Heated Email Exchange Exposed Between Missouri, Missouri State Softball

*It does not appear that Missouri and Missouri State will continue playing each other in softball.*

At least, not for the foreseeable future.

The embedded email exchanges below were the result of an open records request made of the University of Missouri and were passed along to espnW. The documents show exchanges between Lisa Simmons, Missouri's director of operations, and longtime Missouri State head coach Holly Hesse.

The two women appear to be attempting to schedule a 2016 game between the two programs. The communication begins in March, about a month before the 2015 game between the two teams.

On April 23, Missouri won that meeting 6-0.

The day after the game, Simmons inquires about the possibility of confirming a 2016 date. Two weeks later, Hesse, who has coached the Bears for 27 seasons, declines a future game between the schools and lists three reasons why.

Missouri head coach Ehren Earleywine responds a week later, copying the entire Missouri State staff on his note.

Immediately after Missouri fulfilled the records request, Chad Moller, a media relations official for the school's athletic department, passed along the following comment on behalf of Earleywine: "I am sincerely sorry for the unprofessional comments I made. I understand that is not the right way to represent the University of Missouri, and serving as a role model and a positive example for our students is very important. I apologize to Coach Hesse, the Missouri State softball program and our fans for the way I reacted and know this was not the proper way to handle the situation."

Moller said the Missouri administration wasn't aware of the exchange until the open records request. Missouri athletic director Mack Rhoades has since called Missouri State AD Kyle
Moats; neither AD had been aware of the exchange. In addition, upon finding out about the fulfilled records request, Earleywine attempted to call Hesse, but had not yet connected with her.

Missouri State also offered a comment on behalf of Hesse: "I regret that an email exchange in which I was involved has created negative attention for our University and our program. As a mentor and leader of young women, I understand how my comments were interpreted as disrespectful, and I am a strong advocate of respecting one's opponents and the sport of softball at all levels. I accept coach Earleywine's apology for his part of the exchange, and I hope that we can move past this incident as professionals and colleagues."

Perhaps these types of heated exchanges are commonplace -- especially between in-state rivals.

You be the judge.

**Earleywine involved in testy email exchange**

*Missouri and Missouri State probably won’t be playing each other in softball anytime soon, not after an email exchange between the programs’ coaches that was made public in a story published Friday by espnW.com.*

Documents obtained by espnW.com show that Missouri State Coach Holly Hesse, in an email to Missouri softball director of operations Lisa Simmons, accused MU Coach Ehren Earleywine of violating NCAA recruiting rules and disrespectful Missouri State’s program. Earleywine responded with an email to Hesse that suggested she was bitter about annually getting beat by Missouri, among other barbs.

Hesse’s email to Simmons on May 13 was a response to Simmons’ email trying to arrange a date to play in 2016. Hesse wrote that her coaching staff had decided to discontinue its series against the Tigers, offering three reasons for that decision.

She wrote that in the aftermath of Missouri’s 6-0 win over the Bears on April 23 in Springfield, Earleywine was overheard telling his Tigers they should’ve beaten Missouri State by the mercy rule and that the Bears “were no better than a ‘5A High School Team.’ ” Hesse wrote that “it is widely known that Ehren consistently disregards the NCAA recruiting rules.” Finally, she said Missouri players spit sunflower seeds in the dugout and onto Missouri State’s field, despite a sign stating sunflower seeds weren’t allowed.

“While we think it is an important series and one we would like to continue, the lack of mutual respect makes it impossible for us to do so,” Hesse wrote.
Earleywine wrote in an email response to Hesse that she made unfounded accusations about his character and had “no clue what you’re talking about.”

“The truth of the matter is you’re scared to get your ass whipped yet again by old mizzou,” Earleywine wrote. “Have the courage to say what it really is and quit hiding behind your phony excuses. You’ve been ducking us for a while now and you know it. Pull your tail out from between your legs and learn how to compete. I bet your players see right through you like i do. Why dont you do the right thing and show these impressionable young ladies how to face a challenge instead of running from one? If/when you decide to be a big girl, you know how to get ahold of me.”

Earleywine also suggested Hesse ask Missouri State baseball Coach Keith Guttin for tips on how to compete against MU, a reference to Guttin’s squad going 2-0 against MU this season. Earleywine also noted that playing Missouri State hurts his team’s Ratings Percentage Index, even if the Tigers win.

“I have to give you credit though, you’ve been able to keep your job despite being” horse manure “for so long,” Earleywine wrote to Hesse in his email’s closing.

Missouri is 35-13 all-time against the Bears. The Tigers are 8-0 against Missouri State since Earleywine took the reins in 2007, outscoring the Bears a combined 57-1 in those contests. Hesse recently completed her 27th season as Missouri State’s coach and has a record of 704-691-2.

The last time MU and Missouri State didn’t play was 2008. Earleywine is 45-0 during his MU tenure against in-state opponents.

MU and Missouri State athletic department spokespersons issued statements Friday with apologies from their coaches.

Earleywine declined further comment in a text message to the Tribune.

“I am sincerely sorry for the unprofessional comments I made,” Earleywine said in his statement. “I understand that is not the right way to represent the University of Missouri, and serving as a role model and a positive example for our students is very important. I apologize to Coach Hesse, the Missouri State softball program and our fans for the way I reacted and know this was not the proper way to handle the situation.”

“I regret that an email exchange in which I was involved has created negative attention for our University and our program,” Hesse said in her statement. “As a mentor and leader of young women, I understand how my comments were interpreted as disrespectful, and I am a strong advocate of respecting one’s opponents and the sport of softball at all levels. I accept coach Earleywine’s apology for his part of the exchange, and I hope that we can move past this incident as professionals and colleagues.”

ZOLMAN TO TRANSFER: Jordan Zolman, a rising junior who showed power potential in limited playing time, will transfer from the Missouri softball program.
Earleywine said Friday no other players have indicated plans to transfer.

“Everybody else, at least in the meetings I had with them, were already having their sights set on next year and had goals set for themselves and were disappointed with the way things ended. So I think most of them — all of them, from my conversations — are ready to go,” said Earleywine, whose program had four players transfer after the 2014 season.

Zolman’s transfer destination hasn’t been announced. She’ll be eligible to play at her new destination next season — as long as she doesn’t transfer to another Southeastern Conference school — due to the NCAA’s one-time transfer exception. Players transferring within the SEC must sit out a year because of conference rules. Otherwise, athletes not competing in football, basketball, baseball or hockey are immediately eligible the following season as long as the school the player is departing grants the player a release. Zolman received her release.

“She had a long list of schools she was interested in, and we granted her a release to any and all of those schools, so she will not be returning next year,” Earleywine said. “I think she just felt like she should’ve played more, she should’ve batted more, and perhaps she should’ve. I don’t know. I just went with the people that I thought were going to win, and I have to let the results kind of fall where they may.”

Zolman batted .346 this season with nine hits in 26 at-bats. She also walked seven times for a .485 on-base percentage. She had two home runs, two doubles and 10 RBI. After Zolman’s home run against Indiana State during the NCAA regional, a deep blast to left field, Earleywine discussed Zolman’s power.

“Y’all ain’t seen nothing,” Earleywine said. “I’m telling you, in batting practice, I’ve never seen somebody hit them like Jordan.”

Zolman, a native of Arbyrd, had one hit in 15 at-bats her freshman season.

Zolman was listed as a first baseman, but her more likely avenue to playing time next season would’ve been at designated player. MU’s starting first base and DP spots are up for grabs with the graduation of Kelsea Roth and Angela Randazzo.

Earleywine said Zolman was “definitely a DP candidate.”

“I didn’t try to talk her out of it, because once a kid even has any thought of leaving, then we definitely want them to do that, because it’s too hard to retain them and it’s just not a good situation,” Earleywine said. “But it was surprising to me that she opted for that, knowing now that our first baseman and our DP graduated. This is first time those slots had been available, and now she leaves. But we wish her the best.”
Memo to CEO: Admit your goofs or sink your shares

May 31, 2015 12:15 am  •  By Jim Gallagher

Stephen Ferris, a business professor at the University of Missouri-Columbia, just finished a study on corporate managements that goof. His advice to their CEOs: “If you mess up, ’fess up.”

Admit your mistakes, and the shareholders will go relatively easy on you. Blame something else — nasty weather, dunderhead regulators — and shareholders won’t believe you. Worse, they’ll dump your stock.

Confession, it seems, helps the stock price and the bottom line.

Not surprisingly, executives who admitted their foul-ups were quicker to fix them, compared to the deniers. The self-blamers’ profits recovered faster, too.

That shows up in Ferris’ study, which he wrote with colleagues at Louisiana State University and the University of Central Missouri.

The professors plowed through a blizzard of press releases from companies reporting bad news, looking for cases where companies clearly blamed the mess either on their own mistakes or on factors beyond their control.

Think of BP blaming the Gulf of Mexico oil spill on the contractor operating the burned-up rig, or Hostess blaming unions for its bankruptcy.

They then used statistical methods to exclude companies where outside factors — such as the Great Recession — really were to blame.

They were left with two kinds of goofing executive teams: those that admitted mistakes and those that didn’t.

Weather often catches the blame in the latter cases, along with nearsighted external accountants, fickle consumers, boneheaded government rule-makers, and dastardly product dumpers from abroad.

With both groups, the share price was generally falling well before the big press release describing the mess. But when executives blamed themselves, the shares generally stabilized or improved, compared to similar companies.

When managers shifted the blame, the stock price kept sinking.

That’s because sophisticated investors, who dominate trading, see through the finger-pointing, says Ferris. Managers who admit their own mistakes are more likely to make things right, and investors know that.

“It’s like Alcoholics Anonymous. You have to realize the problem before you can fix it,” says Ferris, who heads graduate studies and research as senior associate dean at Mizzou’s business school.
That shows up in the earnings reports. Earnings at the 'fess-up companies fell 2 percent in the year after the announcement, compared to a 56 percent drop for the deniers. The self-blamers’ profits rose over two years, while the blame-shifters’ fell.

A tougher question is whether the deniers are lying or just fooling themselves. CEOs have egos — big ones — and self-delusion is a human trait. If you’re foolish enough to make a mistake, will you be smart enough to recognize it?

Ferris and his colleagues suspect lying. “These results imply that in certain scenarios some companies are simply dishonest with their shareholders and the public,” the professors concluded.

Executives have plenty of motive — such as keeping their jobs. CEOs who confess to foul-ups were slightly more likely than deniers to lose their jobs in the year after the admission, although Ferris says the difference isn’t statistically significant.

Executives know that lawyers, like sharks, are cruising for prey. Say “I goofed” and you’re a fat fish in the water.

Then there is status at the country club. You don’t want fellow golfers snickering behind your back.

The professors found no relationship between honest admission and the composition of corporate boards or other corporate governance policies. That raises the question of whether board members snooze through meetings.

Maybe business schools, which mint tomorrow’s CEOs, should teach a famous case study from the olden days. Modern corporate shareholders behave a lot like George Washington’s dad.

As the legend goes, Pop gave little George a hatchet. After a time, Pop found his favorite cherry tree a wreck.

“I cannot tell a lie,” said young George, and admitted the deed. Dad gave him a pass, deciding his honesty had value.

Had George been a modern boy destined for the CEO’s suite, he might answer differently. “Must have been beavers, Pop,” he’d say, and get a good thrashing.

That would teach him.

MUPD looking for rape suspect

COLUMBIA, Mo. - A rape suspect is on the loose in Columbia after an assault on the University of Missouri Campus.

MU Police say it happened just before 2 in the morning on Friday near University Hall.
The woman says she left the downtown area with a man that she had met and walked toward University Hall where she struggled with the suspect. He then ran off from the scene.

The suspect is described as a black male, 5 feet 8 inches to 6 feet tall, who spoke French or Portuguese with a strong accent.

Summer-long Columbia project to start on College Avenue

COLUMBIA, Mo. - A road project lasting several months will start Monday morning on College Avenue, closing several lanes on a portion of the street.

Construction workers with Aplex Inc. will close the left lanes heading both north and south at 7 a.m. Monday morning between University Avenue and Rollins Street, weather permitting, according to the city's Public Works department. Crews will build a stone median where the left turn lane is now, with pedestrian-activated crosswalks, or HAWK Lights, at the north and south ends of the median. Public Works spokesman Steve Sapp said he expects the project to be "substantially" complete by August 21.

Because of the new median, no left turns will be possible onto or out of Rosemary Lane and Wilson Avenue, both streets leading into the East Campus neighborhood.

A project idea since 2009, the University of Missouri and City of Columbia will share part of the cost, each paying $35,000, to limit jaywalking on the busy road on the school's east side. A study done in 2009 by the engineering firm Crawford, Bunte and Braimmeier revealed 5,000 people crossed the street in a two-day period without the use of the existing traffic signals at Rollins Street or University Avenue. The study also estimated 19,000 cars drove through that section on an average weekday.

The report ultimately called the section "unsafe according to nationally accepted references."

A majority of the funding for the project comes from MoDOT and a $750,000 grant.

Columbia Public Works said the sidewalks on College Avenue may also be closed periodically for the project.
COLUMBIA, Mo. • At the conclusion of this week’s Southeastern Conference meetings in Destin, Fla., the league announced Friday it will distribute approximately $455.8 million to be divided by its 14 league members, the highest payout in league history.

The total includes $436.8 million distributed from the SEC office, as well as $19 million of revenue retained by teams that participated in 2014-15 bowl games. This is the first year that the league has generated revenue from the SEC Network, which launched in August.

The average amount distributed to each school, excluding bowl revenue, is slightly more than $31.2 million.

“The ability to provide a significant distribution of revenue is more critical than ever for our institutions as they offer more financial and educational benefits to current and former student-athletes,” said outgoing SEC commissioner Mike Slive, who’s stepping down and will be replaced by Greg Sankey effective on Monday, the league announced Friday. “Beginning this year, our schools will fund new costs associated with providing scholarships based on full cost of attendance, enhance lifetime educational opportunities to former student-athletes and they are developing new facilities such as athletic nutrition centers to the benefit of student-athletes.”

Last year, each SEC school earned $20.99 million in league revenue. In 2013, the schools earned $20.7 million.

The total distribution is comprised of revenue from TV contracts, bowl games, the College Football Playoff, the football championship game, the men’s basketball tournament, NCAA championships and a supplemental surplus distribution.

“This increased revenue is important for our athletics programs to continue to fully support broad-based athletics programs for both male and female student-athletes and to give them the opportunity to compete at the highest level, both in the classroom and in competition,” Slive said.

The distribution total doesn’t include approximately $1 million of academic enhancement payments that the NCAA divides among the 14 schools. Also, revenues derived by schools from their local media packages are not included in the league amount.

In 2012, the SEC split $244 million 12 ways, an average of $20.3 million. That was the year Missouri and Texas A&M joined the SEC and didn’t receive league revenue.

**In 2011, a few months before MU announced plans to leave for the SEC, MU’s revenue distribution from the Big 12 Conference was approximately $13 million.**

In 2010, Missouri earned approximately $9 million in Big 12 revenue.

The SEC also passed legislation proposed by the University of Georgia regarding graduate transfer students. SEC schools are now prohibited from accepting graduate transfers who committed “serious misconduct” at
their previous schools, which the league defines as “sexual assault, domestic violence or other forms of sexual violence.”

The SEC also announced new penalties for fans rushing the field in football games: $50,000 for the first offense, $100,000 for the second offense and $250,000 for the third and any subsequent offense.

More National Merit Scholarship winners announced

May 29, 2015 10:48 am  •  By Jessica Bock

These Missouri and Illinois students have received college-sponsored awards through the National Merit Scholarship Corporation. They are among about 2,200 winners announced Tuesday by the National Merit program.

The announcement is the third this year. The scholarship corporation also named recipients of corporate-sponsored awards in April and winners of National Merit $2,500 Scholarships on May 6. Additional recipients of college-sponsored awards will be announced in July.

CHAMINADE COLLEGE PREPARATORY
Jeremy William Schneider, University of Mississippi

COR JESU ACADEMY
Diana G. Boone, University of Alabama

EDWARDSVILLE HIGH
Emily C. Ash, Northwestern University

EUREKA HIGH
Allyson M. Lotz, Truman State University

FESTUS HIGH
Robert William Smith, University of Missouri-Columbia

FRANCIS HOWELL NORTH
Adam J. Cole, Michigan State University

HOMESCHOOL
Jason W. Cohn, University of Texas at Dallas

JOHN BURROUGHS SCHOOL
Elizabeth M. Jackson, Case Western Reserve University

LADUE HORTON WATKINS HIGH
Nevel M. Vaidyan, St. Louis University
LAFAYETTE HIGH
Akhil N. Pulumati, University of Missouri-Kansas City

LUTHERAN HIGH SCHOOL SOUTH
John B. Crane III, Truman State University

MAPLEWOOD-RICHMOND HEIGHTS HIGH
Paul T. Meuser, University of Tulsa

MARQUETTE HIGH
Mason R. Smith, Truman State University
Catherine P. Lambert, Vanderbilt University

MEHLVILLE HIGH
Alena F. Buczkowski, University of Oklahoma

NERINX HALL HIGH SCHOOL
Morgan L. McChesney, University of Nebraska-Lincoln

OAKVILLE HIGH
Emma G. Sona, Vanderbilt University

PARKWAY SOUTH HIGH
Michelle A. Harrison, Truman State University

PATTONVILLE HIGH
Delaney J. Rybarczyk, Knox College
Arael F. Rauls, University of Texas at Dallas

ROCKWOOD SUMMIT HIGH
Ezekiel S. Sabbert, University of Alabama

ST. LOUIS PRIORY
William A. Macke, University of Tulsa
George A. Paletta, Indiana University Bloomington
Ian B. Steiner, Case Western Reserve University
Matthew B. Wennemann, University of Oklahoma

ST. LOUIS UNIVERSITY HIGH SCHOOL
Mason A. Kruse, University of Alabama
Brian B. Luczak, University of Tulsa
Thomas P. Lux, Vanderbilt University
Brennan Francis McFarland, Case Western Reserve University
Andrew D. Warfield, University of Tulsa

ST. JOSEPH ACADEMY
June 1, 2015

Making Diversity Not the Work of One Office, but a Campuswide Priority

By Lee Gardner

Washington

NO MU MENTION

At the annual National Conference on Race and Ethnicity in American Higher Education, it’s not hard to get people thinking about diversity and inclusion: They already are. The challenge for the chief diversity officers, other administrators, professors, and students who met here last week lies back home — keeping those ideals on colleagues’ and classmates’ minds every day, not just when prompted by a complaint or a scandal.

While many colleges now have top-level administrators and offices devoted to diversity, a hot topic of conversation here was how to make it a campuswide priority. For all students and employees to feel included, everyone has to be involved.
That means those committed to inclusion have to be strategic in working with fellow staff, faculty, and students to build a diverse, welcoming community. And they have to cultivate the involvement of top administrators, linking diversity efforts to the institution’s broader goals. For example, in an era when enrollment is a challenge for many colleges, and students’ success is under ever more scrutiny, attracting and retaining more students from underrepresented minority groups can help increase tuition revenue as well as serve a greater mission.

National attention to racist incidents like a fraternity’s chant at the University of Oklahoma in March, conference participants said, has helped drive a new wave of discussions across campuses on making diversity efforts more effective.

Such incidents highlight how much work there is to be done, said Victoria Sanchez, assistant vice provost for educational equity at Pennsylvania State University. "Now people beyond diversity offices are at a point of saying, How do we do this work?"

Reaching Across Campus

While more and more colleges have established diversity offices, they are often small. Some conference participants represented solo operations. One diversity officer said during a session that, after a recent reorganization, she led a staff of three for a state system that enrolls about 60,000 students.

And diversity work encompasses a vast array of questions and challenges for a broad population of students, including racial and ethnic minority groups, the LGBTQ community, and the disabled. Diversity offices often oversee a portfolio of scholarship, student-support, and cultural programs, in addition to helping other departments think through diversity goals. Because administrators see so much work to be done, they are often tempted to take on more responsibilities, several participants here noted.

Marco J. Barker, senior director for education, operations, and initiatives in the Office of Diversity and Multicultural Affairs at the University of North Carolina at Chapel Hill, counseled people in small offices to "edit what you do." A handful of well-run programs with a demonstrable effect on diversity or campus climate are worth more to everyone than trying to do too much, he said, and doing little of it well.
He also urged participants to reach out across campus strategically, not just among deans or department heads. When assembling a committee to tackle a certain issue, for instance, he advised passing over some of the "usual suspects" — such as faculty members who are already vocal about diversity — in favor of others who haven’t been involved before. That may bring in new perspectives, he said, and develop new allies.

Successes and new programs should be widely promoted, Mr. Barker said. Tracking down the person responsible for featuring stories on the institution’s home page and building that relationship, he said, can help raise the profile of diversity throughout the college and beyond. Many people don’t know about or pay much attention to a given diversity program, he said. "If you don’t put it out there, it doesn’t exist."

Buy-In From the Top

Even a small diversity office or a single dedicated administrator can have an important effect. But when an institution concentrates that responsibility, it poses a risk, said Ms. Sanchez of Penn State: "The rest of the university doesn’t have to think much about it."

That’s not the case at her institution, she said, where a number of offices, committees, and programs have focused on diversity and inclusion for decades, both at the institutional level and among colleges and schools. For the past 15 years Penn State’s Office of Educational Equity has worked under a regularly updated strategic framework for diversity that helps set priorities and goals.

Nothing is more important along the way than "active, visible leadership from the top," said Ms. Sanchez. Diversity is one of six institutionwide imperatives set by Eric J. Barron, Penn State’s new president. He has also required the strategic framework for diversity to be incorporated into the university’s master plan.

That can help engage individual administrative and academic units, some of which are "more attuned to diversity" than others, Ms. Sanchez said. A vague expectation that all departments think about diversity may not be enough to "raise the floor" for
the entire institution, she said. "If the person at the top says, ‘This is my expectation,’ it happens in ways that it doesn’t happen" otherwise.

Everyone’s Challenge

To make diversity and inclusion everyone’s responsibilities, some institutions are taking a new approach. Last summer, for example, Virginia Tech got rid of its Office for Diversity and Inclusion and the vice president’s position that went with it.

In their place, the university set up the President’s Inclusion and Diversity Executive Council. Led by Timothy D. Sands, Virginia Tech’s president, the group, which meets monthly, includes 13 vice provosts and deans, plus six "inclusion coordinators" who are charged with raising issues and proposing effective strategies.

The idea is to spread out the responsibility. The former office was sometimes "scapegoated," said Dannette Gomez Beane, director of the Office of Graduate Recruiting and Diversity Initiatives and an inclusion coordinator on the council. "People would turn to that office for help and support, but also would turn to it for blame," she said, when a problem wasn’t easily solved. (The university plans to hire a new vice provost for inclusion and diversity, but the president’s council will remain in place.)

The new structure is supposed to force decision makers at Virginia Tech to assess all units’ needs in terms of diversity and inclusion, as well as their progress. Ideally, Ms. Beane said last week, it will discourage people from the highest levels on down to stop asking why someone isn’t doing something. They should start asking, she said, "What should I be doing?"

Town-Gown With a Global Twist
June 1, 2015

By

Elizabeth Redden

NO MU MENTION

BOSTON -- American universities are recruiting more international students than ever. But how welcoming are the college towns those students are coming to?

Professionals in higher education have paid increasing attention to the challenge of integrating international students on their campuses in recent years, but a session here at the NAFSA: Association of International Educators conference focused on integrating them into the broader community. Just as colleges have been taking steps to encourage more meaningful interactions between international and domestic students, so, presenters here on Friday suggested, should they be trying to foster such interactions with members of the community at large.

Jamienne McKee, now special programs coordinator for the English Language Institute at Mercer University, in Georgia, presented research on attitudes of owners and employees of local businesses and service providers that she conducted while a master's student at the University of Findlay, in Ohio.

McKee identified her research location as a rural, Midwestern, 5,000-person college town with a university enrolling 3,500 students, including 200 international students (she said she could not name the location but described it as being near Findlay, Ohio). She said she distributed about 150 surveys to businesses and service providers -- restaurants, banks, grocers, day cares, hair salons, etc. -- within a one-mile radius of the campus and received 44 responses, with the majority of respondents being female (79 percent) and Caucasian (93 percent). Of the respondents to McKee's survey, 95 percent were born in the U.S. and were native English speakers, 27 percent spoke another language, 22 percent had a bachelor's degree or higher, and about half had traveled outside of the country, principally to Canada.

McKee used a 50-question, quantitative survey that asked respondents to indicate how strongly they agreed with statements on a Likert scale. She found that the vast majority expressed agreement with statements affirming cultural diversity as a theoretical value. For example, 79 percent indicated that they believed it to be important to accept a wide variety of cultures in the U.S.

But in practice many seemed to be less open to cultural difference in their midst. Fifty-six percent said they believed that international students speak their own language when they should be speaking English and 37 percent agreed with the statement that international students excessively stick to their own cultures instead of adopting an American way of life.

Most of the business owners, managers and employees who were surveyed interacted regularly with international students, with 47 percent saying that they saw them in their workplace several times a day and another 40 percent saying they saw them a few times a week. But they had very little interaction with the students outside their place of employment. "They're going into businesses, they're having contact," said McKee. "But it's just transactional interaction, and meaningful interaction outside of work isn't happening."
As for their overall attitudes toward international students, 28 percent agreed with the statement that international students have many qualities they admire. Just 21 percent agreed that international students make an important contribution to the community. Twelve percent agreed with the statement that the more they hear about international students the less they like them, while 26 percent said they would like to know more international students.

Over all, they rated their perceptions of international students as moderately favorable, but were more positive toward students from some parts of the world (Australia, Europe and North America) than others (in particular the Middle East).

McKee's co-presenter, Patrick Lilja, the director of the Interlink Language Center at Indiana State University, said that two main implications come out of the study: the need to raise awareness about the benefits international students bring to towns and cities (including the economic benefits), and the need to bring international students together with community members in more meaningful ways. These include through structured opportunities to volunteer in community organizations and "friendship family" programs that pair international students with local families for social activities (though one audience member noted the apparently common problem of families requesting to be matched with students from Europe when the university in fact has far more students from China and Saudi Arabia). Lilja also recommended inviting community members to campus events.

"No one is expecting the community to make this happen," Lilja said. "They're expecting the university to be the driver."

"We are the bridge between the community and the students," said McKee. "Especially for small universities in rural areas, we can often be the leading force for globalization, the only institution that's bringing an international presence."