

WESTERN MICHIGAN UNIVERSITY

WESTERN NEWS

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Funding should match WMU's size and complexity, Haenicke tells legislators

The University's message is getting through in Lansing, President Haenicke told the Board of Trustees March 14. And the message, he said, is funding equity.

Haenicke delivered that message March 12 at a hearing of the House Appropriations Subcommittee on Higher Education in Lansing. It was the first stop on the long road that ends in June with an appropriation for WMU and the rest of the state's public higher education institutions.

Gov. John Engler has proposed a 2.5 percent across-the-board increase for the state's 15 public universities. This is well below the increases WMU ultimately received in each of the past two years. The University presents its case to the state Senate May 1.

The president told trustees he stressed to state legislators that while WMU ranks fourth among the state's 15 public universities in most key measures of size and complexity, it ranks only seventh in state appropriations per student and 13th in tuition and fees.

"It is going to be increasingly difficult to maintain the quality of our programs and the value that we deliver at bargain-basement prices unless the state continues to recognize our relative funding inequity," Haenicke told trustees.

"What we heard in return was: 'Make no mistake about it. This is not going to be a big money year,'" he said. "It might come out differently from what is on the table right now, but don't expect big increases."

In addition to that response, Haenicke said, state legislators on both sides of the aisle expressed "significant concern" regarding faculty teaching loads.

"Teaching load is defined by the Legislature in rather simplistic terms," the president said. "It is defined in terms of how many hours per week does a faculty member spend in the classroom."

"The focus of our Legislature is not on how much the faculty works, but how much it teaches," he continued. "This issue has emerged in New York, in California and in Ohio, where the legislature simply has mandated a 10 percent increase in teaching loads across the board."

"This clearly is now a topic in Michigan, and it will concern us in our academic planning," Haenicke said.

In his remarks to legislators, Haenicke emphasized that WMU ranks fourth in enrollment, graduate enrollment, international enrollment, research dollars and pri-

vate giving. Its extension programs are second in the number of courses and regional centers.

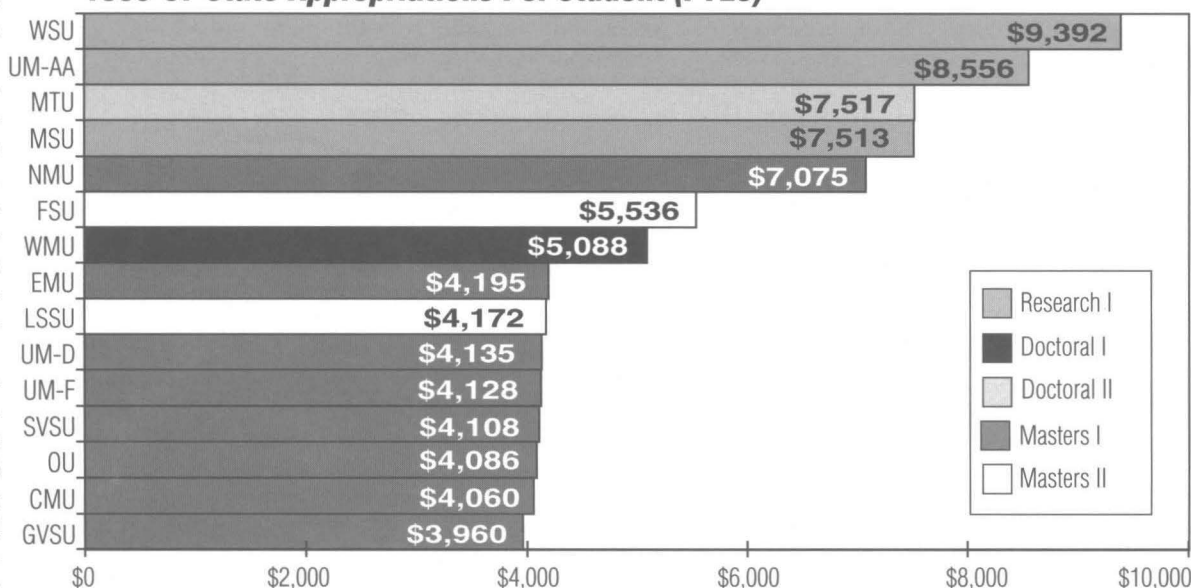
In addition, some 20 percent of the University's total enrollment is concentrated in high-cost programs in the colleges of engineering and applied sciences, fine arts, and health and human services.

"Given this complexity, it is remarkable that we rank 13th in the state in undergraduate tuition and fees," he said. "This is the result of our long-standing commitment to remain accessible to the citizens of Michigan."

Haenicke also underscored the University's support for recommendations of the Presidents Council of State Universities. The council has called for increases in base budgets to match inflation, the continuation of funding floors by institution type and differential funding for such factors as enrollment growth and mission.

"Our University is in full agreement with these basic recommendations," he told legislators. "We believe that WMU meets each of these three criteria for increased funding, and we ask for your recognition of these concerns."

**Michigan Universities by Carnegie Classification
1996-97 State Appropriations Per Student (FYES)**



Source: House Fiscal Agency Calculations, State Higher Education Database

Light emphasizes importance of transfer, graduate students

With the changing demographics, it's difficult to describe a "typical" student at WMU. But it's apparent that transfer students and off-campus graduate students have long been and are increasingly important in recruitment and retention efforts, according to Provost Timothy Light.

Speaking at the March 13 Faculty Senate meeting, Light revealed statistics that he said surprised him in his first year as WMU's chief academic officer.

"Until moving into the Seibert Administration Building seven months ago, my understanding of who our students are was a fundamental misunderstanding," he said. "My impression of our undergraduates was that they are mostly students who enter as freshmen. My impression of our graduate students was that they are largely full-time students pursuing degrees for their scholarly content."

While those who do enter as freshmen comprise a slim majority (57 percent), a total of 2,547 students or 43 percent transfer to WMU from another institution — usually a community college. This percentage of transfer students has varied over the years. It currently is 5 percentage points below the 10-year average of 48 percent and 11 percentage points below the 1990-91 high of 53 percent.

Light said that of the 3,406 students who enter as freshmen, 11 percent come to WMU intending to transfer elsewhere to complete their undergraduate education. In summary, he said, not even half of WMU's students begin college intending to spend all of their time here.

"For us as faculty and staff, there comes from these figures the very sobering truth that we cannot understand our current students' relationship to our institution by generalizing from our own experience," Light said. "Obviously, those of us who spent four years as live-in residents cannot extrapolate from that experience to understand the amount of time and quality of time that today's students might expect from WMU."

While the number of transfer students has fluctuated over the past 10 years, it has never dipped below 43 percent of the undergraduate student body.

"Transfer students are as much a part of our core business as are those who come as first-time freshmen," Light said. "As an institution, we are as dependent upon transfers for our existence as we are upon those who begin with us and stay right through to graduation."

Yet, many parts of the University fail to recognize this important group in the way they conduct business. He said community colleges have criticized WMU for putting needless barriers in the way of students

who want to transfer and for not showing enthusiastic interest in transfers.

At the undergraduate level, this past fall's enrollment shortfall occurred entirely among transfer students, Light noted. He said that competing institutions have moved aggressively into Southwest Michigan to form alliances with WMU's principal feeder schools.

To get the University back on track with transfer students, a new effort is being launched. It will begin with President Haenicke playing host to community college presidents at special dinners, at which

(Continued on page four)

Did you know?

■ WMU students have designed, built and raced solar-powered vehicles in three cross-country competitions. In 1995, Sunseeker, the University's solar-powered car, finished in eighth place, ahead of such institutions as the University of Maryland, Purdue University and the University of Michigan. Another car is set to race this summer.

■ The WMU student chapter of the American Society of Mechanical Engineers has taken first place in the regional impromptu design competition four out of the last five years, beating teams from nearly 50 other schools.

■ An experimental test airplane for course work and undergraduate research is available to students in the Department of Mechanical and Aeronautical Engineering. The aeronautical engineering program is one of the few programs in the U.S. with a dedicated experimental airplane.



DISTINGUISHED SPEAKER — Detroit Mayor Dennis W. Archer was on campus last week to present the third lecture in a new Distinguished Speaker Series sponsored by the Haworth College of Business. Archer, a 1965 WMU graduate, spoke March 11 on "Government and Business Collaboration" in Schneider Hall. At a reception following the lecture in the Fetzer Center, he conversed with members of the University and local business communities. Pictured are, from left: Lewis Walker, chairperson of sociology; Archer; Adrian C. (Ed) Edwards, finance and commercial law; and Christopher M. Korth, chairperson of finance and commercial law and coordinator of the speaker series.

Klohs comes on board

The newest member of WMU's governing board was sworn in during ceremonies preceding the March 14 trustees' meeting. Kalamazoo County Circuit Court Judge William G. Schma administered the oath of office to Birgit M. Klohs of Grand Rapids, who recently was appointed by

Gov. John Engler to an eight-year

term. Klohs is president of The Right Place Program and a 1983 WMU graduate. "It is indeed an honor and a privilege to be asked to serve," she said.

"I received a wonderful education here and look forward to giving back what the University has given to me."



Edwards honored for 16 years as trustee

Alfred L. Edwards of Ann Arbor, a member of the Board of Trustees for 16 years, was granted the honorary title of trustee emeritus March 14 by the WMU governing board.



Edwards

In a resolution, the board recognized Edwards for his "long, dedicated and faithful service" to WMU. It noted that he has served four times as chairperson of the board, "with wit and good humor." Edwards' second eight-year term ended with the recent appointment of his successor, Birgit M. Klohs of Grand Rapids.

The board also recognized the "valued continuity and perspective" Edwards provided as the only current member of the board serving when Diether H. Haenicke

was named WMU president in 1985. He also has served as board vice chairperson and committee chairperson on numerous occasions.

Edwards is a retired faculty member in the School of Business Administration at the University of Michigan at Ann Arbor. He also conducted research and was director of research at the school. Previously he served as deputy assistant secretary of the U.S. Department of Agriculture.

The University of Michigan recognized Edwards' accomplishments through the establishment of the Alfred L. Edwards Collegiate Professorship for the professional development of minority students. It also named a scholarship in his honor.

As board chairperson, Edwards led a WMU delegation to Malaysia, where the University has a well-established cooperative agreement with Sunway College in Kuala Lumpur. He also was active in the Association of Governing Boards, a national organization for college and university trustees.

TQM efforts entering new phase under new leadership

The University's Total Quality Management efforts are on the brink of entering a new phase and are under the supervision of a new director.

Andrew A. Rivers has been named director of the Office of Quality Management (see related story below). His immediate tasks include continuing the University's TQM focus, supporting a continuous effort to create a positive environment and incorporating a quality service emphasis at the University.

Total Quality Management is a strategic, integrated management system for achieving customer satisfaction. It uses

Rivers selected to head up quality management office

Andrew A. Rivers has been named director of the Office of Quality Management. He will be responsible for leading the University's five-year-old efforts in Total Quality Management.



Rivers

Rivers most recently was a special assistant in the Office of the President, where he has worked since he was a student assistant in 1988-89. He joined the professional staff full time after earning his bachelor's degree in 1989.

"Because of the wide-ranging work he has done in my office, Andrew is ideally suited for this position," said President Haenicke, to whom he will continue to report. "He knows the University's people and its processes very well. He also brings a commitment to changing the culture of the institution with an emphasis on customer satisfaction and service improvement."

Rivers replaces Barbara S. Liggett, associate vice president and executive adviser for quality, who is now a faculty member in the School of Public Affairs and Administration.

Rivers holds a bachelor's degree in computer science and a master's degree in public administration, both from WMU.

quantitative methods to continuously improve an organization's processes.

"TQM gives us new tools, new techniques and new insights with which we can improve our efforts and which can help us toward our goal of making continuous improvement a part of everything we do," wrote President Haenicke in a column on TQM published in Western News last year. "It teaches us how we can help each other do our jobs better and more effectively."

Haenicke began researching TQM and how its principles might apply to the University in spring 1992. By that fall, eight areas were selected to participate in the TQM pilot program based on their high impact on support services. Those areas are: customer account services; admissions and orientation; Haworth College of Business advising; physical plant-maintenance services; student financial aid and scholarships; Sindecuse Health Center; University computing services; and the campus apartments.

Nearly 300 WMU employees went through training exercises to help them learn about TQM. The training focused on identifying a core process, analyzing that process, identifying problems, searching for solutions, implementing the solutions, evaluating the issue and continuously improving the process.

In addition, a Quality Council, consisting of the president, provost and vice presidents, played a lead role in exploring the application of the TQM philosophy, using the tools and methodology of TQM to gather input from the eight pilot areas and selecting the first processes to be worked on by Process Improvement Teams.

Ten initial processes were selected: the maintenance service request process for the campus apartments; the software implementation process in University computing services; the graduate admissions process for the Haworth College of Business; the maintenance service request process for the residence halls; the undergraduate admissions transcript evaluation and notification process; the student financial aid laws, regulations and interpretations communication process; the University computing services help desk response; the student charges/credit process; and the health center student charges process.

Members of the Process Improvement Teams included a cross-section of employees from different levels and backgrounds. Some were obvious choices for the teams because of the process being reviewed. Others came from unrelated areas to give a fresh perspective to the team.

"We've learned quite a few lessons in this phase," Rivers says. "We've learned that it takes time to change — and that's O.K. We've discovered that the foundation for improvement is to create a positive environment. We've also realized that improvement is a continuous process and does not end with the initial implementation."

Key issues for the future of TQM at WMU include further exploration of how to provide excellent customer services and develop positive customer relations, Riv-

ers says. In addition, efforts will focus on instilling the mind set in employees to take full responsibility for one's attitude and action and providing them with the "how-to" information necessary to support TQM.

Rivers also plans to re-establish a connection with the pilot Process Improvement Teams, evaluating and discussing reports they submit and reaffirming the University's commitment to TQM. He hopes to establish venues to allow continued developments by the teams.

In addition, Rivers says he will increase communication with the University community about the mission of his office and how other University departments can play a role in TQM. In this way, he hopes to integrate a University focus on customer service and service excellence.

"We think TQM can only work to enhance our reputation as a leading national university," Rivers says. "We want to encourage a philosophy so that employees will do the right thing in the right way."

Roundtable discussion set

The Institute for the Study of Race and Ethnic Relations will sponsor the second in its series of the "Beyond the Dream" roundtable discussions at noon Thursday, March 20, in the Wesley Foundation Assembly Room.

The suggested topic will be "Ebonics II - Not Just Black and White." Leading the session will be Linwood H. Cousins, social work, and Gwendolyn Etter-Lewis, English.

Persons with questions may call the institute at 7-2141.

Trustees table room and board rate increase

The Board of Trustees March 14 tabled proposed increases in rates for room and board and campus apartments to allow time for student input.

The room and board rates, which would apply to new residents only, would increase an average of 3.9 percent. Rates for students currently living in the residence halls who will be returning this fall would be frozen at 1996-97 levels.

This is the third consecutive year WMU officials have made an effort to control housing costs by freezing the rates. In 1995-96, room and board rates were frozen for all students at 1994-95 levels. In addition, students staying in the halls for an additional year were guaranteed the same rate in 1996-97.

If approved by the board at its next meeting April 25, the new rates would take effect with the fall semester.

"Although our recommendation is to continue freezing rates for returning students in the residence halls, the rate increases proposed for new residents will allow us to absorb increases in compensation, supply costs, utilities and overhead expenses for next year," said Robert M. Beam, vice president for business and finance.

The University operates 22 residence halls with a capacity of 5,930. During fall 1996, the halls operated at 95 percent ca-

capacity and were at 88 percent capacity for the winter semester, Beam said. Those figures represent a 2 percent increase for both semesters over last year. Officials are expecting to operate at about 95 percent capacity for fall 1997.

Beam attributes the increases in occupancy to the rate freeze, marketing the halls about a month earlier than in previous years and selling single rooms to returnees. In addition, he credits the introduction of several options in the six dining facilities in the residence halls: a 10-meal plan to complement the existing 15- and 20-meal plans; self-service in the dining room; and carry-out dining service.

About 82 percent of the students living in the residence halls are freshmen and sophomores. The residence hall staff will continue its efforts to attract more juniors and seniors by designating Davis, Zimmerman and Stinson halls for them. In addition, it will continue to offer single rooms in residence halls where space is available.

Under the proposal before the board, apartment rental rates would increase an average of 2.9 percent for 1997-98. The University operates a total of 585 apartments in three complexes for student families, single graduate students and nontraditional students. Their occupancy runs at 95 to 99 percent, a rate that is expected to continue next year.

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WESTERN MICHIGAN UNIVERSITY
A WORLD OF DIFFERENCE

Technology initiative assists area schools

WMU is celebrating its two-year involvement in one of the largest statewide initiatives to connect Michigan schools and other educational agencies to the Internet.

Funded by a state grant in 1995, the project established six regional hubs to implement Internet technology within the schools. For two years, WMU has provided leadership for the Southwest Michigan hub through a project known as SMILE or Southwest Michigan Interconnect for Learning Experiences.

"Two years ago in this region, there were only one or two school districts connected to the Internet," says James J. Bosco, College of Education, who is the SMILE project director. "Now we have several hundred. The change that has occurred has been very dramatic, and SMILE has been a major player."

For many schools, especially those without new buildings, establishing infrastructure or coming up with the resources to support the Internet had been a very difficult challenge, according to Bosco. He says SMILE has helped bridge the gap between children who have access to technology and those who do not. In addition, SMILE has begun training mentor coaches and teachers in area schools to use applications such as e-mail, electronic conferencing and World Wide Web browsers.

"WMU's strong partnership with intermediate school districts and regional educational media centers has enabled SMILE to become one of the most active and effective hubs in the state with regard to the use of information technology," Bosco says.

Working with intermediate school districts and regional educational media centers in 16 Southwest Michigan counties, SMILE has provided infrastructure needed for Internet connectivity, technical support and training, and plans to ensure network maintenance and expansion. Since the SMILE initiative began in 1995, more than

220 direct connections and 264 dial-in modems have been installed in the SMILE region.

"Through SMILE, schools are no longer spectators but participants in the information revolution," Bosco says. "By no means has it solved all the problems, but it has established what needs to be there in order to function effectively. We now have an increasing number of teachers who are comfortable with the technology, who understand what it means and who are beginning to imagine and develop the kind of applications that are necessary."

While great strides have been made in two years, Bosco cautions that SMILE remains a work in progress. He hopes WMU will slowly move out of the role in infrastructure development and expand technology training of school personnel. WMU recently has been awarded a \$166,000 grant from Ameritech to provide Internet training for support staff and educators.

Counties served by SMILE include: Allegan, Barry, Berrien, Branch, Calhoun, Cass, Ionia, Kalamazoo, Kent, Montcalm, Muskegon, Nwaygo, Oceana, Ottawa, St. Joseph and Van Buren.

WMU will observe the second anniversary of the SMILE project from 1 to 3 p.m. Friday, March 21, in 212 Bernhard Center. A number of speakers will discuss the impact SMILE has had on school districts in Southwest Michigan. The program will include representatives from Southwest Michigan regional educational media centers and intermediate school districts, network providers, the Michigan Public Service Commission and WMU. Students from participating schools also will discuss how they utilize the technology in their own classrooms.

On campus

CHANGE OF PACE — Lauralee Neal made quite a switch when she joined the Sindecuse Health Center staff last year as director of nursing. For the past 15 years, she had worked in the neurocare unit at Borgess Medical Center and for the last six months was a trauma case manager. Now instead of working with many critical cases, she's working primarily with preventing health problems. "It's very gratifying to go from trauma to health prevention and education," she says. Neal helps coordinate services for students in the health center, such as athletic physicals, and also schedules the nursing staff, which consists of nine registered nurses, two certified medical assistants and some on-call employees. She also is exploring new ways for her area to work in an educational capacity with departments, both at the health center and across campus. For example, the health center is serving as a special experience site for students enrolled in the School of Nursing. Neal also is working as a preceptor for two nursing students from the African country of Eritrea. In addition, she is involved in the process that has begun as the health center goes through accreditation. "I like the upbeat, positive atmosphere every day here," she says. "We're all on the same track in terms of our goals." Neal holds bachelor's degrees in nursing and in health science from Ball State University as well as certifications in neuroscience nursing and in critical care nursing. She is working on her master's degree in English at WMU. In her spare time, she enjoys playing the piano and guitar, participating in sports like volleyball and spending time with her family.



Maintenance services implements changes to improve service delivery

The maintenance services division of the physical plant has implemented several changes to improve the delivery of service to its customers.

"Quality improvement initiatives in the division have led to changes in service delivery and communication," said Peter J. Strazdas, manager of the division. "We have listened to our customers and stakeholders and have reacted by implementing several changes."

While the division encourages funneling service requests through designated building coordinators whenever possible, it has developed new ways to transmit maintenance needs to the Maintenance Service Center (formerly the Work Center):

- By calling a new, easy to remember telephone number, 7-2FIX.
- By faxing a Fix-It Fax Form to 7-8538.
- By sending e-mail to: fix-it@wmich.edu.

A memo describing these changes and others, along with the new fax form, will be mailed to building coordinators next week. The memo also describes a realignment of the maintenance services staff into five geographic campus zones.

"The intent of zoned maintenance is to have all of the skilled trades and their

supervisors develop a sense of building ownership within their zone and a closer working relationship with their building coordinator and customers," Strazdas said.

Each zone is staffed with an appropriate mix of skilled tradespersons to resolve maintenance needs. The memo being distributed contains a list of the campus buildings, the zones they are in and their supervisors.

These supervisors or team leaders will be available to customers for follow-up questions or concerns about the service.

Strazdas noted that maintenance is avail-

able all hours, every day of the year. The Service Center is open from 7 a.m. to 5 p.m. weekdays. Zoned maintenance teams work from 7 a.m. to 3:30 p.m. weekdays, while preventative maintenance teams work second and third shift and are available for emergency service. Emergency maintenance needs should be requested through the Department of Public Safety after 5 p.m. weekdays and on weekends by calling 7-5555.

Persons with questions about the changes, which take effect March 24, may contact Strazdas at 7-8584.

Service

These faculty and staff members are recognized for five, 10, 15, 20 and 25 years of service to the University in March:

25 years — Norman D. Grant, University computing services.

20 years — Carolyn E. Cardwell, counselor education and counseling psychology; Margie P. Johnson, Burnham dining service; and Carol A. Morris-Mier, intercollegiate athletics.

15 years — Robert L. Campbell, customer account services; Hugh O. Carpenter, physical plant-maintenance services; and William R. Wilkinson, intercollegiate athletics.

10 years — Joyce D. Becker, Henry/

Hoekje/Bigelow dining service; Ilene H. Bernier, Valley I dining service; Timothy J. Bowers, physical plant-landscape services; Nancy E. Cretsinger, continuing education; Paul F. Heintz, University libraries; Jeannette McElfresh, Burnham dining service; Candace P. Porath, Medieval Institute; Charlene Renner, University libraries; Joanne K. Vandenberg, continuing education; and Camela S. Vossen, University computing services.

Five years — Jonni Cummins, Center for Developmentally Disabled Adults; Carrie F. French, College of Health and Human Services; Shelley S. Grant, physical plant-building custodial and support services; Beverly J. Houseman, Valley III dining service; Desmond Turner, WMU Bookstore; Dorothy Williams, public safety; and Clarence E. Willis, physical plant-building custodial and support services.

Human resources

"Handling the Problem Employee" is the topic of the next Department of Human Resources brown bag informational meeting set for 12:10 to 12:55 p.m. Wednesday, March 26, in 157 Bernhard Center.

If you have ever supervised or worked with a problem employee, you probably realize how difficult it can be to maintain a positive climate in the workplace. This session will focus on what you can do as a supervisor or manager to help the problem employee become successful.

Janice E. Brown and Laureen A. Summerville, both human resources, also will discuss appropriate documentation and the legal environment when tough decisions need to be made. To register, call 7-3620.

Admissions dean candidates to speak at public sessions

Two candidates for dean of admissions will make public presentations in the coming week as part of the interview process.

Ron Hughes, director of university admissions at Wayne State University, will speak at 1:30 p.m. Monday, March 24. John Fraire, director of admissions at Brooklyn College/City University of New York, will speak at 2 p.m. Thursday, March 27. Both sessions will take place in 212 Bernhard Center.

A third candidate, Patricia Patten Cavender, assistant vice president for enrollment services at Old Dominion University, made a presentation on campus March 13.

Evaluation forms will be available at the presentations. Persons also may direct comments to Carol L. Stamm, associate vice president for academic affairs and chairperson of the search committee.

Media

Steven N. Lipkin, communication, discusses phrases used in movies that catch on with the general public on "Focus," a five-minute interview produced by the Office of Marketing, Public Relations and Communications. "Focus" is scheduled to air at 6:10 a.m. Saturday, March 22, on WKPR-AM (1420). "Focus" is also used on a regular basis by WKZO-AM (590), WGUV-FM (88.5) and several other radio stations around Michigan.

Jobs

The following list of vacancies is currently being posted through the Job Opportunity Program by employment services in the Department of Human Resources. Interested benefits-eligible employees should submit a job opportunity transfer application during the posting period, and may contact an employment services staff member for assistance in securing these positions.

S-01 and S-02 clerical positions are not required to be posted. For persons interested in faculty positions, there are openings in selected fields. A letter of application should be submitted to the appropriate dean or chairperson.

(R) **Assistant Director** (Repost), P-05, Residence Hall Life, 96/97-339, 3/18-3/24/97.

(N) **Assistant Professor** (Tenure Track; Academic Year), I-30, English, 96/97-341, 3/18-3/24/97.

(R) **Administrative Assistant to Director**, P-03, Nursing, 96/97-343, 3/18-3/

24/97.
(R) **Research Associate** (Term Ends 3/31/98), Q-01, Office of the Vice President for Research, 96/97-345, 3/18-3/24/97.

(R) **Secretary I** (.50 FTE; Term Ends 8/99), S-04, Occupational Therapy, 96/97-346, 3/18-3/24/97.

(R) **Financial Clerk II**, S-04, External Affairs-Development, 96/97-348, 3/18-3/24/97.

Please call the Applicant Information Service at 7-3669 for up-to-date information on the Job Opportunity Program and vacancies available to external applicants.

(N) New

(R) Replacement

WMU is an EO/AA employer

Exchange

FORSALE — Waterbed, queen size, soft-side, Land & Sky brand from Northwoods. A-1 shape. \$340 or best offer. Call 385-4711 after 5:30 p.m.

Calendar

The master calendar maintained by the Office of Marketing, Public Relations and Communications for use in Western News is available through Gopher on the VMScluster. Currently, there are three calendars available: March events; April events; and future events, which run from May through December. To view the calendars, type Gopher at the system prompt. At the next menu, choose 2. Western Michigan University, then choose 5. Campus Calendar. You will find options for 1. This Month's Events, 2. Next Month's Events and 3. Future Events. The calendars also are available through WMU's home page on the World Wide Web under University Information.

Thursday, March 20

(thru 28) Exhibition, sculpture by John Payne, University Park, Ill., artist, Gallery II, Sangren Hall, weekdays, 10 a.m.-5 p.m.
 (thru April 17) Exhibition, drawings, computer imaging and painting by new art faculty members Cat Crotchett, Charles LoVerme and Jan Reeves, Space Gallery, Knauss Hall, Mondays thru Thursdays, 10 a.m.-4 p.m.
 (and 21) Exhibition, paintings and ceramics by BFA candidates Dani Degayner and Brian Beam, Rotunda and South Galleries, East Hall, 10 a.m.-5 p.m.; reception, Friday, March 21, 5-8 p.m.
 (thru April 2) Annual Art Student Exhibition, Dalton Center Multi-Media Room, Mondays thru Saturdays, 10 a.m.-4 p.m.; awards ceremony and reception, Friday, March 21, Dalton Center Recital Hall, 5-7 p.m.
 Institute for the Study of Race and Ethnic Relations "Beyond the Dream" roundtable luncheon, "Ebonics II - Not Just Black and White," Wesley Foundation, noon.
 African studies brown bag seminar, "The Rhetoric of Military and Development in Nigeria," Robert Dibie, doctoral candidate, 159 Bernhard Center, noon.
 Master class, John Kimura Parker, piano, Dalton Center Recital Hall, 1 p.m.
 Presentation by candidate for dean of the Haworth College of Business, Patricia W. Meyers, associate dean for master's programs, School of Management, Syracuse University, 1020 Schneider Hall, 1:30 p.m.; reception following.
 Faculty development services videoconference, "How To Teach Through Socratic Questioning, Part 2: Using Intellectual Standards to Assess Thinking," Richard Paul, director, Center for Critical Thinking, Sonoma State University, Stewart Tower Conference Room, third floor, University Computing Center, 3-4:30 p.m.; to register call 7-5305.
 Graduate recital, Paul L. Mundo, trombone, Dalton Center Recital Hall, 8 p.m.

2,000-3,000 expected for 'Gold Pride Preview'

An open house where high school and community college students can do everything from tour the Student Recreation Center to take a look at a residence hall is scheduled for Saturday, March 22.

"Gold Pride Preview," WMU's largest on-campus recruitment event, is expected to draw between 2,000 and 3,000 students and their parents to the University Arena.

High school juniors and seniors and community college transfer students admitted to WMU have been invited. WMU is focusing in particular on juniors, since many are already in the process of making the decision about where to attend college.

The seniors and transfer students have been invited so they have a chance to become more familiar with campus before summer orientation.

Registration for the event will run from 8 to 9:30 a.m. From 9 a.m. to 1 p.m., participants will be able to acquaint them-

selves with WMU's academic programs and student services by browsing at tables and displays in the University Arena. Each of WMU's academic colleges will be represented as well as many of the student services: financial aid, admissions, residence halls, student life, academic support services and others.

From 9 a.m. to 2 p.m., students and their parents will be able to tour other areas, including academic buildings, aviation facilities, laboratories, performing arts venues, the Student Recreation Center, Waldo Library, residence halls, the Computing Center and the Sindecuse Health Center.

"The format is designed to give students and parents a better feel for our programs by actually going out to the facilities that house those programs and talking to WMU students and faculty members," said Terri S. Harris, admissions and orientation, who coordinates the event.

Light (Continued from page one)

transfer issues will be discussed. It also includes a long list of continuing and new recruitment strategies developed by the Office of Admissions and Orientation.

"None of these will bear fruit, however, if the direct experience of those who do join us does not match our welcoming posture of invitation," Light said. "I sincerely ask all faculty and their chairs and deans to give immediate attention to two activities that will make our institution a friendlier place for those who have begun college elsewhere."

He asked the faculty members to seek out transfer students and ask them about their experiences here, and to communicate that information to department chairpersons. In addition, he asked each college and department to examine its rules and practices for the transfer of credit and the recognition of course equivalencies.

"Where genuine academic and intellectual standards are involved, it is our obligation to maintain those standards unflinchingly," Light said. "But where the issue is merely the way that we do it, that way may already have been more costly than the institution can afford."

Turning to another important population, Light noted that 42 percent of WMU's 5,876 graduate students are enrolled off campus through the Division of Continuing Education. Only 12 percent of the off-campus graduate students are enrolled full time, while only 37 percent of the total graduate student population is taking classes full time.

"Just as we often do not manifest to the observing eye that part of our core enter-

prise is transfer students," Light said, "so it is difficult to see without the aid of statistics that we are tremendously dependent upon off-campus and graduate enrollments and part-time enrollments both on campus and off campus."

He noted that last fall's enrollment shortfall also occurred among the ranks of the continuing education/off-campus students. Light announced that, in cooperation with Dean James A. Visser, continuing education, the Faculty Senate has formed a task force. It will examine the state of continuing education and recommend ways it can be enhanced.

The outline and statistical tables from a report Visser prepared will be mailed to all faculty this week along with the names and charge of the task force.

In the meantime, Light asked for faculty input on "one correctable impediment" to graduate student recruitment and retention.

"Graduate programs that do not promise, or, if promised, do not deliver, courses with the appropriate sequence and frequency that students can complete their degrees within a reasonable time frame discourage potential students and drive current students away," he said. "A fully employed teacher or school administrator who is seeking the next level of credential and who has to wait a full year just to get a needed course is not likely to become or remain a long-standing student of our University."

He concluded by asking faculty, chairpersons and deans to examine their graduate programs and to determine if their offerings are appropriate to their actual student populations.



PROFESSORS OF THE DAY — Philip Long, president of Biggs Gilmore Communications of Kalamazoo, was one of five current and retired business executives who became short-term faculty members at WMU during the Haworth College of Business' annual Professors of the Day Program March 12. Long spoke here in a marketing class. In addition to leading classes, the guest lecturers attended a luncheon in their honor. Also participating were executives from LVM Capital Management of Kalamazoo in the Department of Finance and Commercial Law, the Whirlpool Corp. of Benton Harbor in the Department of Management and the Kellogg Co. of Battle Creek in the departments of business information systems and accountancy.

*(thru 23) University Theatre production, "Flyin' West," Multi-Form Theatre: March 20-22, 8 p.m.; and March 23, 2 p.m.

Friday, March 21

Heraclitean Society lecture, "Modes of Being," David Smith, professor of philosophy, the University of California at Irvine, 3301 Friedmann Hall, 10 a.m.
 Retirement reception honoring Russell P. Griggs, physical plant-landscape services, 204 Bernhard Center, 2-4 p.m.
 Workshop, "Healing Racism," 2204 Sangren Hall, 2-4:30 p.m.
 Mathematics and statistics seminar, "The Number of Rainbow Trees in Biclique Double Covers," Laars C. Helenius, graduate student, Commons Room, sixth floor, Everett Tower, 4 p.m.

Student recital, Sarah Hedlund, violin, Dalton Center Lecture Hall, 7 p.m.
 Lecture on the discovery and excavation of the 300-year-old wreck of a ship that belonged to the French explorer La Salle, Barto Arnold, state marine archaeologist with the Texas Historical Commission, Dalton Center Recital Hall, 8 p.m.

*Performance, Kalamazoo Symphony Orchestra, featuring Canadian pianist Jon Kimura Parker, Miller Auditorium, 8 p.m.

Saturday, March 22

"Gold Pride Preview," open house for prospective students, University Arena, 8 a.m.-2 p.m.

Student recital, Sheila Marie Vaselenak, clarinet, Dalton Center Lecture Hall, 8 p.m.

Sunday, March 23

Student recital, David Krosschell, trombone, Dalton Center Recital Hall, 1 p.m.
 *Dalton Series concert, Brass Faculty Showcase, Dalton Center Recital Hall, 3 p.m.
 International Festival, East Ballroom, Bernhard Center, 4-7 p.m.
 Student recital, Jill M. Sligay, clarinet, Dalton Center Lecture Hall, 5 p.m.
 Student recital, Fernando Rangel, double bass, Dalton Center Recital Hall, 9 p.m.

Monday, March 24

(thru 28) Exhibition, ceramics and sculpture by Irene Sepura and Julian Stark, Rotunda and South Galleries, East Hall, weekdays, 10 a.m.-5 p.m.; reception, Friday, March 28, 7-9 p.m.

Presentation by candidate for dean of admissions, Ron Hughes, director of University admissions, Wayne State University, 212 Bernhard Center, 1:30 p.m.

Student recital, Russell Brown Honors Brass Quintet, Dalton Center Recital Hall, 5 p.m.
 Concert, University Chorale, Dalton Center Recital Hall, 8 p.m.

Tuesday, March 25

"Enhancing Teaching with Technology" program, "Government Publications on the Web," Michael P. McDonnell, Stewart Tower Conference Room, third floor, University Computing Center, noon-1 p.m.; to register call 7-5430.

Concert, Collegium Musicum, Dalton Center Recital Hall, 8 p.m.

Student recital, Beth Oeseburg, violin, Dalton Center Lecture Hall, 8 p.m.

Wednesday, March 26

Meditation group, Kiva, Faunce Student Services Building, 8-8:30 a.m.

Human resources brown bag luncheon for managers and supervisors, "Handling the Problem Employee," 157-159 Bernhard Center, 12:10-12:55 p.m.; to register call 7-3625.

School of Music Convocation Series concert, Western Wind Quintet, Dalton Center Recital Hall, 2 p.m.

Softball, WMU vs. Ferris State University, Ebert Field, 3 p.m.

Biological sciences seminar, "Host-Endosymbiont Co-Evolution and Host Speciation: Wolbachia Pipientis and Drosophila Simulans," William Ballard, Department of Zoology, the Field Museum, the University of Chicago, 5270 McCracken Hall, 4 p.m.

Thursday, March 27

*25th annual Seminar for Office Personnel, Fetzer Center, 8:30 a.m.-4:30 p.m.; to register call 7-5410.

African studies brown bag seminar, "Women Entrepreneurs in Africa: A Study from Lagos State, Nigeria," Babatunde Agiri, director of African studies, Kalamazoo College, Faculty Dining Room, Bernhard Center, noon.

Presentation by candidate for dean of admissions, John Fraire, director of admissions, Brooklyn College/City University of New York, 212 Bernhard Center, 2 p.m.

Faculty development services videoconference, "How To Teach Through Socratic Questioning, Part 3: Asking Questions Based on Systems and Domains," Richard Paul, director, Center for Critical Thinking, Sonoma State University, Stewart Tower Conference Room, third floor, University Computing Center, 3-4:30 p.m.; to register call 7-5305.

Student recital, Susan Greenman, soprano, and Carrie Ann Sikkenga, mezzo-soprano, Dalton Center Lecture Hall, 7 p.m.

Graduate recital, Christopher Ward, percussion, Dalton Center Recital Hall, 8 p.m.

*Admission charged