

executive summary

OF THE GOVERNOR GEORGE SINNER

PUBLIC POLICY SYMPOSIUM



**“Sharing Solutions to Substance Abuse”
Concordia College, Moorhead, Minnesota
Tuesday, November 28, 2006**

The first symposium, with its emphasis on methamphetamine and other substance abuse, was hosted at North Dakota State University (NDSU) in 2004. The second, focusing on alcohol and other substance abuse, was hosted at Minnesota State University Moorhead (MSUM) in 2005. The first two symposiums provided a great deal of information and drew attention to the issues by professionals in the field and the public at large. This 2006 symposium brought the process full circle to develop specific actions that can be taken “on the ground” to address substance abuse issues in these communities. The message of the Symposium was that substance abuse affects people of all cultures and is a community-wide issue, and, as such, it must be addressed through broad-based community effort and involvement.

Governor Sinner welcomed the attendees and introduced Concordia College (CC) President Pam Jolicoeur, the host of the Symposium and Chair of the Tri-College Board, which has sponsored all three of the Symposiums in honor of Governor Sinner’s 35 years of service on Tri-College Board of Directors. President Jolicoeur welcomed the participants on behalf of Tri-College University Board and Concordia. She noted that the symposiums were initiated to honor Governor Sinner’s role in creating the Tri-College system and his work on public policy issues in North Dakota.

Tri-College Provost Tim Flakoll greeted and welcomed the participants. He stressed the efforts of the many individuals on the Community Stakeholders Committee in the development of the program and agenda and thanked them for their efforts. He also expressed the hope that participants and others would find “nuggets” of information and relevant ideas that will help to make education, business, professional and personal lives better in our communities. He thanked Concordia and its staff for hosting the program and video taping the presentations. He also thanked the Synergy on the Plains Board of Directors

for their efforts in supporting the project, raising the funds and judging the student essay entries and expressed his appreciation to all the Symposium sponsors.

Provost Flakoll told the attendees that Tri-College University (TCU) is a consortium involving NDSU/MSUM/CC in sharing of resources in innovative ways to provide better services and more opportunities for students. Currently, TCU involves 23,000 students and over 5,000 employees. As a result of TCU, the institutions have been able to do many things together that none could have accomplished alone. Tim also noted the contributions of current TCU Board of Directors and thanked them for their ongoing interest and investment in Tri-College. He advised the participants that substance abuse is a dangerous and costly problem. In the workplace it contributes to decreased productivity, higher injury rates and increased insurance claims. The total cost to employers is estimated to be over \$80 billion/year. He noted some of the supporting workplace data including:

- 20-25% of all workplace accidents involve alcohol;
- 16% of all people with injuries treated at emergency rooms had detectable levels of alcohol;
- Substance abusers have a 2 to 3 times higher absentee rate and 4 times the number of injury claims; and
- 24% of all workers admitted drinking on the job at least once in the past year.

To combat these problems will take a broad approach, multiple disciplines and participant approaches. He noted the importance of the diversity of those attending for creating such action. Provost Flakoll stressed, in particular, the students’ role and participation within the community and described the student essay contest, which was new to the Symposium this



year. Students at each of the colleges were encouraged to write a brief essay on the Symposium topic. Members of the Synergy on the Plains Board judged the essays, and the winners (one from each campus) presented their essays later in the day. Tim noted that the essays are timely, on-point and inspiring.

More than 30 Community Stakeholders, together with the members of the Board of Directors of Synergy on the Plains, worked with Tri-College in developing this agenda. They emphasized the need to develop specific strategies to address substance abuse issues applicable to the Fargo-Moorhead-West Fargo metro area. They have learned during the prior two Symposiums that these issues need to be addressed in a unique way, depending on community characteristics and culture, and that the whole community needs to be involved. Substance abuse issues need to be addressed in an integrated way, not through a silo approach. The first panel of Symposium presenters was developed based on a desire to learn more about approaches and models that have been successful elsewhere in these and similar communities.

Barry Nelson, Executive Director of the Moorhead Healthy Community Initiative (MHCI) in Moorhead, MN, shared information about this Initiative. Working with the Search Institute, they have employed the “Developmental Assets” approach, which necessarily involves the whole community. Their efforts and proven success may provide opportunities for a broader application to the Fargo-Moorhead-West Fargo metro area. The approach itself was developed over the past 20 years through the efforts of Dr. Peter Benson. In his research, Dr. Benson discovered that at-risk youth were not responding positively to the services and treatment approaches being used. From these findings, he identified a list of 40 developmental assets that, when present, assist a child in making more successful adjustments in life. It focuses on strengths and moves away from the idea of “professional” work to make the effort “everyone’s” work. It values young people as resources and emphasizes working with youth rather than for them. Examples of “internal” developmental assets include having a sense of purpose, experiences with equality and social justice and being motivated for achievement. Examples of “external” developmental assets include family support, spending time at home and positive peer influence.

Consistent messages are important, so the program is comprehensive and has brought the entire Moorhead community together, engaging adults and all sectors of the community—churches and congregations, educators, government, youth, parents, neighbors, law enforcement, business—utilizing an inter-generational model. Research demonstrates that it is proven to delay the onset of risky and problematic behaviors regardless of cultural or economic factors. For example, juvenile crime rates in 17 categories in Moorhead have dropped

by 50% since 1995. Moorhead was one of the first communities in the nation to adopt this approach. MHCI was grassroots in its development and is a community owned and supported program that began in 1994. Moorhead schools have been tracking data every three years (6th, 9th and 12th grades) since 1998 and are pleased with the results.

When asked whether the idea/concept of asset development/acquisition could be expanded to older age groups, Barry responded that it actually began that way, but has since taken a different approach. It was previously focused on 4th through 12th grade students, but research showed a need to move that focus to “birth onward.” Some unsuccessful attempts were made to identify research on college-age individuals. However, it seems logical that there should be components of the skill development/acquisition program that could be easily expanded to college-age individuals and older.

When asked what it would take to expand the Healthy Community program to Fargo and West Fargo, Barry replied that there must first be a real recognition and acknowledgement of the problem. When a tragic event occurs, such as the death of a young person, there is a great deal of immediate concern and discussion about addressing the problem, but even tragedies do not seem to sustain momentum and focus. There must be the development of a motivation to change the way we think and act. The leadership within the community, including the youth leaders, must be identified. It must be a movement that is based on grassroots efforts and clearly identified as coming from within the community. It will most likely begin with a small group and grow from there. There are resources available to assist and support the movement. Moorhead was motivated due to unique circumstances and had early buy-in from schools and the law enforcement community. In Moorhead, there were over 300 volunteers who got involved. For Fargo-West Fargo to successfully initiate this program, it must come from a similar group in these communities.

Dr. Karin Walton, Director of the North Dakota Higher Education Consortium for Substance Abuse Prevention housed at the University of North Dakota in Grand Forks, was one of



two keynote speakers at the 2005 symposium. The Consortium is made up of all 11 of ND's post-secondary institutions and collaborates with and assists the colleges to develop policies and practices to curb alcohol and other substance abuse among college students. Their mission is to implement evidence-based curricula that promote the safety and success of students. She presented alarming statistics on youth and binge drinking in our region and stressed the need for a broad, community-wide plan to address the problems.

The Consortium has been working on identifying collaborative-based strategies to address the problems. While these initiatives are primarily focused on college students, they have broader implications for the wider community and require that type of extended involvement for success. This type of inclusive approach also serves to keep the initiative energized and moving forward. Karin acknowledged the ND Board of Higher Education for its work in supporting the Consortium's efforts. She provided an overview of the problem and then outlined the specific activities that the Consortium has developed to address the problem in five strategic areas. These five include offering and promoting more alcohol-free options; creating a campus environment that supports health-promoting norms; limiting availability of alcohol; limiting marketing and promotion of alcohol; and developing and enforcing laws and policies.

She stressed the fact that there are no quick fixes and there is a need for a multi-level, multi-sector, community-wide approach. She discussed the three spheres of action including a Campus Task Force to address institutional factors; a Campus-Community Coalition to address community factors and; a State Association of Colleges and Universities to address state-level public policy. Karin also described the Consortium's approach as a "bridge" between the colleges and the communities incorporating the leadership and resources of the students and campus leaders and the citizens and community leaders. She noted that Fargo/Moorhead, Grand Forks and Bismarck rank in the top 100 communities for drinking activities nationally and consistently rank in the top 20 for binge drinking.

When asked what authority or power the group has over the retail and service liquor industry, Karin responded that bars and hospitality issues are being addressed by the campus/community coalitions. There have been discussions about advertising and promotion issues such as 2 for 1 and 3 for 1 drink prices and extended "happy" hours. There remains the option of legislation to curtail advertising that promotes such high-risk drinking. Additionally, mandatory server training is needed to help servers understand their responsibilities. Over-serving or serving an intoxicated individual can truly become a life or death situation. Research clearly shows that the level of training of servers is directly related to lower rates of over-serving. It was noted that 27 states already have such legislation

in effect and that the Highway Traffic Safety Administration has adopted and supported these efforts.

District Court Judge John Irby, Fargo, ND has been involved with the drug court in Fargo since its inception, and he provided an overview of the concept, a review of the history and the growth of drug court in Fargo and outlined its successes and challenges. He indicated he is a judge of the East District and, besides working with the drug court, he is involved in all aspects and the various cases that are handled in district court. The first drug courts began in the US in the late 80s and were previously used as a diversionary approach. They have gradually evolved into a much more proactive program. He indicated that the drug court in Fargo began about 3 years ago as an experiment and has since grown and developed into an efficient and successful tool.

“ The mission of the East Central Judicial District’s drug court is to enhance community safety through an immediate, responsive, alternative sentencing program for chemically dependent offenders. ”

John Irby, East Central District Judge, Fargo, ND

The mission of the East Central Judicial District's drug court is to enhance community safety through an immediate, responsive, alternative sentencing program for chemically dependent offenders. The program seeks to reduce recidivism by holding offenders responsible for their behavior, stopping the abuse of alcohol and drugs and introducing an individual to a continuum of services while seeking to rehabilitate offenders and increase the effective utilization of law enforcement, treatment and judicial resources. In addition, the drug court seeks to improve the overall social functioning of offenders in areas such as employment, healthy family relationships and community activities. It also strives to reduce costs to the criminal justice system.

Judge Irby noted that, currently, there are too many offenders on probation to be adequately supervised by probation offices and officers, and the offenders are not getting what they need in terms of follow-up and supervision. He observed that incarcerating people whose biggest problem is substance abuse has never seemed like an effective response, and he and others have wondered if there is a better way to deal with the problem. He noted that, as programs are increasingly successful in treating substance abuse issues and problems, the court's "customer" base and recidivism rates will decline. The drug court initiative in Fargo has been successful because of the collaboration and hard work of many people, groups and

agencies – the ND Supreme Court, district judges, the ND Department of Corrections (parole and probation officers), law enforcement, the Bureau of Criminal Investigation, mental health and social service workers and agencies, ND Job Services, defense attorneys, states attorneys, ND State University and others.

Currently, 75% to 85% of individuals incarcerated (men and women) in North Dakota are there, at least in part, due to drug and alcohol related problems. If the influence of drugs and alcohol can be removed, there will be a very positive and noticeable impact. The drug court has published a complete and detailed policy manual that clearly establishes the various components of the program, including entry criteria, protocols, evaluations, supervision and other aspects. The basic program is provided in three phases and is estimated to take approximately 4 months per phase, although the duration of each phase is more dependent upon the individual and his/her motivation and performance. To date, the Fargo program has served a total of 54 individuals with 22 of them successfully graduating, 18 having been re-sentenced, and the remainder active in the process.

Capacity in the program is limited by the lack of resources available, although the funding problem has the potential to resolve itself. The current estimate is that it is costing at least



prosecutorial time. The facilities are already there and available based on schedules. To date, the treatment dollars have come from federal sources. Drug court costs for all offenders run about \$6,000 per month, and there would be an additional cost of \$6,000 per individual per year for probations services. When compared to the cost of incarceration, more than \$24,000 a year, there is a significant savings.

Panelists were asked how the adult culture and attitudes of acceptance of alcohol and drug use can be addressed? Barry said that there is an unusually high prevalence of drinking in our region (ND, MN, SD), and we are beginning to see a new awareness of it in some areas. The Healthy Community Initiative does not target kids with messages to avoid drinking. Instead, the program encourages the development of relationships and responsible role models and practices. The issue of how to change the culture is daunting. We change behaviors faster than we can change attitudes. We all need to talk about responsible adult behaviors, and positive modeling is critical. Karin added that we have a prevention strategy that says, “You don’t drink until you’re 21,” but we do not give young people the tools that they need to make good decisions. The development of these skills needs to begin earlier. The Consortium is working on addressing high binge drinking rates in our area/region, including use of a “harm reduction” model. We need to identify and clearly communicate when a behavior is not okay. Parents need to be educated and encouraged to talk with their children about drugs and alcohol.

Karin also noted that 28% of college freshmen do not drink at all, and we need to recognize them, stress this aspect and focus on it as the normative environment so it will become more acceptable. Young people are always watching what is done rather than what is said. We need to identify and “norm” what is actually happening. We are unique in our area versus the nation. The majority of our students are at a high-risk level. Our current normative behavior says, “The majority are doing it.” We should look at that statement and the statistics and

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Karin Walton, Director of the North Dakota Higher Education Consortium for Substance Abuse Prevention

\$2,000 per month per individual for incarceration, and, if at least some of these funds were diverted to drug courts, no actual new funding would be necessary. Treatment dollars for drug court participants have previously come through federal grants, and these are decreasing. The program is in need of a more consistent and stable source of funds such as an appropriation from the ND Legislature. When asked about the cost of drug court, Judge Irby said that it is difficult to determine exactly, but with the exception of treatment dollars, there is really not much of a significant cost increase. The district judges generally handle these cases within their existing budget and responsibilities and there is no requirement for additional

identify the attitudes that influence young people toward risky behavior and develop policies that align with and reinforce different norms.

The student essay contest is a new Symposium activity that has required a great deal of work by people from the three campuses, and it has proven successful. Each winner presented her essay addressing the issue of substance abuse. The winners were Sarah Timian, Concordia College, Stella Situma, Minnesota State University Moorhead and Rebecca Rasmussen, North Dakota State University. The emphasis of the essays was on the difference individuals can make in each of their environments.

Karmen Nelson, Senior Manager of Industrial Relations, Land O'Lakes, St. Paul, MN, has over 15 years of experience working with employers on alcohol and drug related issues in the workplace. She spoke about that experience with employer approaches to drug/alcohol abuse, the need for company policies, and how they work. She helped participants identify the prevalence data, why employers must actively respond to the problem, values assessment, and common-focus areas like policies, communication and employee assistance resources. Karmen also provided practical steps for employers to take when developing drug-free workplace policies, providing employee training, identifying suspect behavior and drug testing programs.

Darrin Tonsfeldt, Director, The Village Business Institute, Fargo, ND, provided the attendees with background on the Village Business Institute and employee assistance programs in general. He gave an overview of the statistics related to workplace illnesses, accidents and stress and discussed the kinds of resources available for employers in the area. These resources can assist them in dealing with substance abuse issues in the workplace. He identified the resources, how to access them, the cost-benefit ratio and the overall benefits and examples of successes. Employees who use drugs are 3.6 times more likely to be involved in workplace accidents, 5 times more likely to file workers compensation claims and 3 times more likely to be late for work. Survey data from the National Cocaine Help Line indicated that 75% of callers reported using drugs on the job, 18% had stolen from co-workers to support their habit, and 44% sold drugs to other employees. Additional data illustrates that high stress levels and/or the presence of co-occurring mental health disorders increase the costs related to lost productivity and absenteeism. Darrin said that employers should invest in their employees by providing the availability of a full service employee assistance program. Such a program would not only provide for crisis management, employee training, treatment and family services but also for consultation services to assist in the development and implementation of employment policies.

A participant inquired, if what we are attempting to do is establish community-wide efforts, what are your thoughts for employers who say they cannot afford the cost of drug testing? Darrin replied that the best approach is information and reality reinforcement. We need to ask whether we are willing to invest in employees. There are problems, and there will be struggles associated with implementing a program, but employees and employers will be better off down the road.

Vicki L. Hanson, Coordinator, Workplace Drug Analysis Services, MeritCare Health System, Fargo, ND, presented information on the types of drug tests and testing services available, policies and protocols for conducting and utilizing them, the costs and how the use of a good testing process can help an employer. Vicki noted that the current drug testing legislation was initiated on a federal level in 1989 and 1991. The Omnibus Transportation Bill was passed as a result of several very serious and sensational traffic accidents involving impaired individuals. This established the testing protocols, and they have evolved from there. One related result of this initiative has been that it has helped to identify the prevalence of abuse of drugs in the workplace.

Vicki helped the participants identify, in a step-by-step manner, what an employer needs to do to begin a drug testing program, the types of drug tests available and how they are collected, policy development, and hiring of reputable drug testing companies or specialists. Vicki shared a story about an employee who had tested positive on multiple occasions, and the employer did not refer the employee for services. When asked about this, the employer indicated that they did not refer the individual because "good help is hard to find." If you have a known user and you are not doing something about it, it can be detrimental to the entire company. Vicki also clarified that testing agents must follow governmental guidelines for testing, and these include some specific requirements to protect the privacy and modesty of the employee.

Lisa Edison-Smith, Employment Lawyer, Vogel Law Firm, Fargo, ND, discussed the legal aspects of addressing substance abuse issues in the workplace and compliance with state and federal laws. She discussed what employers need to know about



legal requirements relative to workplace policies and enforcing such policies. Lisa shared information on the Americans with Disabilities Act (ADA) and its relationship to addressing employee substance abuse issues while protecting employees' rights. She noted that alcoholism is considered to be a disability and is protected under the ADA. She also provided information relative to employment law issues, including the Drug Free Workplace Act, the Family and Medical Leave Act (FMLA) and state law limitations on drug testing. She shared template/sample policies for both ND and MN that could be used in



policy development and noted that, although she has only anecdotal information, she has seen an increase in workplace substance abuse issues over the past 10 years, especially the use of methamphetamine. Lisa reminded the participants that there are multiple laws that govern the rights of employees with substance abuse issues. Employers should familiarize themselves with the applicable laws but not be afraid to ask for legal help or clarification. Multi-state employers need to be aware of the differences from state to state. For example, the MN laws are much more protective of employees. ND has no similar laws, and, therefore, employers have more flexibility. Ultimately, a preventative approach, a drug-free workplace, is helpful in reducing claims, costs and many related problems.

When asked whether an employer is responsible for identifying whether there is a record indicating addiction for prospective or existing employees, Lisa replied that, generally, it is the employee's responsibility to make the employer aware if a disability exists. Employers are not expected to be mind readers, and employees must request the accommodation. Once a disability has been disclosed, there is an obligation on the part of the employer to abide by an interactive process to identify any reasonable accommodation necessary. The awareness of a disability is the key component that triggers the need for a response. When asked whether an employer can ever refuse employment to anyone with an addiction problem, given that addiction is covered under the ADA, Lisa clarified that the current or ongoing use of illegal drugs is not protected under the ADA. An employer is never required to adjust uniform work rules and performance standards. The only adjustment an employer is required to make is to respond to and allow an employee to get help for their substance abuse issues, such as time off for treatment.

Karmen was asked how to get the information to employers

and increase their willingness to buy-in, and she responded that, at a minimum, they need to know that it is less costly to develop a policy and communicate it to employees. The policy does not have to include testing if it would be cost-prohibitive. Information and education are critical. Employers need to get the message out to their employees that they are serious about the issue of drugs in the workplace. Employers may be able to use a variety of community resources and services for employee referral that are less costly. There are options that can be used to at least take the first step and start the process.

The facilitator asked the Symposium attendees to consider what the significant next steps should be and whether the Fargo-Moorhead-West Fargo and surrounding metro area are engaged/committed sufficiently to address these issues. What do people in authority—mayors, law enforcement, legislators, county commissioners need to do? What should Tri-College be doing? What can and should the public do? How does the public need to be involved and how can it start to get involved? How do we take what we have learned about best practices, holistic approaches, community-wide and community-based programs and put them into action? How does the rubber start to meet the road?

Symposium participants responded, in part, with the following ideas and comments for forward movement:

- The Moorhead Healthy Community Initiative that utilizes the Developmental Assets approach and assistance from the Search Institute appears to be a promising model. The Fargo Public School district has been working to address these issues, and they have incorporated some of the developmental assets approach methods and have demonstrated successes.
- If there are going to be positive outcomes from the symposium, the communities will have to work/move ahead together, and, to accomplish this, there must be some coordination—a point person or entity to provide the necessary leadership. Barry and his program seem to be the logical choice.
- The Department of Education has provided funding for MSUM to implement a program that builds on creating community relationships—between the campus and students and the community and citizens.
- Previously there was a 4 city (Fargo, Moorhead, West Fargo and Dilworth) Mayor's Task Force that came together and coordinated their efforts to deal with some of these shared concerns and problems. The effort was successful in securing significant federal grant funding and was led by their public health departments. This is a concept or idea that could be reinitiated and possibly expanded.
- Spokane, WA, has developed an interesting and

effective approach to meeting the needs of older adults by working with people who are naturally in the environment (postal workers, landlords, police, pizza delivery personnel, clergy and others). They create community awareness, provide education and encourage community involvement in identifying older individuals who may be at risk.

- We must identify the actions that can be taken to address substance abuse on a cultural/environmental basis. A focus on developmental assets needs to include the realization by adults of their responsibilities as role models. We have a culture in which the pervasive message is passed on to all.
- The trend is that, in increasing numbers of situations, alcohol is being provided to underage youth by their parents. The Fargo Forum has published column after column of under age offenders. Special funding should be secured to identify who is providing the alcohol to underage drinkers and prosecute them appropriately. This is a different or added focus, and law enforcement will need additional resources to address it.
- Whenever we talk about substance abuse and prevention our conversation seems to direct itself to the use/abuse of alcohol. Society seems to have a clear belief and understanding that illegal drugs are not okay, but we do not seem to have the same sense with alcohol. We have no clear agreement and understanding of what is acceptable and what is not. Defining “responsible drinking” is difficult because it means different things to different people. For some people, “responsible drinking” is no drinking at all.
- All three of the student essay winners had similar messages. They suggested that culture can only be changed one person at a time. We have talked about approaches that address different aspects and areas. Many of the volunteers in the Moorhead Healthy Community Initiative come from the college campuses – students from Concordia and MSUM. This seems to suggest an opportunity to bring the two groups of key players (students and community members) together and then address the issue on a person-by-person basis.
- Educational efforts must be broad and include adults as well as youth. In many cases, even though they might deny it, adults are poorly informed and educated on substance abuse issues. They have minimal exposure and are often surprised at what they learn through their personal or family experiences.
- To bring about change, the public needs to know that there is a problem and be committed to providing the needed resources to address it. Perhaps a sales

tax could be proposed locally, or the legislature could enact a statewide sales tax to address the issues. This would not only create a great deal of focus and interest, but would also provide a good gauge of the public’s commitment. If the interest and commitment is not there, what can realistically be done? Or, if the state just used the tobacco moneys for public education on healthy communities/substance abuse, the funding issue would be resolved.

- When the public learns about issues and desires a change, then change occurs. A good example of this is the focus on the meth problem in the previous symposiums. As a result of the public exposure, actions were taken to change the laws and direct effective resources to the problem. It can be done.

The Governor and Provost were asked to reflect on the three Symposiums, share their thoughts on what they have heard and suggest what may happen as a result of these efforts. It also provided an opportunity for them to thank all of the participants, attendees and the three colleges for their involvement.

Governor Sinner pointed out the following:

- We have heard many things today and in the previous symposiums. Now we need to narrow down, focus and make something happen. It must be a Cass/Clay approach that is a full lifespan approach. But to be effective and keep the momentum going, we must first have a couple of manageable and achievable objectives.
- The Moorhead Healthy Communities Initiative is a sound model. It focuses on younger age groups, but could be expanded to other age groups.
- Judge Irby’s work in the area of drug court affects many people and the program needs to be fully funded and expanded.
- We need to develop a package of practical information and policy templates for distribution to the business community. We need to help businesses to find reasonable ways to deal with this problem.
- I remain grateful for the community stakeholder support, the Synergy Board support (financial and otherwise), to the sponsors, especially the Otto Bremer Foundation and Concordia College, and to the Consensus Council staff for their work on



this Symposium. I am honored to have had this opportunity to spend time with so many great folks.

Tri-College University Provost Tim Flakoll provided the following closing comments:

- Special thanks goes to Concordia College for this event, and I am pleased at the number of students in attendance from all three campuses.
- Remember that students are not the problem; they are just involved in the cycle of the problem and are impacted by what others are doing. A recent survey showed that 67% of students say getting drunk is not important, 98% never drink and 74% drink only once a month or less. I am proud of students for bringing and sharing their messages—not only the essay competitors and winners, but all of the students who carry and share the message.
- We are a community that cares about people, and we need templates of information to share approaches and solutions. There are workable alternatives to incarceration. During the 2003 Legislative session, a bill was passed that introduced in-home drug testing. As technology continues to change and grow, it will be helpful in these types of efforts.
- The recent record number of DUI arrests in Fargo has been attributed in part to the change from 1:00 a.m. to 2:00 a.m. bar closing. That was a policy change, and there was a direct result.
- We need to identify commonalities—try to get people off the treadmill and on to a bridge to success. One person, one individual, alone is easier to break, sway or corrupt. Changing the culture one person at a time was the theme of the student essays, but if the individuals have peer support and people stand together it will make a difference, and it will be much more difficult to get them to go down the wrong paths. SADD, MADD, AA, students, parents, law enforcement, private and public sector agencies, churches and congregations need to add their support networks and services to build this bridge.
- I once had to intervene and take away the car keys of an intoxicated friend in college. It was a tough thing to do, and the friend was not happy about it. But I would rather he hate me for life than be killed on the way home.

Following the Symposium, the Community Stakeholders met and agreed to pursue, in particular, three goals: Regionalization of the Moorhead Healthy Community Initiative, delivery of workplace substance abuse policy packets to area businesses, and significant expansion of drug courts in both Minnesota and North Dakota.

Governor George Sinner and the Community Stakeholders extend a special thanks to the Otto Bremer Foundation for its three-year commitment to the Symposium, Tri-College University Board of Directors for their ongoing support and Concordia College for hosting this year's Symposium and for its significant contributions throughout the entire Symposium development process. In addition, we wish to thank the following sponsors:

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Panelists presentations and other documents are posted on the Tri-College website (www.tri-college.org).

Community Stakeholders:

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