hall has been completely renovated, MacLean Hall is being renovated and Lommen Hall is

in the design process with renovation scheduled for the near future. Additional renovations have been made to the Center for the Arts, King Hall, Owens Hall, and Flora Frick Hall.

**Recruitment efforts and new marketing plan:** The changing demographics of our traditional service area mean that there will be fewer traditional-aged college students seeking higher education degrees. As a result, MSUM has targeted new populations of students and has embarked on a new marketing campaign. This fall, MSUM enrolled 2.7 percent fewer students than the previous fall. The number of admitted students for next fall, however, is higher than at this time in the previous year.

**Affordability:** Despite recent tuition increases, MSUM remains the most affordable residential campus of the seven state universities. The cost per year to attend MSUM, including 30 credits of tuition, fees, housing and meals is \$10,906. The per credit tuition rate is \$162.94. Out-of-state students pay the same tuition rates as Minnesota residents.

**Student success:** MSUM retains approximately 67 percent of its first-year students to the second year. New initiatives are being designed to increase that percentage as well as contribute to student success, generally. A task force has been formed to address recommendations from last summer's Student Success Institute.

**Fiscal situation:** The university's fiscal situation has stabilized in recent years. In several ways, the budgeting process has been decentralized, which has allowed more flexibility for division heads to address areas of financial need.

**Learning outside the classroom:** MSUM students engage in mentored research and creative activity and are encouraged, and in some cases, required, to participate in service-learning activities. In particular, the Student Academic Conference is a highlight of our students' engagement with research and creative activity.

**Record of service and engagement:** The new Graduation with Distinction program will provide a way to document student engagement in learning, service, and citizenship and gain recognition for those activities.

**Support for the community and region:** MSUM offers a wide range of cultural, intellectual, entertainment, and athletic events for the local community as well as business development activities and customized training courses.

**Faculty:** MSUM faculty are excellent teachers, researchers, and creative artists. MSUM has a high percentage of tenured and tenure-track faculty teaching undergraduate courses.

For more information:

Deb White ([whitede@mnstate.edu](mailto:whitede@mnstate.edu))

Judy Strong ([strong@mnstate.edu](mailto:strong@mnstate.edu))

or visit [www.mnstate.edu/NCAVisit](http://www.mnstate.edu/NCAVisit)