

CHAPTER VI

CRITERION FIVE: INTEGRITY

Criterion 5. The institution demonstrates integrity in its practices and relationships.

Moorhead State University has well-established procedures that demonstrate the integrity with which it operates and enters into relationships with faculty, staff, students, and other entities and constituents. This is demonstrated (1) in the existence of policies and procedures that provide for internal resolution of problems and issues; (2) in the existence of public materials describing the institution that fairly and accurately portray its policies and procedures; (3) in the existence of policies and procedures that address the institution's relationships within the state college and university system, with external publics, and with auxiliary enterprises and organizations; and (4) in the existence of actions that reflect a strong commitment to our mission and a respect for individuals and their rights. Evidence of these four patterns is presented in this chapter.

Policies and Procedures

The basis for the institution's policies and procedures is its mission statement, which was formulated as described in Chapter II of the self-study. The major guidelines for terms and conditions of employment are outlined in the various negotiated agreements, as described in Chapter III. In addition, several collections of policies, created through institutional or board processes, exist. These include MnSCU policies (GD-41), the Faculty Policy & Procedures Handbook, 1992 edition (GD-71), and the Student Handbook, 1996-1997 edition (GD-25). The specific policies and procedures used in the daily operations of the institution are outlined in these documents.

The Faculty Policies & Procedures Handbook, adopted in 1992 and currently undergoing revision, summarizes institutional policies and practices as well as negotiated agreement language. The document was adopted after a joint IFO/MSUAASF/Administration Meet and Confer. It was approved by the President as the institutional guide to academic and administrative policy and practice. The Faculty Policies & Procedures Handbook is used in conjunction with the full language of the adopted IFO and MSUAASF Agreements to guide action on campus.

Full disclosure and compliance with policies and procedures is ensured in several ways. Minnesota is an open records/open meetings state, which encourages public accountability of state government. The majority of all university meetings and records are open to the press and subject to public scrutiny. (The educational records of students are, of course, protected, in keeping with the federal Family Educational Rights and Privacy Act.) In addition, reports on activities and finances are published regularly; these include the annual Campus Crime Report (GD-83) and the University's Annual (financial) Report (GD-34-38).

Moorhead State University's practices are subject to review by appropriate institutional authorities. For example, the institution's affirmative action officer monitors the recruitment and hiring process for all unclassified positions. The institution's personnel director monitors the search and selection process for all classified positions in accordance with system policy. The office of the Minnesota Attorney General provides legal counsel and advises university administrators on legal issues, ensuring statutory compliance.

The University follows negotiated or locally-adopted policies and procedures in the following areas: personnel matters, academic freedom, shared governance, faculty and staff grievances, equal opportunity, conduct, and ethical behavior. Each of these categories is discussed in the sections that follow.

Personnel Policies and Practices

Faculty in both the IFO and MSUAASF units are unclassified faculty at Moorhead State University. They are appointed to approved vacant positions based on criteria including degrees, education, and experience. Administrative and Service Faculty (ASF) are normally assigned a prescribed position with a benchmarked range assignment (Range A-E), and IFO faculty are assigned an initial rank depending upon degree held and years of prior experience. Employment categories include fixed term, temporary or adjunct, probationary, and tenured (IFO) or permanent (ASF). The criteria for appointment are prescribed in Articles 10 and 12 of the MSUAASF Agreement and Article 21 of the IFO Agreement. In addition, appointment procedures must follow the steps established in the campus's Recruitment and Hiring Manual (GD-92).

Decisions to retain, promote, or tenure a faculty member are made by the President after receiving recommendations from the department, chairperson, dean, and vice president. Criteria and procedures are outlined in the IFO Agreement (Article 25). The decision by the President to non-renew probationary faculty may not be made for arbitrary or capricious reasons; faculty rights in this process are fully explicated in the IFO Agreement. ASF faculty are granted permanent status upon successful completion of a five-year probationary period (MSUAASF Agreement, Article 10).

IFO faculty at Moorhead State University develop a Professional Development Plan (PDP) in consultation with the dean, chairperson, and department; it must be consistent with personal and departmental objectives. Criteria for the PDP are outlined in the IFO Agreement, Article 22. The PDP is used, in part, for personnel decisions, including decisions about retention, tenure, and promotion. ASF faculty are not required to develop such a plan, but each must be evaluated by the supervisor annually during the probationary period.

Retrenchment is the layoff of tenured or probationary faculty members due to major fluctuations in budgets or enrollment. The conditions under which retrenchment can be initiated, the process for retrenchment or layoff, the constraints on the employer, and the

rights of the employee are detailed in the IFO Agreement, Article 23 and the MSUAASF Agreement, Article 22. Under those agreements, employees who have been retrenched have specific rights within the MnSCU system for retraining, rehiring, or transfer. Moorhead State University applied these procedures during the retrenchments necessitated by the major budget reductions of 1994 and 1995.

Academic Freedom

Both the IFO and MSUAASF negotiated agreements contain articles guaranteeing academic freedom. Article 4 of the IFO Agreement states:

It shall be the policy of the MnSCU to maintain and encourage full freedom, within the law, of inquiry, teaching, and research. The employer shall not discriminate against a faculty member for engaging in political activities or holding or voicing political views, so long as the exercise of this right does not interfere with responsibilities as a faculty member.

Article 4 of both the IFO and the MSUAASF Agreements contain sections on rights, responsibilities, ethical behavior, and obligations. Should employees of the university feel that their academic freedom is being challenged, the negotiated agreements provide specific grievance procedures.

Students have recourse to appeal through processes indicated in the undergraduate and graduate Bulletins (GD-69,70) and the Student Handbook (GD-25). Included are processes for grade appeals, academic appeals, and charges of academic dishonesty. Both due process and clear appeals procedures are essential to maintaining an atmosphere of open inquiry.

Open inquiry also includes the ability of our campus student newspaper--The Advocate--to print information without censorship, the ability of our art gallery and theatre to sponsor controversial shows, and the ability of our student union to schedule programs and entertainment without restrictions. The University strives to provide students with exposure to a variety of views.

While the administration has fostered open inquiry, there have been occasional charges of censorship in the past at MSU. For example, President Dille was accused of censorship when a state-wide student newspaper containing ads for purchased research papers was removed from campus. He made his decision based on one ethical standard which was in perceived conflict with the freedom of expression, thus resulting in charges that he was restricting the rights of some individuals.

Shared Decision Making

The negotiated agreements encourage faculty and administration to share in a wide range of governance issues in the university. These include, but are not limited to curriculum, evaluation of students, graduation requirements, admission policies, budget planning and allocations, the reallocation of vacant positions from one department or program to another,

program development, long-range planning, development of campus facilities, and procedures for the selection of personnel (IFO Agreement, Article 6, Section B; and MSUAASF Agreement, Article 7, section B).

Faculty and Staff Grievances

In the event a disagreement arises between an employee and Moorhead State University and cannot be settled informally, a grievance procedure has been established, as described in Article 29 of the IFO Agreement and in Article 25 of the MSUAASF Agreement. The processes involve hearings on campus and then at the system board office; arbitration is the final step in both procedures. The grievance process provides for resolution of differences in interpretation and implementation of the negotiated agreement.

As part of this self-study, the Integrity Subcommittee reviewed the grievance activity in the MSU Faculty Association files for the last three years. While the grievance policy applies only to questions of interpretation or implementation of the Agreement, because a wide range of topics is included in the Agreement, issues raised through the grievance process have dealt with a variety of concerns. The outcomes of some recent grievances are summarized below. However, much of the actual grievance activity may not be revealed in these cases, as many are resolved at the informal stage and do not reach the stage of file-keeping.

1. Letter of Reprimand. The grievant requested a letter of reprimand be removed from his file because it lacked specific details to support "just cause." The letter was removed and the grievance was withdrawn at Step II (MSU President level).
2. Evaluation Procedure. The grievant's dean requested that the grievant send to the dean a schedule of times for the dean to visit the faculty member's classes to evaluate the grievant's instruction. Since a visit to the grievant's classes was not part of the Professional Development Plan, the Faculty Association representative requested that the dean withdraw the request. The dean rescinded the request, resolving this grievance at the informal step.
3. Denial of Tenure. The grievant asked that the tenure review be disregarded since inappropriate comments of a personal nature were included in the letters of faculty colleagues who did not support tenure. The President, at Step II, postponed the tenure decision for one year, allowing the tenure evaluation to be repeated.
4. Removal from Summer School Schedule Following Retrenchment. The grievant, in accordance with the department's practice, was scheduled by the department to teach during summer. The dean, saying that the grievant's employment terminated at the end of the academic year, requested that the department remove the grievant from the summer schedule unless none of the other departmental faculty were able to teach. The dean indicated that the grievant could be hired as an adjunct at the lesser adjunct rate of pay. The grievant requested to be reinstated as instructor of two classes. The grievance was not resolved at Step I, Step II,

or Step III, but was settled prior to arbitration. The faculty member was awarded \$3250 as compensation for pay not earned.

At times, issues that remain unresolved have become a source of concern on our campus. An example is the fair share clause in the IFO agreement. A similar clause exists in the MSUAASF agreement, although the points of dispute on our campus have centered upon IFO membership. Faculty members are not required to join the IFO. If they elect not to do so, they are assessed 85% of the full membership fees--as "fair share" faculty--in return for representation in dealings with the administration at the state and local levels.

Program committee appointments are made by the University's President in consultation with the Faculty Association (FA). Faculty appointments to university committees are made by the FA in consultation with the MSU President. The FA contends that university committees impact the terms and conditions of employment and, as such, require that only IFO members be appointed to committees, unless a non-IFO faculty member possesses expertise necessary to the committee (IFO Agreement, Article 6). However, some fair share faculty argue that this practice is discriminatory. They further argue that there is no specific statement on the institution's published call for faculty committee volunteers to indicate that faculty members must belong to the IFO to be appointed. There is a sense on the part of fair share faculty that they are being excluded from university committees for essentially political reasons, namely their refusal to join the IFO. This and other related fair share issues have been debated on campus through a prolonged and complicated case that dates back to 1988. It has not been resolved to the satisfaction of all parties.

Equal Opportunity

MnSCU policy 1B.1 (GD-41) sets forth the system's policy on nondiscrimination in employment and education opportunity. It provides, in part, as follows:

Minnesota State Colleges and Universities is committed to a policy of nondiscrimination in employment and education opportunity. No person shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in, programs, services, and activities with regard to race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, or membership or activity in a local commission as defined by law.

Harassment of an individual or group on the basis of race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, or membership or activity in a local commission has no place in a learning or work environment and is prohibited.

. . . This policy is directed at verbal and physical contact that constitutes discrimination/harassment under state and federal law and is not directed at

the content of speech. In cases in which verbal statements and other forms of expression are involved, MnSCU will give due consideration to an individual's constitutionally protected right to free speech and academic freedom. The system office, colleges and universities shall develop and implement a complaint process to review complaints of discrimination/harassment or sexual violence.

In the event of a discrimination or harassment complaint, Moorhead State University follows a procedure that was defined by the MSUS Chancellor. A copy of the complaint procedure is contained in Appendix E of the MSU 1995-96 Affirmative Action Plan (GD-104). However, since it had not been approved by MnSCU this procedure was struck down in a 1996 grievance.

The Equal Employment Opportunity/Affirmative Action section of the Faculty Policy & Procedures Handbook (GD-71) states that an employee or student who pursues a complaint through this procedure shall be able to do so without reprisal. Any instances of reprisal which may result from pursuit of a complaint are also grievable under this procedure (p. 72).

The University's affirmative action officer is responsible for the overall implementation and administration of the affirmative action programs and policies at MSU. The Vice President for Academic Affairs serves as the Equal Opportunity Officer. Equal opportunity and access for students are supported by the activities of student affairs offices, including the Office of Minority Student Affairs, the International Student Affairs Office, and the Office of Disability Services.

The affirmative action office coordinates training and educational sessions, such as "The Invisible Line on Campus," which was offered to faculty, staff, and students in 1994-95 and 1995-96. This training on sexual harassment is consistent with the "Campus Plan to Prevent Sexual Harassment and Violence," prepared in November, 1992 (GD-105). Nearly all staff members (not including temporary or intermittent employees) have participated in this formal training project within the last three years. Since the IFO Agreement prohibits the administration from mandating faculty attendance, fewer than half of the faculty (not including adjuncts) have participated in this training.

The implementation plan targeted several groups of student leaders with a goal of training approximately 300 students during the 1994-95 academic year. Training was facilitated by the associate director of student development. The following results were achieved:

- In January 1995, training was provided to 195 student members of the Student Senate, Emerging Leadership Program, Residence Assistants, and Campus Activities Board.
- Sixty student orientation counselors and 25 nightwatch/security student staff members were trained during spring quarter 1995.

- Promotion included a front-page Advocate article and a news program on public television.
- The Invisible Line program format was adapted and used for one session in the First Year Experience class.

The institution's commitment to nondiscrimination and multiculturalism is demonstrated by efforts to promote ethnic and cultural diversity. Moorhead State University is challenged in its recruitment of a diverse faculty and student body by impediments such as our geographic location, homogenous population, and defined service region.

The MSU application for admission asks students to identify themselves as Asian American, African American, Hispanic, and Native American. The number of students of color has increased since 1989, when the total minority enrollment was 210 (2.3% of total enrollment), to 251 students in 1995 (4% of total enrollment). These numbers may actually underestimate the number of students of color, as anecdotal evidence reveals that some students elect not to identify themselves as members of minority groups. The Associate Vice President for Administrative Affairs has been partially reassigned to aid in recruiting African-American students from the Twin Cities Metro area.

The institution is committed to annual programs such as a Native American Awareness Week (which includes a Tri-College University Powwow), an Hispanic Unity Conference (which includes the largest Hispanic community dance in the area), and several events celebrating international cultures. Moorhead State has also established an ongoing program with the White Earth Reservation in Minnesota; it includes distance learning courses and occasional on-site courses that transfer into the MSU Liberal Studies curriculum.

The institutional commitment to diversity was questioned when the position of Coordinator of African-American Student Services was eliminated in 1995. The position was eliminated as part of the institution's budget reductions and was made in accordance with MSUAASF contract requirements regarding seniority. There were three minority student coordinators, all of whom were members of minority groups. Responsibility for serving all students of color is now shared by the two remaining coordinators. Even though service to African-American students continues, some in the community perceive the layoff to have been racially-motivated, and that perception remains something of a barrier to establishing active, positive programs and relationships.

Moorhead State University made significant efforts in the 1980s to hire faculty and staff of color. Since many faculty of color were hired in recent years, the common belief is that their numbers were drastically reduced in the budget reductions. However, data for the past five years do not support that concern. The University reached a numerical high in 1993-94 when 50 faculty (IFO and ASF) or administrators identified themselves as non-white; this

represented 10% of the faculty and administration. By fall 1995 this number was reduced to 38 or 9% of MSU's faculty, administrators, and professional staff.

MSU revised its cultural diversity plan in 1995 in response to the University's changes in leadership, enrollment, and resources (GD-113). Approximately 30 campus leaders participated in a two-day "Dismantling Racism" retreat in 1996. One outcome of the retreat is that the cultural diversity plan is being revised again.

Faculty and Staff Conduct

As described in the preceding section of this chapter, the University, consistent with MnSCU, has a detailed policy statement on discrimination and harassment. The Faculty Policies & Procedures Handbook (GD-71) gives particular attention to non-consensual relationships, noting the following:

A university employee who enters into a sexual relationship with a student or a subordinate where a professional power relationship exists are warned that, if a charge of sexual harassment is subsequently made, the student or subordinate may assert that the relationship was not one of mutual or voluntary consent. (p. 83)

Therefore, all employees should be aware of the risks involved in entering into a romantic/sexual relationship where there is a superior/subordinate relationship.

The University's brochure on sexual harassment and violence (GD-105) spells out the following:

Acts of sexual harassment and/or violence create an environment contrary to the goals and mission of the University. Moorhead State University will not tolerate such acts. These acts may also constitute criminal behavior within society at large, and are also acts which may subject an individual to complaints and disciplinary sanctions under established grievance procedures or the University student conduct code.

Employees have been disciplined and even dismissed for infraction of the policies on discrimination, harassment, and violence. The rights of a student or employee who files a complaint of sexual violence are included in the sexual harassment brochure, which is distributed widely on campus. Complaints can be filed with the Affirmative Action Officer, Director of Housing and Security, or Associate Director of Student Development.

The institution's policy also states that administrators and supervisory personnel are required by law to report criminal incidents to the Director of Security in a timely manner. All members of the University community are expected and urged to report incidents of sexual harassment and sexual violence or assault and to ensure that the victims of such behavior receive appropriate support services.

Student Conduct

The official University student conduct standards, examples of violations, probable sanctions, and hearing procedures are published in the Student Handbook (GD-25). In the 1995-96 academic year, 61 complaints of student misconduct were processed.

Moorhead State University is committed both to enforcing the student conduct code and to protecting students' rights to privacy. For example, in the fall of 1995, members of the MSU football team created and sold a T-shirt imprinted with a violent sexual image. A group of students protested the T-shirt, and a story about the controversy ran on the front page of The Advocate.

The administration issued a public apology for the students' behavior and held a number of open forums designed to increase sensitivity to issues of women's rights and sexual violence. The entire football team and the coaches were required to attend sessions on gender violence facilitated by counselors and faculty. The students responsible for creating the T-shirt were given due process in conduct hearings, and appropriate sanctions were imposed and carried out. The specific disciplinary actions were not revealed publicly, however, due to rights of privacy. Several of the students who protested the T-shirts remain upset about the handling of the incident and believe the administration did not respond appropriately. The administration continues to assure students that the proper discipline was imposed and have communicated as much information as possible without violating privacy concerns. The incident has been used as an educational tool where possible.

Faculty and Staff Ethics

Professional and ethical standards and regulations for faculty and staff are outlined in MnSCU regulations and/or existing collective bargaining agreements (IFO Agreement, Articles 4 and 27, and MSUAASF Agreement, Article 20). Included are summaries of standards related to research and publication, willful neglect of duties, and outside employment. In 1995 a "Misconduct in Research" policy was approved by APAC. It is being revised based on input from the Attorney General's Office and will be published in the revision of the faculty handbook.

Ethical Conduct in Other Areas

Moorhead State University responds to changes--such as recent advances in information technology--by establishing and following new policies and practices. For example, we have developed policies on World Wide Web home pages, and the Student Handbook includes a section concerning computer misuse (pp. 70-71).

Financial Aid Compliance

The MSU Office of Scholarship and Financial Aid is charged with the responsibility of administrating all federal Title IV student aid programs, all state student aid programs, and

the MSU scholarship programs. MSU received its Title IV recertification in the spring of 1996 (GD-118).

Annually, MSU's financial aid programs are audited under the Single Audit Act by the Minnesota's legislative auditors (audit reports are available in the MSU Business Office). In addition, Minnesota Higher Education Services Office conducts compliance audits of its state programs. Neither has raised significant issues.

MSU has been a participant in the Department of Education's Quality Assurance (QA) program for three years. In this project both an annual measurement and a management assessment are conducted. In the annual measurement, individual files are reviewed to determine student, parent, or institutional errors. Errors are corrected, and corrective actions are developed to help eliminate or reduce the cause of the problem. In management, all areas of compliance are reviewed and actions developed for areas which need improvement. QA activities also involve improving the interaction among campus offices whose areas of responsibility overlap those of financial aid.

In addition, MSU is certified to participate in Quality Assurance and in four of the Department of Education's Experimental Site projects. Our projects are in the areas of loan proration, single term disbursements, over-awards, and the 30-day delay for first time borrowers. Each project monitors the rate of withdrawal for students who were subjected to the above rules versus those who were not. AY95-96 established base year information, and this fall is the first term for full participation.

MSU's Financial Aids Office has a resource area which contains all major financial aid publications, including "Dear Colleagues," the Federal Register, and the Financial Aid Handbook, which is DOE's manual for processing and interpreting Title IV statutes and regulations. In addition, MSU is a member of the National Association of Financial Aid Administrators and maintains the NASFAA Encyclopedia of Financial Aid as well as other NASFAA publications as resources in determining appropriate action on aid issues.

Each area of the office is responsible for maintaining operating policies and procedures for the functions it oversees. In addition, overall policies and procedures are developed using the Federal Handbook. Quality Assurance techniques are used to help determine areas of weakness or problems and develop solutions.

Moorhead State is a member of the National Association of Financial Aid Administrators and participates in training and conference activities. Individual aid administrators are members of the Midwest Association of Financial Aid Administrators and the Minnesota Association of Financial Aid Administrators. Staff members participate in both state and federal training programs in order to remain current with changes in rules and regulations. Financial aid reference materials are available for assistance in establishing policies and procedures.

Borrower Default Rates

The U.S. Department of Education provides data on the default rates for students who have attended MSU. According to that data, our students have a better than average rate of repaying Federal Family Education Loans (FFEL). Our student cohort official default rates were 4.2% in 1992, 3.3% in 1993, and 3.4% in 1994 (GD-118). The January 17, 1997 Chronicle of Higher Education reports an average 1994 default rate of 10.7% overall and a 6.8% rate for public four-year colleges.

Disclosure of Policies

Moorhead State University has numerous publications describing programs and services available to constituents, as well as documents outlining policies and procedures that affect students, faculty, and staff. These policies are disclosed in the bargaining unit negotiated agreements, in miscellaneous publications such as the "Recruitment and Hiring Manual" (GD-92), and in bulletins and handbooks. This section primarily reviews disclosure of policies and procedures in the Bulletin (GD-69), the Viewbook (GD-72), the Student Handbook (GD-25), and the Faculty Policies & Procedures Handbook (GD-71).

The University is committed to providing accurate and reliable information to its constituents and to the general public. It has established institutional processes to ensure that communications fairly and accurately portray the university's operations and programs. However, the dissolution of the Public Affairs Division as part of the 1994 budget reduction plan meant the positions of Director of University Communications, Director of Marketing, and Vice President for Public Affairs disappeared. External marketing decisions are now made by a team comprised of personnel from publications and printing services, as well as the Assistant to the President.

Team members participated with a subcommittee of the Enrollment Management Committee to design the institution's internal and external image and relationships with constituents. Most institutional publications are channeled through the Publications Office, which works with the Admissions Office and the Division of Student Affairs to ensure accuracy and consistency in publications such as the recruiting and orientation materials and the Student Handbook.

The Publications Office also provides physical and budgetary support to most campus offices for special events, newsletters, and brochures. These include External Studies, Alumni Association, the Regional Science Center, and academic departments. The accuracy of these materials is ensured when the primary initiator of the publication works closely with the Publications Office. The News Bureau Director serves as editor of Alumnnews, the institution's tabloid for alumni and friends, and as advisor for the weekly student newspaper, The Advocate.

The Bulletin

The Bulletin is the primary source of information for undergraduate students at Moorhead State University; graduate policies and programs are detailed in the Graduate Bulletin. The undergraduate Bulletin includes the mission statement, regulations, policies, financial aid policies, curricula, courses, faculty and staff credentials, and a list of the accrediting bodies with which the institution is affiliated. The University updates the publication every two years. The Bulletin describes program and degree requirements by detailing Moorhead State's Liberal Studies requirements (p. 28-29), listing the degrees granted (p. 3), describing all minor and major areas of study (pp. 39-94), and briefly describing each of the courses offered at MSU (pp. 95-200).

Each academic department disseminates information about its programs through fact sheets or brochures that reiterate the program requirements stated in the Bulletin. These publications further promote programs to prospective students and frequently include brief profiles of career opportunities, recent graduates, and faculty. (Sample program information sheets are filed as GD-114.)

Moorhead State University offers all degree programs described in the 1995-97 Bulletin. The programs are listed accurately, with the exception of the majors and minors in French and German, which were eliminated following publication. Each department reviews course listings and other curricular information in the Bulletin prior to publication. Curricular changes that are approved between publication cycles are publicized by the department requesting the change.

The Bulletin describes policies and procedures affecting students (pp. 28-38), including graduation requirements, registration procedures, transfer information, grading policies, academic suspension, change of program, withdrawal from enrollment, confidential records, and procedures for appeal of academic policies. In addition to the information printed in the Bulletin, Moorhead State publishes updated fee, financial aid, and other registration information, along with the current course offerings in each semester's "Class Schedule" (samples are available in GD-80). The Bulletin serves as the basis for both an MSU Worldwide Web home page and an interactive CD-ROM Viewbook.

The Viewbook

The primary publication used by the Admissions Office for recruitment purposes is referred to as the Viewbook. The publication was revised in cooperation with the Admissions Office in 1995 to reflect recommendations made by Noel-Levitz and has since been tested in high school focus groups throughout the region. Among other factors, these focus groups were asked to respond to the positioning statement recommended by Noel-Levitz and the design of the Viewbook.

The integrity subcommittee of the NCA self-study committee examined the 1995 Viewbook (GD-72) to verify the information presented. The subcommittee review is summarized in the following sections.

General Information. Information such as the number of majors offered, number of student activities, and study abroad opportunities were confirmed with the appropriate offices, such as Academic Affairs, Student Affairs, and the International Programs Office. Statements such as "You'll find students from 36 counties and 30 states " (p. 9) were verified with the Institutional Research Office. Profile and demographic data were found to be accurate, though the committee suggests clarifying that enrollment numbers cited are based on the most recent official fall enrollment prior to printing.

The community's quality-of-life information cited on page 14 is accurate. Among the things cited is a statement about the low rate of violent crime in Moorhead. However, there has been extensive regional press coverage in the past year reporting several violent crimes and gang activity in Moorhead. This has caused some prospective students who live in rural areas of Minnesota and North Dakota to question the veracity of these Viewbook statements. (This problem of perception is discussed later in this chapter in the section on Campus Security.)

Four-year Graduation Guarantee. MSU's four-year graduation guarantee is cited on page 1 of the Viewbook. While it is an endorsed program of the institution and the MnSCU system, few students have signed guarantees. Due to apparent lack of student interest in the graduation guarantee, it is not featured in the 1996 Viewbook (GD-73).

Clarity of Costs. Page 19 lists tuition and fees, yet the year upon which those costs are based is omitted, which the committee believes could cause confusion. This problem was not corrected in the 1996 edition.

Photographic Portrayal. The review committee noted that photographs in the Viewbook fail to represent a diverse student body (e.g., lack of or minimal representation of older-than-average and physically disabled students). Another serious omission is photography which shows winter on campus. Given our geographic location, this may be viewed by some as a serious integrity problem. (The 1996 Viewbook includes several winter photographs as well as photographs of students of color and of a student in a wheelchair.)

Student Organizations. The listing on page 7 of the 1995 Viewbook includes recognized student organizations. The committee recommends that the listing also include organizations such as those associated with the campus service learning program and other leadership opportunities.

Student Handbook

The Student Handbook (GD-25), which is published each year, was redesigned in the summer of 1996 and merged with the Student Policy Handbook, which had been published every two years. The 1996-97 edition of the Student Handbook (called Dragon Details) includes information on the university's history, its offices and programs, co-curricular activities, community information, academic and financial aid policies, student records policy

(FERPA), discrimination/violence/harassment policies, grievance/complaint procedures, and relevant city ordinances. The Statement of Assurance (p. 54) attests to the institution's commitment to the guiding principle "that all persons are vital, contributing members of the University community."

Faculty Policy & Procedures Handbook

The primary publication provided to faculty and staff is the Faculty Policy & Procedures Handbook (GD-71). The University officially adopted the handbook in 1992. It is currently being updated. The handbook includes policies such as those referred to earlier in this chapter, including promotion and tenure summaries.

Ethical Practices in Other Relationships

This chapter has, thus far, been concerned with our internal integrity as an institution of higher education. This section of the chapter extends the examination of integrity to relationships with our constituencies and with external entities. MSU's relationships with its alumni and friends, with the auxiliary enterprises operating on campus, with the city of Moorhead, and with other institutions of higher education in our region are described.

Development, Foundation, and Alumni Activities

The Moorhead State University Alumni Foundation provides financial support for the institution and works to build healthy relationships with alumni and friends of the University. Until August 1996, the Foundation was primarily a fundraising entity, organized as a not-for-profit corporation and steered by a board of 33 members. The Foundation is audited annually by an external certified public accounting firm; a summary of the audit is provided to the board and is open for public inspection. The Alumni Association was also a not-for-profit organization whose primary focus was on friend-raising for the institution. It had a 24-member board of directors. The Alumni Association has not been independently audited, although accounts have been managed by the University's Business Office. (Documents related to these organizations are contained in GD-100.)

During 1995-96, a committee comprised of the executive officers of both boards of directors, the administrative assistants for each organization, and the Executive Vice President of the MSU Foundation developed a plan for merging the organizations, which occurred in August 1996. The decision to merge organizations was directed by President Barden. Among his goals for the combined unit are more effective use of human resources, enhanced alumni and donor relationships, and a more consistent approach to fundraising. The primary goals of the newly-merged Board of Directors and MSU's Alumni and Foundation Office are raising additional support for university scholarships and other programs, developing an enhanced database system, and hiring an executive director who would be employed by and report to the board rather than the University.

The board members of the two organizations participated in a long-range planning session in June 1996. Members of both boards were invited to join the merged board; however, some declined to continue their appointments. The merged board has 32 members. The Executive Vice President of the Alumni Foundation is an ex-officio board member, and the staff of the Alumni and Foundations Office (formed from a merger of the former offices of Development and Alumni Relations) report to her.

The separate accounting systems and bank accounts were merged in October 1996. Three past problems will hopefully be corrected with this merger: (1) the Alumni accounts will now be audited, and the combined staff will be large enough to allow one person to deposit contributions and a second person to process expenditures, (2) no longer will the board allow any of its members to be university employees, and (3) the University will account for staff time used to benefit the Alumni Foundation to assure that the Foundation returns benefits to the University in excess of those costs.

The merger was especially timely, given the MnSCU system's recent attention to the relationship between institutions and their foundations. MSU has maintained a clear contractual agreement between the institution and the Foundation; it was recently updated in accord with system requirements. The contract provides for clear division of responsibilities: the University provides administrative and support services, while the Alumni Foundation Board maintains discretionary or policy-making responsibilities.

The positive relationship between the Foundation and the University has been maintained and strengthened with our new President. During the previous administration, a lack of documentation sometimes clouded the relationship between the Foundation and the University, particularly concerning properties held by the Foundation. In the past two years, however, those issues have been clarified. A potential conflict of interest between the two organizations was resolved when the University's Vice President of Administrative Affairs resigned his post on the Foundation's Board of Directors.

University Contracts

The University has a number of policies and procedures that provide guidance for contractual arrangements with government, industry, and other organizations. The Faculty Policies & Procedures Handbook outlines the procedures for procurement of contracted services (p. 74). All contractual obligations must conform to state and federal law; only personnel authorized by the Chancellor on behalf of the Board of Trustees--the President, Vice President for Administrative Affairs, Vice President for Academic Affairs, and Business Manager--may sign contracts which financially obligate the institution.

System policy requires MnSCU approval of contracted services that exceed \$50,000. MnSCU increased the institution's purchasing authority in FY96 from \$1,500 to \$50,000.

System policy specifies the manner in which the University handles contracts for construction projects and the approval process for change orders on those projects. A conflict of interest policy stipulates that a University employee may not execute a contract on behalf of the University in a case in which that employee has an interest. (See Carryover Policies from the State University System, section 3.5: Code of Ethics in the MnSCU Policy Manual, GD-41.)

The University Business Office administers external grants and contracts; arrangements are subject to the same regulations and purchasing procedures as other budgetary processes at the institution. Regulatory compliance is monitored through the department or office responsible for oversight. University policies prevent the unintended use of funds such as pyramiding salaries with an external grant. (See Faculty Policy & Procedures Handbook, p. 97 "Consultations," and pp.102-103, "Professional and Ethical Standards.")

All fund-raising projects are to be coordinated with the University Advancement Office, which provides oversight of the donor base, method of solicitation, and timetable. (See Faculty Policy & Procedures Handbook, p. 75, "Fund-Raising Policy.")

Auxiliary Enterprises

The University operates three major auxiliary enterprises--the residence halls, Comstock Memorial Union, and the campus bookstore. These enterprises are part of Moorhead State University and are subject to direct administrative control. Budgets are developed and controlled by the responsible directors and approved by the vice presidents for student and/or administrative affairs. However, auxiliary enterprises are not supported by state-appropriated funds; they derive their income from a combination of charges for goods and services and student fees.

The Department of Housing and Security is responsible for the residence hall program on campus. The five residence hall complexes have full-time and student staff to operate the programs. The Director reports to the vice president for student affairs. Rates for room and board are established annually by the MnSCU Board of Trustees; these charges provide the funding for facilities and programs.

Comstock Memorial Union (CMU) is supervised by a director who reports to the Vice President for Student Affairs. It operates with income derived from programs and services and from a portion of student activity fees. The CMU generates revenue from a variety of services including three food service areas, copy service, convenience store, design service, hair salon, recreation/outdoor center, non-alcohol club, and rental of meeting rooms and the ballroom to non-University organizations. The CMU has a student governing board that recommends policy, prices, hours, and services to be offered. These are approved by the CMU Director and the Vice President for Student Affairs.

The campus Bookstore operates in MacLean Hall and sells textbooks and other retail items to the campus and community. It also operates the Dragon Stop, a convenience store linked to

the bookstore space, and the Computer Store, which sells hardware and software within the Bookstore. The entire business is operated by a manager who reports to the Vice President for Administrative Affairs. Prices for textbooks and other retail items are set by bookstore buyers based on a predetermined profit margin. The Bookstore returns its profits to the University for scholarships.

In addition to its auxiliary enterprises, MSU also enters into agreements with food service contractors who operate on campus. The campus contractor for dining service is ARAMARK, a private corporate vendor. The contractor is responsible for providing the residence hall board meal plans as well as operating the cash food areas in the CMU. ARAMARK also caters special events whether they occur on or off campus. The revenue fund areas of campus receive a 15% gross commission on all food and beverages sold and served. (Burger King and Pizza Hut, which are located in the student union, pay only a 10% commission.) The ARAMARK contract is negotiated system-wide, and the contract is held jointly with all of the state universities.

Subway sandwich shop and Kaldi's coffee are independent vendors that have retail space near the Bookstore. Vending machines in non-revenue buildings are operated by the State Commission for the Blind. All such vendor contracts are negotiated with the Vice President for Administrative Affairs. The University's share of the revenue from vendors is directed to support specific University initiatives. All vendors operate under the terms of their contracts with the University.

Student Organizations

The process by which Moorhead State University recognizes a student organization is well-defined, and it allows a diverse group of organizations to be recognized by the institution (Student Handbook, p. 74). The first step in forming an organization is to contact the Student Organization Resource Center for a recognition packet; a minimum of five MSU students is required to form a recognized organization. After an Intent to Organize is filed, the Assistant Director of Activities and Organizations (ADAO) grants pending status for up to 30 days. Within those 30 days, the group must complete and submit a registration form, submit a constitution, and select a faculty/staff advisor.

After review, the ADAO submits the request for recognition to the Student Organization Advisory Committee (SOAC), which reviews the constitution for compliance with university constitution guidelines and local, state, and federal laws. It recommends acceptance or rejection to the Student Senate within two weeks of SOAC approval. The Senate reviews the request and forwards a written recommendation to the University President within two weeks. Formal recognition of the organization and approval of the advisor is conferred by the President.

Each year thereafter, a campus organization must file a registration form. Recognized organizations are eligible to apply for funding from the Student Activities Budget Committee,

which makes recommendations to the President for annual awards. All student organizations are listed in the campus directory. The name of the faculty or staff advisor and his or her phone number is also listed.

Intercollegiate Athletics

Intercollegiate athletics are an important part of the MSU educational experience. The program is designed to be consistent with the goals and objectives of the institution and serves (1) to meet the competitive and educational needs of the college student-athlete; (2) to unify the extended University community of students, faculty, staff, alumni, and community members; and (3) to generate a positive image of the University.

The institution's published philosophy of intercollegiate athletics, revised in 1991, outlines goals and specific objectives for meeting those goals (see Athletic Department Handbook). Among the goals are the following:

- To provide the student-athletes with the opportunity to pursue athletic excellence in a competitive collegiate athletic program;
- To provide the student-athletes an environment which promotes academic excellence and personal growth;
- To provide the student-athletes with proper health education and care;
- To provide the student-athletes with safe practice and game conditions.

Moorhead State University is an NCAA Division II National Affiliate and was a charter member of the Northern Sun Intercollegiate Conference--formed in 1992. The institution fields men's teams in the following areas: basketball, cross-country, football (varsity and junior varsity), track and field, and wrestling. Women's athletics include basketball (varsity and junior varsity), cross-country, golf, soccer, softball, tennis, track and field, and volleyball (varsity and junior varsity). A women's swimming program is scheduled to begin in 1997.

The President is ultimately responsible for the conduct of the program and exercises this role through the Vice President of Student Affairs. The Athletics Director is the primary administrator of the program. Moorhead State University has a modest scholarship program that is similar to those of other universities in the conference.

In order to move toward compliance with Title IX, which requires equitable treatment of men and women students, a Gender Equity Task Force was established in 1993 to evaluate all aspects of equity between men's and women's athletics at MSU. A survey was conducted to determine the interest of women students in participating in varsity athletics. The Task Force proposals were approved by President Dille early in 1994. The proposed changes were to add

women's soccer, drop men's golf and tennis, and limit participation in football to 85 men (it had been capped at 126). All of these recommendations have been implemented.

In April 1994 the Office of Civil Rights (OCR) of the U.S. Department of Education received a complaint against MSU which alleged discrimination in intercollegiate athletics. A settlement agreement was signed by OCR and MSU in September 1994. In addition to the changes that had already been planned, JV volleyball and JV basketball for women were reinstated and women's swimming is to be added by 1997.

The university now provides equitable programming in terms of the number of participation opportunities provided to male and female students and makes a conscious effort to accommodate students' interests. In 1995-96, 161 women and 150 men participated as members of our sports teams. We have moved from only 24% of our athletes being female in 1993-94 to 52% of them being female in 1995-96. (Approximately 60% of MSU students are female.) The university's commitment to ensure compliance with Title IX has been well-documented in reports to the Office of Civil Rights. A four-year plan to enhance gender equity has been successfully implemented to date. (Some information related to Title IX is available in GD-106. The full confidential records are filed in the Vice President for Student Affairs Office.)

Relationships with Other Institutions of Higher Education

As is evidenced by the recent 25th anniversary of the Tri-College University, Moorhead State University has a solid record of working well with other institutions of higher education. According to "A Brief History of Tri-College University" (GD-93), during the first 20 years of the consortium, NDSU students enrolled in 35,787 MSU courses, while MSU students enrolled in 36,962 courses at NDSU. Thus, each year there are an average of about 1800 enrollments of MSU students in NDSU courses and vice versa. Exchanges with Concordia College are fewer, given limits placed on them by Concordia. Nevertheless, an average of 100 Concordia students take courses on MSU's campus each year; slightly fewer MSU students take courses at Concordia.

More recently, Moorhead State has entered into cooperative agreements with some of our MnSCU partners. For example, MSU provides the bulk of general education courses needed by students pursuing A.A.S. degrees at Northwest Technical College-Moorhead (NWTC). We provide faculty and teach a few courses each semester on the NWTC campus. NWTC students may also enroll in classes on the MSU campus. In addition, several NWTC students live in our residence halls.

The relationship with Fergus Falls Community College (FFCC) also has grown in recent years. In 1994 the two campuses signed a joint admissions agreement (see GD-64) and in 1995 completed work on a "3+1" business degree program, which allows FFCC students to stay on the Fergus Falls campus for three years prior to transferring to MSU. We are now teaching several junior-level business courses on the Fergus Falls campus; some courses are taught by MSU faculty who travel to Fergus Falls, and others are offered via ITV.

As noted elsewhere in this self-study, we have cooperative agreements with a number of campuses (see the GD-64 file), and we cooperatively offer two University of Minnesota master's degrees on our campus.

Relationship with the City of Moorhead

For many years MSU and the city have co-existed and had relatively little impact on one another's operations. However, relationships with our campus neighbors and the city became somewhat tense when MSU entered into its five-block expansion project. The current administration has worked hard to mend fences with our neighbors and to develop a closer working relationship with the city. The City Manager is a vital member of the President's Advisory Council, and two MSU employees are members of the City Council. We currently are negotiating a land use agreement that would allow construction of a city ice rink on university land and would trade other land with the Public Service Company. The city recently wrote, and had funded, a crime-prevention grant that will benefit both the city and the university.

Responding to Change with Integrity

Moorhead State University is committed to providing students and employees with a campus environment focused primarily on teaching and learning, as stated in our mission. The next section of this chapter describes in some detail the actions that MSU has taken to assure an atmosphere conducive to teaching and learning.

While the two examples selected--semester conversion and campus safety and security--are quite diverse in focus, we believe that they illustrate integrity in our relations with students.

Semester Conversion

When the campus converted to a semester system, a systematic approach to address the concerns of all campus constituencies was implemented. It included the following components:

- Throughout the process, we held as our primary guiding principle that semester conversion would not hurt students in any way.
- Several Student Senators were members of the committee that coordinated the conversion process. These students discussed recommended conversion policies with the Senate, solicited input from other students, and provided feedback to the committee.
- A newsletter designed to answer students' questions was published approximately every other month. It was distributed at various points

throughout campus, and the content was also published in The Advocate. (These, and other publications related to semester conversion are available in GD-115.)

- A brochure entitled "A Comfortable Conversion" was widely distributed to students. It included information about calendars and financial aid and discussed the impact of semesters on students and their education. (This publication won a national student publications award.)
- Several open forums were held for faculty and staff to explain Liberal Studies requirements and the conversion process to faculty so they could more effectively serve as advisors. Faculty newsletters also explained policies and included hints for advising students.
- Several open forums were held for students, so they could ask questions about how conversion would impact them.
- A local e-mail address was established for dialogue about any campus member's questions or concerns.
- All documents about the conversion included names and telephone numbers of people to contact with questions about the process.
- All academic departments published conversion worksheets, comparing major requirements under the quarter and semester systems. This helped students understand which semester courses substituted for which quarter courses. Some departments held meetings with their majors to explain how conversion would impact them.
- The Bulletin course information provided quarter course equivalents for each semester course.
- Deans and the Associate Vice President for Academic Affairs were available at registration for the first fall semester to answer questions and to help students register for courses.
- Students were encouraged to seek help from Academic Affairs if they had any problems with the conversion. Appeal processes were established and decisions were made when necessary to accommodate student difficulties.

While many individuals found conversion to semesters to be difficult, from an institutional perspective, conversion went very smoothly. There have been very few real problems. Throughout 1995-96 and 1996-97, a team from MSU has hosted

several semester conversion workshops in order to share our expertise and experience with other campuses throughout the MnSCU system.

Campus Safety and Security

Statements in the 1995 MSU Viewbook, such as "we're located in a safe, quiet residential neighborhood" (p. 9) and "there's been virtually zero crime on campus" (p. 14), came under especially strong scrutiny in the past year. While the Viewbook statements are true, particularly relative to campuses in other similarly-sized urban areas, the issue of safety has been, and remains, significant for residents of Moorhead and students at Moorhead State University. The President's Advisory Council expressed significant concern about campus safety and community violence at a fall 1995 meeting.

In 1995-96 in particular, the city of Moorhead acquired a reputation as being less safe than its neighbor city, Fargo. The accuracy of that perception is debated as the entire community is experiencing urban growth. Increased attention on developing gang activity in the Fargo-Moorhead area has added to the perception that this is an unsafe area. Perhaps the most significant event in this developing perception was the random murder of a woman in nearby West Fargo. Those charged with the murder were teenagers from Moorhead, several of whom lived in the neighborhoods near MSU. There have been other less serious violent incidents in the neighborhoods surrounding campus.

Moorhead State has taken an active role in addressing issues of violence in our community. We hosted two campus-wide open forums that included panelists from the Moorhead Police Department and neighborhood watch groups. The campus Housing and Security Office has also steered an active promotional campaign to raise students' awareness of potentially unsafe behavior within the residence halls and on campus.

A campus security walk-through in the fall of 1995 was organized by student senators and included administrators, city police, campus security personnel, and students. Several problem areas were identified, and actions have been taken to remove or trim shrubs and trees, enhance lighting, and increase patrols by the campus security force.

Moorhead State University has also strengthened its relationship with the city of Moorhead, as noted earlier in this chapter, and a variety of initiatives, including a joint community safety image campaign, are under way. The city applied for a grant, and the Moorhead Police Department was awarded \$25,000 for non-traditional policing. A city and campus advisory group will determine specific projects, but they might include a resident hall neighborhood watch program and a safety education component.

The Campus Security Report is published annually and is distributed campus-wide (GD-83). It includes the policies and procedures for reporting crimes on campus, as well as specific guidelines for criminal activities such as alcohol use, assault, sexual offenses, and burglary. Campus policies on medical emergencies, fire alarm procedures, drug-free workplace,

security escorts, and closing the University for weather or other emergencies are included. A checklist of personal security recommendations was also published in the 1995 report.

After a former MSU student filed a complaint with the Department of Education about our reported crime statistics, reporting procedures were reviewed and statistics were revised. Table 21 provides the revised data for 1993 through 1995 (from the 1996 Campus Security Report.)

Table 21
Statistics for Crimes Which Occurred on the MSU Campus

Crime Category	1993	1994	1995
Aggravated Assault	0	0	1
Alcohol Violations	10	14	3
Burglary	0	0	4
Drug Violations	0	0	0
Motor Vehicle Thefts	1	0	0
Murder	0	0	0
Sex Offenses	4	1	1
Robbery	0	0	0
Weapons Violations	0	1	1

In 1996, the U.S. Department of Education (DOE) sent an investigative team to campus. The DOE report (GD-83) noted that MSU had been inconsistent in its reporting; however, the reviewers determined that the errors had not been intentional. Moorhead State, which reported crime statistics long prior to the 1991 Campus Crimes Act, will work with the Department of Education to ensure full compliance in the future.

Members of the campus security staff are not licensed police officers. However, they work closely with the Moorhead Police Department, Clay County Sheriff's Department, and state and federal law enforcement agencies to track and respond to campus criminal activity. The campus security department is primarily staffed by student workers through the Night Watch program. Night Watch officers work with resident assistants, Comstock Memorial Union staff, general maintenance workers, and departmental staffs to assist in making the University a safe place. Night Watch has initiated and is responsible for a number of crime prevention campaigns, including escort service, fire safety, crime prevention programs, and Operation Identification, established in cooperation with the Moorhead Police Department.

Night Watch publishes and distributes a number of publications, including those on rape, fire safety, theft, vandalism, alcohol, winter weather, and room safety. Presentations are made to groups upon request, and safety videos are played on the campus television channel.

Responsiveness to External Queries

During the past five or so years, a former MSU student has brought a variety of charges against the University. The University has responded to all of her requests for information in good faith and has responded to subsequent involvement by the Office of Civil Rights, the U.S. Department of Education, and the Minnesota Department of Human Rights. We have updated our Family Educational Rights and Privacy Act (FERPA) policy (GD-82), distributed it widely, and trained staff in its use and interpretation. As noted in this chapter, we have developed women's athletic teams and increased participation of women athletes to comply with OCR dictates, and we have improved our collection and reporting of crime statistics to meet DOE regulations. During the summer of 1996, the President contracted with an attorney to serve as part-time Public Information Officer. She now responds to requests for information and assists with issues of compliance with related federal and state laws.

Conclusions

The preceding discussion of university practices and relationships documents how Moorhead State operates with integrity. The evidence cited demonstrates that MSU lives up to its commitments to students and other constituents. The institution organizes campus activities and enacts policies and procedures in good faith, to protect both the due process and privacy rights of all and to ensure fair treatment. There are established systems for sharing information and ensuring that individuals have a voice in decision making. Communication on campus from the President to constituents occurs readily; the President communicates regularly to the campus community with written memos, and campus-wide open forums are scheduled several times a year. The forums are designed to inform constituents about a variety of issues.

The integrity with which Moorhead State University operates is best exemplified in its continued obligation and commitment to maintain a quality institution and to provide an excellent education for its students. Policies are clear, and constituents take them seriously. The bargaining unit negotiated agreements are mature documents which provide guidance to both administration and employees. Both sides make sincere efforts to follow the agreements.

The institution's publications give detailed and accurate program and policy descriptions. The institution conducts contracted services and related enterprises appropriately and monitors them through proper mechanisms. The institution responds to needs of the campus with effective programming that meets its obligations to students.

We believe that, like all institutions, MSU needs to respond to our publics and to be honest in our disclosures. Our procedures are improved and our policies are updated on an on-going basis. Moorhead State University and its officers make every effort to demonstrate integrity in practices, policies, and relationships.

Challenges and Opportunities

Even given the strengths noted above, challenges and opportunities remain. These include the following:

1. We will continue to struggle with balancing the rights of opposing sides when managing conflicts. As we struggle with this balance, we look to clarification of negotiated agreements through the grievance process and to using student conduct and appeal procedures.
2. Finding a way to provide an effective voice for non-union members in a union environment remains a challenge for the institution.
3. We are doing well in our relationships with other campuses and with the city of Moorhead. We must continue to take advantage of opportunities for cooperation when they appear.
4. The University must continue to find ways to increase diversity on campus. We must find ways to support and nurture diversity so that persons of color will feel welcome on our campus. MSU will have to actively recruit those individuals and work at changing attitudes and providing services that are currently not available in this homogeneous community in order to retain those persons who currently reside here.