American business is going places. With technology advancing at a blistering pace, and political barriers falling around the globe, business everywhere is headed for exciting new directions.

Unfortunately—or fortunately, depending on your point of view—the average monolingual, unambitious, techno-vapid employee won't be coming along. "We are truly moving toward a global economy. It's probably not going to matter much any more whether you live within the United States. If you have Third World skills, you're going to be paid Third World wages," says William D. Johnston, owner and president of the Kalama-zoo Investment Group, a private money management firm.

"And if you want to work in the health care sector, you're going to have to go international, too," says Behnke, who herself has both a nursing degree and a business degree. "In our area, PacificCare Wellness, has continued to grow in the fields of wellness and managed care; the original Execu-Fit program now accounts for a mere 3 percent of the subsidiary's business."
Administration makes important appointments

Dr. Bernardine M. Lacey, an assistant professor and director of the Homeless Project in the College of Nursing at Howard University in Washington, D.C., has been selected to direct WMU's new School of Nursing.

Dr. Barbara S. Leggett has been reassigned from her duties as associate vice president for human resources to the position of associate vice president and executive adviser for quality.

Dr. James L. Schultz, B.A. '69, M.A. '70, a Grand Rapids academic administrator with significant experience in market-education, has been named executive adviser for quality.

Dr. James L. Schultz has been named assistant vice president and executive adviser for quality.

Dr. John A. Ferguson, formerly executive director of the Ferris Foundation in Big Rapids, has been named executive director of the Paper Technology Foundation. The Foundation provides financial support for WMU's paper science and engineering programs.

Grants and gifts reach record levels yet again

A record $16.8 million in grants was awarded to WMU during the 1993-94 fiscal year, an increase of 6 percent over the previous year's total. This is the tenth consecutive year of record grant totals. Gifts to the University for the same period were up 8 percent to more than $7.5 million, setting a record for the amount of cash and deferred gifts received by the University in a year.

Haenicke cited for leadership, community service

Dr. Tere Cenuti, a world-renowned printing scholar, was awarded an honorary doctor of science degree at commencement exercises this April. Cenuti has been chairperson of the board of trustees of WMU since 1973 and was recognized for her international leadership in the print communication industry and her contributions to WMU's Print and Electronic Media Management and Research Center.

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University bestowed two honorary degrees

Tere Cenuti was a worldrenowned scholar in the field of book printing and paper science. Her contributions to the field and her dedication to education were recognized at her retirement ceremony.

Academic programs keep getting stronger

A new academic program, the Bachelor of Science in Applied Engineering, will be offered at the University in the fall. This program is designed to provide students with a strong foundation in engineering principles and a broad understanding of applied science.

The following graduate programs in the Department of Psychology have been reaccredited by the Accreditation Commission of the American Psychological Association: the Master of Arts in Clinical Psychology, the Master of Science in Educational Psychology, and the Master of Science in Industrial/Organizational Psychology.

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New interdisciplinary centers receive funding

Three new research centers have been established to foster interdisciplinary research at WMU. These centers are: the Center for Research on Teaching and Learning, the Center for Research on Environmental Studies, and the Center for Research on Multicultural Studies.

Books gain nationwide attention in the media

Tim Allen, B.S., 76, is a successful television and radio personality, known for his appearance on "Home Improvement" and his role as "Tim the Toolman" on "The Naked Man." His book, "Dr. Tim's Total Body Repair," has sold over 500,000 copies since it was first published.

Tim Allen, B.S., 76, is revealing his philosophy about life, love, animals, work, and other things, in his first book, "Don't Stand Too Close to a Naked Man." Hyperion expected to publish 500,000 copies of this book this month. In the book, the star of ABC's "Home Improvement" shares his outlook on life, love, parenting, and power tools. Some of the many questions Allen pondered in his book are: why animals are always chasing you; whether the world is really flat; why men don't cook; why they love big things; and why big dogs don't fight big cats, and why the boats in bass fishing tournaments have to be so fast. Allen also gives readers tips for dealing with women and glimpses into his more risque side.

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Friendship, determination lead to success for five prominent Detroit-area alumni

At least two of them lived in "Hungry Hall" when, more than thirty years ago, five prominent Western Michigan University graduates found friendship and support that would sustain them.

Vandercook Hall carried that name because it once served as a food store and therefore was less expensive than other accommodations. Yet all five graduates would emerge as members of Detroit's political and economic elite.

They were recognized in a May front-page story in the Detroit News and Detroit Free Press.

Each member of the group traces his success to the support he found among friends during his college years together at WMU. Besides facts and figures, they learned they needed both determination and mutual assistance to achieve their goals.

"This was hammer time," says William F. Pickard, B.S. '64, the owner of seven Detroit McDonald's restaurants whose Regal Plastics firm, an auto supplier, recently merged with another firm.

"What was there to go back to?" he asked. "Back to Flint to work in a plant? No way."

Pickard's roommate in Vandercook Hall was Dennis Archer, B.S. '65, a native of Cassopolis who stated his intent to be an educational leader today. Of course, he is the mayor of Detroit and a former member of the Michigan Supreme Court.

The article has featured in the newspaper article are Ronald E. Hall, B.S. '65, executive director of the Michigan Minority Business Development Council; Roy S. Roberts, B.S. '77, general manager or General Motor's GMC truck division and a former WMU trustee; and S. Martin Taylor, B.S. '64, vice president of government relations with Detroit Edison and a 1994 Distinguished Alumni Award winner.

"What a thrill it was to read that article," WMU President Diether H. Haenicke, says.

WMU supporters encourage lawmkaers to pursue funding equity

The voices of WMU supporters have been heard in the Michigan Legislature. But the work has only begun for those seeking funding equity for the University from the state government.

Following a barrage of letters, telephone calls, and visits from WMU advocates to lawmakers, the Michigan Legislature in June approved a bill giving public universities. The bill was the result of a ground swell of support has been very encouraging," he continued. "Alumni and friends of the University are happy to show their support for this worthy cause."

Haenicke expressed appreciation to several legislators who have been instrumental in seeing that WMU got increased funding, "We owe a particular debt to Rep. Donald Gilmer;" Haenicke said of the co-chairperson of the House Appropriations Committee. "In fact, I would say unequivocally that without Donald Gilmer we would not have made it. He is a particularly remarkable legislator."

In addition, Haenicke cited Sen. Joe Schwarz and Rep. Morris Hood for their support.

Pretty cautioned that there is still a great deal of work to be done. "We need more people to get and stay involved in helping WMU obtain equitable funding," he said. "The legislative network we have set up is not a one-time effort. We need to keep this program in place for many years to come. I encourage those interested in the future of the University to become involved."

For more information, persons may contact the Office of External Affairs at (616) 387-8970.

Budget shortfall may require four sports to be eliminated

The Division of Intercollegiate Athletics may be forced to reduce the size of its sports programs prior to the 1995-96 academic year due to state cutbacks, according to a June 2 announcement issued by Dan Meinert, Western Michigan University's director of athletics.

The teams initially eliminated are men's and women's tennis, men's gymnastics, and men's soccer. These four programs will continue to compete during the 1994-95 season through a one-time increase in intercollegiate athletics general fund support by President Diether H. Haenicke.

"It is unfortunate that this elimination has to be made, but following an extensive analysis of our current departmental budget, it is apparent that we cannot support our existing program," Meinert said. "We will be looking for ways to prevent a discontinuance of these programs. As director, I'll do everything possible to enlist support and keep this from happening."

The cost of continuing the four sports is approximately $425,000 annually, and Meinert indicated that they could be continued through additional departmental revenues or fund-raising efforts. If only a portion of the amount were raised, then decisions would be made as to which sport(s) would be retained, given the actual amount raised and the costs of maintaining each sport. If a sport were discontinued, all student-athletes receiving financial aid would continue to do so.

During the next few months, intercollegiate athletics, in cooperation with the athletic board and appropriate university staff members, will do a thorough analysis to determine the cost savings and true feasibility of retaining individual programs based on available funding.

Part of this work will be done by six committees, established by Meinert, which will be charged with evaluating specific issues. These committees will include representatives from the university community, including student-athletes from the Captain's Council.

It is anticipated that the final recommendations as to which sports would be retained, or discontinued if necessary, would be made to the athletic board and presented to the Kalamazoo community for its support.

In reaction to Meinert's announcement, the Kalamazoo Gazette sports editor Jack Moss wrote, "The Kalamazoo community... can help save some or all of the jobs in sports by supporting Western teams in terms of attendance and contributions to increased fund-raising efforts."

Tonya Rob, Anne, or Debbie may be calling you

WMU's phonathon students eagerly look forward to talking with you about what's happening today on campus, to answering your questions, and to hearing your opinions about University. They are also eager to ask for your support because they have seen, first-hand, the difference that private gifts have made on our campus. When a Western student calls to ask for your help, remember generously with a gift through the WMU "Wildcat"...
Business college well positioned for the future

**Haworth College of Business is marketplace of learning**

Continued from page 1

Dr. David B. Vellenga, dean of the Haworth College of Business since June 1, 1993, brings a varied background to his duties at WMU.

- **B.A.** mathematics, Calvin College; M.B.A., finance, transportation, and logistics, University of Illinois-Urban-Champaign; and Ph.D., transportation and logistics, Pennsylvania State University.
- Iowa State University: business faculty member, seven years; head of the Department of Transportation and Logistics, four years; and director of graduate programs, four years.
- University of Illinois-Chicago: taught for five years.
- Sabthali, Netherlands Centre for Transportation and Research, fall 1990; and visiting professor, Oslo Business School in Norway, 1991.
- U.S. Naval Reserve member, 1966 to 1990, and commanding officer of several naval research and supply logistics units throughout the United States.
- Consultant for Burlington Northern Railroad, Naval Supply Systems Command, and CSX-Seafar Land Corporations.
- Wrote many articles on logistics and transportation, has been a reviewer of transportation texts for a number of publishers, and is a member of the editorial review board for the Transportation Journal and American Business Review.

Vellenga brings varied background to college’s administration

those companies, the college is restructuring its opera-
tions and adapting to changes in the marketplace.

“We’re changing our programs so they are not so tra-
tional,” says Dr. David B. Vellenga, the college’s cur-
cent dean. “It’s like walking a tightrope—a delicate
balancing act to develop a program that has breadth
but maintains the proper amount of business specia-
lization.”

International acumen, team-building skills, and the
ability to communicate effectively are traits that employ-
ers want now, and Vellenga says the college also has
shifted gears and is revising its curriculum to help
students develop these skills as they acquire the tradi-
tional technical skills.

“Employers assume the basic business skills are there
and that’s what they’re looking for in the short run,” he
says. “But also, they want those employees to be
flexible, to move from one task to another.”

To make sure WMU students leave the confines of the
 campus with knowledge of international business and the
personal or “soft” skills that Vellenga says are most
desired in today’s business climate, Haworth faculty have
been working to forge new ties with their WMU col-
leagues in other disciplines and with organizations that
can help build the college’s international component.

Working in a new Computer Integrated Manufacturing
Laboratory built by IBM on campus, business and
engineering students now work together in computer-
simulated manufacturing situations. The goal is for each
student to understand and appreciate the contributions
and demands of the varied personnel that comprise a
modern manufacturing operation. Future design engi-
neers, accountants, production schedulers, and market-
ing specialists will leave the campus knowing how to
communicate with each other.

To bolster Haworth’s connection to the international
community, new faculty and student exchange agree-
ments are being implemented in countries ranging from
Eastern Europe to the Pacific Rim. Now faculty with
international expertise are being hired, and the college
has developed a reputation as a resource for local
businesses interested in expanding their export oppor-
tunities outside of the United States.

“In the future, I would like to see at least a third of our
undergraduates study overseas,” Vellenga says. “I like to
have all of them become proficient in a second language,”
Vellenga says. He notes that closer ties also will be forged
between the business faculty and faculty members in
such areas as history and anthropology as the college
moves to develop areas of geographic specialization for
students interested in international business.

“The best programs in international business devote
a third of the curriculum to language studies, a third to
cultural studies, and a third to international business
issues,” he says.

Latin America, Asia, and Europe might be initial areas
of concentration, but in the future, specialization in even
more specific geographic areas such as the Baltic, is
likely. Already, the college has attracted international
attention for its work in putting together major confer-
ces in which academic, business, and political special-
ists have addressed North American trade issues and
trade opportunities in the Pacific.

Focusing on international business also is a way to
redefine the role of business careers among new stu-
dents, Vellenga points out. As business enrollments have
plummeted across the country, Haworth’s enrollment has
stayed strong, a phenomenon he attributes to these
changes. But it is still feeling the effects of a shrinking pool of traditional students as well as an anti-business sentiment triggered by the savings
and loan scandals, bank failures, leveraged buyouts, and
corporate layoffs of the 1980s.

“While an international focus may attract both under-
graduate and graduate students, Vellenga says a stream-
lined M.B.A. program, which may be in place by the fall
of 1995, will cater to the needs of nontraditional students
and play an important role in maintaining Haworth’s
graduate enrollment rates. By cutting and combining
classes that fulfill basic prerequisites, students who
may be mature, bright people who are hard working and
who have been in business for a while,” Vellenga says. “For them, the traditional basic business classes are just not appropriate.”

The college also is doing some serious market re-
search into the possibility of beginning an executive
M.B.A. program, Executive MBA programs, which have
become increasingly popular among business profession-
als, typically utilize intensive weekend programming and
allow a student to earn their advanced degree in about
two years.

Such careful attention to the marketplace and the
changing needs of business personnel, Vellenga believes,
will keep business booming at WMU for years to come.

—by Cheryl P. Roland
Savvy graduates assess blistering pace of change

Continued from page 1

Skills Must Be Sophisticated

Doyle Hayes, M.B.A. '79, says he, too, sees a trend toward a work force with increasingly sophisticated skills.

"People are going to have more say so in their own work spaces," Hayes says. "We can't afford to hire a lot of the administrative people, so the people who are closest to the workers will have more say so. Along with that, they will have to be trained. . . . Technology is changing and you have to be someone who is keeping up, otherwise they could ruin a half-million-dollar machine, or worse."

Hayes recently left his position as vice president of continuous improvement at Diesel Technology in Grand Rapids to open his own business, Pyper Products, a plastic injection manufacturer in Battle Creek. The new company will produce automotive components and will involve an international partnership.

Although "globalization" and "global economy" have been buzzwords in business circles for some time now, it's happening, it's what we wanted, and it's here."

Globalization is natural, it's happening, it's what we wanted, and it's here."

...technology is changing and you have to have people who are keeping up"

"Globalization is really something," he says. "I have an international partner—Japanese—and we're learning how to coexist, how to read prints, how to work together. To me, that's great. It just shows you how small the world is. Globalization is natural, it's happening, it's what we wanted, and it's here."

Globalization Has Advantages

That international trend brings with it a host of challenges and opportunities for workers everywhere. In the United States, it means a broader range of job openings for those who have experience with other cultures and who speak two or more languages.

"Those who have an eagerness and acceptance and desire to travel, to communicate internationally, and who have the electronic skills necessary, certainly have an advantage," Johnston says.

"Many businesses are going to have international operations, even if they are very small operations," says Dr. Richard L. Hodges, chair of the Hasworth College of Business' Department of Accountancy. "There is a demand for accountants who can either use language beyond English or are aware of other cultural settings.

"One of the questions I always get is, 'If you are going to take a language, which one should you take?' and I can't tell them the answer to that. That depends on the company. German-speaking accountants are in high demand," Hodges says. But beyond actual language ability, he says businesses are seeking employees who have an awareness of other cultures.

"So someone who is taking French may end up in Asia. But at least they are sensitive to and aware of cultural differences," he adds.

Business Becoming More International

Smith agrees that as the nature of business becomes increasingly international, workers who have a second language and sensitivity to other cultures will be in growing demand.

"It would help certainly if a person had a foreign language. In our case, we would like someone who spoke Japanese fluently, as an example. They are just hard to find," Smith says.

John T. Bales, B.S. '64, vice president of marketing for the multinational Beloit Corporation, based in Beloit, Wisconsin, says an ability to communicate well, and with those in other cultures, is increasingly becoming a necessity in the business world.

For instance, the Beloit Corporation, which manufactures machinery used in the paper industry, does business and has factories in countries around the world, including locations in South America, Europe, and Asia.

"The business atmosphere is such that even when we do business in the United States, we're competing with global competitors, and it's no longer sufficient that we have independent businesses around the world," Bales says. "So we have to develop improved communication systems. One of the difficulties in doing that, for example, the time zones. It forces us to adapt our own timetables here in the States."

"We also find that we're having to improve our efficiency. Worldwide competitiveness has driven down profit margins, so we have to be constantly looking for opportunities to improve the use of people. People also have to be culturally sensitive. It's difficult, to find Americans who are bilingual, but they have to be at least very culturally sensitive," Bales says.

...I have to know the culture and the trends and the communications"

"More and more clients are doing business internationally, and NAFTA (the North American Free Trade Agreement) is going to accelerate that, too," says Daniel R. Smith, B.B.A. '55, chairman and chief executive officer of the Salamanca-based First of America Bank Corporation and president of the American Bankers Association.

"These aren't all the kinds of businesses you would expect. There are some very small businesses that either import or export small business pieces, so it's a global economy—there's no question about that," Smith says. "As more and more companies, large and small, begin doing business internationally, so, too, must those who work with these companies, Smith says."

"If you are going to be a regional bank like First of America, you're going to have to do business in countries around the world, because your customers are doing business there and you have to follow them where they are going," he says.

Americans Will Have To Keep Up

That trend toward a more international flavor in business is only going to continue in the foreseeable future, Bales and others predict.

"I think the growth in Asia and Latin America will be great in the next five years," says M. Peter McPherson, M.B.A. '72, president of Michigan State University and a former deputy secretary of the U.S. Treasury and head of the U.S. Agency for International Development.

"In Asia, the Chinese and overseas Chinese are an enormously potent economic force. And Latin America is a rapidly growing economic force," McPherson says. "I think Latin America has gone through enough economic restructuring so that we will be difficult to stop the force for change and growth."

American workers who want to keep pace with that international business explosion will have to have both the necessary skills and a healthy dose of ambition, business leaders agree.

"The background preparation, the quality, and brain power—that's all mandatory," Behnke says. "You have to have the background. You have to be a quality employee. But it's the passion and the drive that will push you over the top."

—by Sandy Fugate
Alumni Association announces new life members

At the WEMU Alumni Association banquet on October 11, Mindy Newhouse, BBA '94, was elected to the Alumni Board of Directors. The committee on nominating officers and members of each campus and regional alumni association will begin work in January to screen candidates for the board. The next election for Alumni Board members will be held in May 1995.

1910-1964

Lois Nicholl Reis, BSc '34, in Palmer, Utah, has received the Honor Award from the National Museum of Wildlife Art in Jackson, Wyoming.

Weil Welden, BS '44, was recently honored at a reception in honor of the 40th anniversary of the Michigan History Society. Welden is a president of the Alumnotes section, which keeps alumni abreast of what is new at the University of Michigan.

The National Society of Fund Raising Executives, Colonel W. Mooney, co-chair, has awarded the 1994 Outstanding Achievement Award to the American Cancer Society. The award is presented to an individual who has made a significant contribution to the development of the profession of fund raising.

1965-1989

Molly E. Osian, BBA '79, was appointed volunteer investment manager for the Michigan State University Foundation. Osian is a graduate of Michigan State University and has worked in the financial services industry for 10 years.

Dr. Brian J. Wexler, BS '83, was named chairman of the University of Michigan's Department of Radiology. Wexler is a graduate of the University of Michigan and has been a member of the faculty since 1982.
George H., BA '89, was recently promoted to assistant partner in the Cincinnati, OH office of Ernst & Young, and received the firm's Professional Promise Award. He will be relocating to the Cleveland, OH office.

Jane Nolan Dorn, BA '37, May 21, 1993, in Milford, OH.

Hilda E. Swenson, BA '61, March 23, 1993, in Hastings, MI.

Danette Stark, BS '38, Aug. 22, 1994, in October, MI.

Milton C. DeMots, BA '37, May 5, 1994, in Westfield, MA.

Dorothy Kolowich Carlisle, T.C. '36, Aug. 9, 1994, in Silverville, UT.

Edna A. Strohmer Hinkle, BA '28, May 23, 1994, in Richmond, VA.

R. B. Hatfield, BS '30, May 23, 1994, in Richmond, VA.

Gilbert Mc Guire, TC '41, Jan. 6, 1994, in Lake County, IN.


Joseph Vadnais, M.S. '56, May 15, 1994, in Mentor, OH.

Bea Shorter, M.S. '78, Aug. 14, 1994, in Kalamazoo, MI.

James V. Udall, BS '30, May 20, 1994, in Battle Creek, MI.

Virginia N. Sauer White, BA '30, Feb. 16, 1994, in Milford, CT.

Frankenhuise Olson Acherthoff, BS '39, in Glendive, MT.

Jane L. Levine, BS '38, in Kalamazoo, MI.

Rick, B.A. 89, in Battle Creek, MI.

John J. K. Kihlburg, BS '89, in Novi, MI.

Donna W. Ferguson Gadbois , TC '11, Aug. 10, 1994, in Kalamazoo, MI.

Jane Nolan Dunham, BA '82, in Kalamazoo, MI.

Earl E. Ray, DDS '34, in Alpena, MI.

John view, BS '34, in December, MI.

Robert F. Stoppel, BS '32, May 20, 1994, in Battle Creek, MI.

Steve F. McCall, BS '31, Jan. 14, 1994, in Colmar, PA.

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Marin Mazzie, B.S. '92, has waited twelve long years to see her name in lights. Now, when Mazzie walks through New York City's Theater District, she says, she has her name blazing from the marquis of the Plymouth Theatre, where she's appearing in Stephen Sondheim's latest musical, Passion.

In addition to being a leading lady in the show, Mazzie earned a Tony Award nomination last spring for her performance in Passion, which had its debut at Fifth Avenue at Christmastime. In 1987 she landed a role in the Broadway musical Big River. A year later, she found herself playing Rupunzel and the Witch in the Broadway version of The Woods. She took the latter role from the departing Bernadette Peters.

Still, when Mazzie talks to theater students, they tell her that anthropology is the greatest thing ever. "What they have to realize is how very hard this business is. Not that many people become stars. It's a really long road to anything," she emphasizes. "It takes a lot of confidence to do this. You have to take rejection daily. You have to really believe in your talent. You have to have a good set of friends and family-and the "nurturing" environment she found at WMU—for giving her the optimism she needs to pursue the daily grind of the theater world. "In college, you're becoming an adult. You struggle with what you're going to do with your life, where you're going," Mazzie says. "I think that college environment really helped to nurture me along."

She remembers the fun she had singing with Gold Company, the award-winning jazz vocal group directed by Dr. Stephen L. Zegree, and acting classes she took with Dr. Russell Grandstaff, professor emeritus of theatre. "Dr. Grandstaff was very instrumental in my acting—He really taught me a lot," Mazzie says. "These teachers that I'm speaking of were really encouraging and they were there for me as a student. To have a teacher be so accessible to you is the greatest thing."

Support from WMU continued long after she graduated. Mazzie says Grandstaff and his wife came to New York to see a production of Passion. So did Lyda Stillwell, professor of theatre, and Vern H. Stillwell, associate professor of theatre.

"When she's not performing Mazzie says she keeps busy reading voraciously, mostly the novels of women writers, such as Isabel Allende, who's House of the Spirits she's currently enjoying. She also does step aerobics to stay in shape, gets to the theater whenever she can—and, yes, keeps up with WMU news. I'm thrilled to hear that a new theater is opening up," she says of the expansion of the University Theatre Complex, which is scheduled for a fall opening. "I want WMU to keep supporting the arts. It's such an important facet of the college. The arts are so important for people to have."

Certainly, the arts have made a life for Marin Mazzie, who will return to the Kalamazoo area next summer to appear on the Barrie Friedman stage in celebration of the summer playhouse's fiftieth season. As a girl, Mazzie remembers watching the long-running television version of The Westerner, which she says "just got me hooked. She admired Marlo Thomas as a struggling New York actress. "I am 'That Girl,'" she says with a laugh. "Here I am in my little apartment in the big city, but I'm working more than she did. I love to work. Acting is a challenging career," she says. "It fills my soul."