



WESTERN MICHIGAN UNIVERSITY

WESTERN NEWS

Volume 23, Number 31

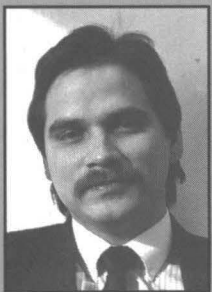
June 5, 1997

John Fraire selected as dean of admissions

John Fraire has been selected as the University's new dean of admissions.

He has been director of admissions at Brooklyn College of the City University of New York since 1993. His appointment, effective June 9, is subject to approval by the Board of Trustees.

"Because the admissions office is the first point of contact for many of our prospective students, this is an important appointment," said Timothy Light, provost and vice president for academic affairs. "We are delighted to have a person of Mr. Fraire's caliber stepping into this key role."



Fraire

At Brooklyn College, Fraire (pronounced FRY-day) is credited with transforming the admissions program into an active and aggressive recruitment operation that has been highly successful in meeting its numerical goals. He also has helped the college further develop its ethnic diversity.

Fraire, a native of Gary, Ind., said part of his interest in the WMU position stemmed from a desire to move back to the Midwest. He was familiar with the University because his brother is a WMU graduate.

"A dean of admissions job at a good

academic university like Western opens up only every couple years in the Midwest and I didn't want to miss this opportunity," he said. "I have a lifelong commitment to helping all people get into college and for a long time have looked for an appropriate academic school in the Midwest for which to lead its admissions office. Western is ideal for me."

Fraire's previous admissions experience includes two years as director of undergraduate admissions at Pace University in New York City and six years as a senior admissions officer at Harvard University. He earned his bachelor's and master's degrees from Harvard and is pursuing a doctoral degree at the City University of New York.

Fraire also has worked as an assistant to the president at Harold Washington College of the City Colleges of Chicago, as an account executive at Vision Communications Inc. in New York City and as a senior research associate for the Rainbow Lobby Inc., a citizens-based organization in New York City that focuses on issues of democracy such as presidential debates, ballot access laws and campaign financing.

He will replace Stanley E. Henderson, who resigned in January 1996 to become associate vice president for enrollment management at the University of Cincinnati. Carol L. Stamm, associate vice president for academic affairs, has been serving as acting admissions director.

WMU continues to seek recognition of status as budget bill makes its way through Legislature

The University continues to seek a mid-tier funding floor that would recognize its unique status as Michigan's only public Doctoral I institution, officials said after a state Senate subcommittee recommended a 4.5 percent increase in state appropriations for WMU and most other public universities May 22.

"We are pleased with this increase and that it is substantially above what was originally recommended," said Keith A. Pretty, vice president for external affairs and general counsel. "But we continue to seek recognition that we are the state's fourth largest and most complex university."

The executive branch's initial recommendation was for an across-the-board 2.5 percent increase while the House of Representatives approved a 5.5 percent increase for higher education. The budget legislation is expected to reach the Senate floor this week.

After Senate action, House and Senate versions must be reconciled in a conference committee made up of members of both chambers. Final action is not expected before the end of June. At 4.5 percent, WMU's increase would be \$4.7 million, for a total appropriation of \$108.4 million for the state's 1997-98 fiscal year that starts Oct. 1.

"The current Senate proposal includes a floor for the state's master's level institutions to assure that their funding does not fall below \$4,337 per student," Pretty said. "Yet no such floor has been established for doctoral and research institutions."

These designations are based on categories established by the Carnegie Foundation for the Advancement of Teaching. The Carnegie Foundation provides the nation's only comprehensive classification of more than 3,600 institutions of higher education. In addition to being Michigan's only public Doctoral I university, WMU is the largest such institution in the nation.

"We are Michigan's fourth largest university and the fourth most complex in terms of the number and range of programs," Pretty said. "Even so, we remain a bargain for our students, offering the 13th lowest level of tuition and fees in the state."

"However," he added, "we continue to be funded 7th by the state. As we have said repeatedly, the numbers just don't add up."

Brylinsky elected to lead national organization

Jody A. Brylinsky, health, physical education and recreation, has been elected president-elect of the National Association for Sport and Physical Education. She will begin her term in April 1998.

The organization has more than 25,000 professional and student members and is the only national association dedicated to promoting the importance of sport and physical education. It is the largest of six associations of the American Alliance for Health, Physical Education, Recreation and Dance.

Board OKs investment policy

The Board of Trustees April 25 approved an investment policy for annuity and life income funds.

"The goal of this policy is to establish a clear philosophy and investment objectives for the University," said Robert M. Beam, vice president for business and finance. "The policy also describes the standards by which investment performance will be measured."

Annuity funds are acquired by WMU under various agreements with donors. Life income funds consist of charitable remainder trusts for which the University is the trustee. Their disposition depends on the donor's intention.

Students hope to shine in cross-country race

Members of WMU's Sunseeker 97 team will pull the wraps off their entry in Sunrayce 97 during a ceremony set for 3 p.m. Wednesday, June 11.

The solar-powered car will be unveiled near the new Bronco sculpture located just east of Read Fieldhouse. In case of rain, the ceremony will be moved inside the University Arena.

Sunseeker 97 is one of 40 cars from colleges and universities around the nation that will compete in the 1,200-mile cross-country Sunrayce beginning June 19 in Indianapolis and concluding June 28 in Colorado Springs, Colo. The all-new vehicle designed and built by WMU students bears the traditional name for the University's entry. This is the fourth Sunrayce held since 1990 and the fourth time WMU has fielded an entry in the biennial event, which is sponsored by the

General Motors Corp., EDS and the U.S. Department of Energy.

Taking part in the ceremony will be Timothy Light, provost and vice president

(Continued on page four)

WMU earns state grants for efforts to reduce energy costs

The University this year has received grants amounting to \$340,138 from the Michigan Department of Consumer and Industry Services for studies and projects to reduce energy costs in campus buildings. They were the latest in a series of grants WMU has received for this purpose since 1985.

"These projects will pay for themselves in less than three years," said Kathleen Wilbur, director of the department. "In addition to about \$170,000 in energy costs saved yearly, the energy conservation projects will significantly reduce air pollution."

The funds, provided by the federal government, are matched by WMU so that the total budget for the projects is more than \$680,000. Any savings from these initiatives are put back into other energy conservation efforts.

"This is one of the wisest investments that the federal government and WMU can make," said President Haenicke, who received a ceremonial check from Wilbur at a luncheon May 21 on campus. "We very much appreciate the support and assistance of Ms. Wilbur and her department. We are proud to be a part of this special effort at the good stewardship of our resources."

The projects include replacing electric motors with more efficient ones, installing electronic energy management systems and changing lighting systems in the Faunce Student Services Building, Miller Auditorium and Sangren Hall. The funds also cover technical audits to find chances for future savings.

In addition to these projects, WMU also has replaced lighting systems in three other buildings — Everett Tower, the Fetzer Center and Rood Hall. It also has installed electronic energy management systems in seven other buildings. The projects at WMU are administered by Carl A. Newton, physical plant.



ENERGY GRANTS — State government and the University shared the spotlight for energy savings recently with the presentation of a ceremonial check to WMU for \$340,138 in energy grants. President Haenicke, second from left, accepted the check from Kathleen Wilbur, second from right, director of the Michigan Department of Consumer and Industry Services (DCIS), at a recent luncheon here. With them, from left, are Peter J. Strazdas, physical plant-maintenance services, Timothy Shireman, program manager of the Institutional Conservation Program in the DCIS Energy Resources Division, and Carl A. Newton, physical plant-maintenance services. On the table are displayed some of the energy saving devices, such as bulbs from new lighting systems. (Photo by Neil Rankin)

Did you know?

■ Sunseeker 97, WMU's solar-powered vehicle that will be competing in Sunrayce 97 June 19-28, is 19 feet 3 inches long, 6 feet 4.5 inches wide, 3 feet 5 inches tall and weighs 700 pounds without a driver.

■ The car is constructed of an assortment of materials, from chromoly steel and aluminum to carbon fiber composites. Each section of the car is made of a different material.

■ The car is covered with more than 900 crystalline silicon solar cells. Each cell is a piece of glass only a millimeter thick, making it extremely fragile.



PAVING THE WAY FOR THE SCIENCES — Cranes have become a fixture at the west end of campus where work is progressing on the renovation of Wood Hall and construction of the Science Research Pavilion. The \$45.3 million project will transform that area into a center for science instruction and research. This shot was taken from the roof of the north end of the pavilion looking toward the south end. On that facility, concrete for the footings and foundation is being poured, structural steel is going up and utilities are being installed. In Wood Hall, located at left in this photo, interior revisions are well under way, with walls being erected, the courtyard work beginning and the roof being replaced. Crews also have begun work on the bridge that will connect the two buildings. Construction on Wood is expected to be completed in March 1998 and the pavilion should be finished in January 1999. (Photo by Neil Rankin)

Grants climb past \$20 million mark as year nears end

More than \$4.7 million in March grants to the University sent the year's grant total soaring past the \$20 million mark, the Board of Trustees learned at its April 25 meeting.

Grants for the month reached \$4,740,006, bringing the fiscal year-to-date total to \$20,265,484. Three months of grants still will be recorded before the University's fiscal year closes on June 30.

More than \$1.9 million of the March funding came from the National Science Foundation and will support the University's continuing efforts in the area of mathematics education reform. A \$1,499,262 award represents the first of five years of \$5.2 million in new funding for the Core-Plus Mathematics Project. That project began at WMU in 1992 with a five-year, \$6 million NSF grant.

A \$404,000 NSF award to Laura R. Van Zoest, mathematics and statistics, and Beth Ritsema, Core-Plus Mathematics Project, will support a new three-year project to help 15 schools in Southwest Michigan implement the Core-Plus high school mathematics curriculum. The project, *Renewing Mathematics Teaching Through Curriculum*, will provide professional development for teachers, outreach to parents and community members, and links with business and industry to ensure that the schools involved are successful in implementing the Core-Plus curriculum. The curriculum emphasizes mathematical thinking, the use of technology and team problem solving.

Other major funding reported to the trustees included three grants totaling \$1,115,689 from Kalamazoo County Community Mental Health Services to WMU's Center for Developmentally Disabled Adults. The grants will be used at the center's four area sites to provide daily living and socialization training for the

county's population of persons aged 26 and older who have developmental disabilities. The center serves 130 Kalamazoo citizens at its four sites.

Nora Berrah, physics, received a \$400,000 grant from the U.S. Department of Energy to continue her work at the Advanced Light Source facility at Lawrence Berkeley National Laboratory in California. She will use the new funding to establish a state-of-the-art station at the facility that will be used for research in atomic and molecular physics. The funding is part of a three-year, \$900,000 Department of Energy award announced last year.

Also reported to the trustees was a \$166,666 award from Ameritech to James

Two-month gift total reaches nearly \$1 million

More than \$975,000 in cash gifts was donated to the University during the months of February and March, according to a report presented to the Board of Trustees at its April 25 meeting.

Cash gifts of \$400,609 in February and \$575,108 in March brought the total of current and deferred cash gifts received in the first three quarters of the 1996-97 fiscal year to \$7,995,121. This figure is \$1,101,941 higher than the amount received during the same nine-month period last fiscal year.

Major gifts received during February and March included an anonymous contribution of \$20,615 for unrestricted support of the New Issues Poetry Series, which is sponsored by the College of Arts and Sciences and was inaugurated last fall. The series already has gained national attention and is the only U.S. press exclusively dedicated to the work of new poets. It is intended to encourage promising poets from Michigan and around the country who have not yet published a full-length manuscript of their work.

The books published in the series include a forward by a high-profile poet or writer and are produced in consultation with New Issues Press. Graduate students in the Department of English assist with the editorial aspects of their production

while graphic design students in the Department of Art's Design Center help coordinate the design and technical aspects.

It was also reported that the final distribution of \$10,000 has been received from the estate of Sonya B. Harrah for the Duke Harrah Memorial Scholarship Fund. Harrah established the endowed fund for her husband, Charles Clayton "Duke" Harrah. He founded Duke Harrah Inc., an aviation-related manufacturing company in Niles, and was instrumental in the early growth of WMU's aviation program. The University's aviation laboratory is named in his honor.

Sonya Harrah was executive assistant to the head of Lone Star Pictures International in Hollywood, Calif., and served as controller and office manager. Following her husband's death in 1969, she donated a large amount of aviation test equipment and spare aircraft parts to WMU. She continued as a benefactor of the aviation program until her death in 1995. She was a member of the President's Circle and of the WMU Foundation Board of Directors.

Another \$10,000 gift was received from Howard Luckey, an economics instructor at Prairie State College in Chicago Heights, Ill., and a 1966 graduate who majored in political science. Made in the form of a gift annuity, half of the donation is designated for the Howard Luckey Music Endowment Fund, which will support of the School of Music. Equal portions of the remaining gift amount will go toward the creation of an endowed scholarship fund for the School of Music's jazz performance area and the creation of an unrestricted fund to be used at the discretion of WMU's president. Luckey is a member of the President's Circle.

Other gifts reported included two donations to support scholarships for WMU's food marketing program. The Chicago Food Brokers Association donated \$12,000 and Farmer Jack Supermarkets donated \$10,000. In addition, the Kalamazoo Living Endowment Fund, a division of the Kalamazoo chapter of the AMBUCS, gave \$10,000 in support of the Department of Speech Pathology and Audiology.

Coaching, not managing, key to improved performance

Many businesses and organizations try to improve effectiveness through structural reorganization. But a new book co-written by a WMU faculty member argues that the key to productivity is much more personal, requiring managers to change the way they interact with people.

"Stop Managing, Start Coaching: How Performance Coaching Can Enhance Commitment and Improve Productivity" takes the responsibility of employee productivity and puts it squarely back on the shoulders of management. Co-written by Jerry W. Gilley, a faculty member in education and professional development, and Nathaniel W. Boughton, a human resource management consultant, the 224-page book advocates using performance coaching to prevent what the authors playfully call "managerial malpractice."

"This is our tongue-in-cheek way of saying that most managers are really, really lousy at getting results through people," Gilley explains. "You can't manage people. You can manage resources, you can manage systems, but you can't manage people. You've got to dialogue with people in such a way that it builds relationships, encourages feedback and improves the self-concept of employees."

Gilley describes this new breed of manager, the performance coach, as one who builds close, open relationships with employees, provides training directly to workers, mentors employees while helping them enhance their careers and learns how to confront employees in a positive manner that improves performance. In an organized, step-by-step fashion, the authors

present the tangible actions managers can take to entirely rework their management style or to tackle individual issues like building employee trust or self-esteem.

"Ultimately, the performance coach is responsible for creating an environment where employees feel good about themselves and the place in which they work," he says.

A WMU faculty member since 1995, Jerry W. Gilley is the author of five books and numerous articles on human resources development. He co-directs the Department of Education and Professional Development's new master of arts degree with a concentration in human resources development. Prior to coming to WMU, Gilley served as the director of training for William M. Mercer Inc., the largest compensation, benefits and human resources consulting firm in the world. He is currently working on a sixth book dealing with improving performance management systems within organizations.

According to Gilley, many of the world's corporations are filled with individuals unqualified for management. Aloof and indifferent to employees, they often have poor listening and feedback skills and are unable to provide clear goals for an organization. Gilley blames the proliferation of bad managers on the current reward system which compensates managers at a higher rate than regular employees, attracting individuals who want to make more money and little else.

"People should be going into management because they love to work with people," he says. "A lot of managers are managers because they were the best salespeople, or a lousy teacher or they just kind of evolved. Organizations need to establish criteria before selecting a manager.

Can this person develop people and communicate? Does he or she know the difference between assertive and aggressive behavior?"

While gathering the concepts outlined in the book, Gilley observed the skills of successful athletic coaches, symphony conductors and film directors — individuals whose livelihoods depended upon motivating people to their full potential. What he found were common practices easily transferable to the work force, but often resisted by those in management positions. He says one of the book's most controversial suggestions removes training duties from human resources departments, returning them to managers in an apprentice/master relationship similar to what was practiced in the pre-industrial revolution.

"When training responsibilities were taken away from managers after World War II, we began to see all the quality problems," he explains. "We've tried to fix it with quality control, total quality management and all this other nonsense, but we really need to get back to where the managers are responsible for developing their people, teaching them to do their job, giving them feedback on how they are doing — like a coach would."

Gilley believes managers make the best trainers because, ideally, they have hands-on knowledge of the business, know the company's objectives and can make sure workers receive training that's relevant to their job. He questions those managers who complain that they don't have time to train their workers, adding that one would never hear such a complaint from a cham-

(Continued on page four)

WESTERN NEWS

Editor: Ruth A. Stevens; Contributors: Jeanne M. Baron, Michael J. Matthews, Julie D. Paavola, Cheryl P. Roland.

Western News (USPS 362-210) is published by the Office of Marketing, Public Relations and Communications, Walwood Hall, Western Michigan University, 1201 Oliver St., Kalamazoo, MI 49008-5165, weekly during fall and winter semesters and bi-weekly during spring and summer sessions, except during vacation periods. Periodicals postage paid at Kalamazoo, MI 49008-5165.

Postmaster: Send address changes to Western News, Office of Marketing, Public Relations and Communications, Western Michigan University, 1201 Oliver St., Kalamazoo, MI 49008-5165.

Western News is distributed without charge to faculty and staff members, retirees and friends of the University, and is available at several campus locations.

Deadline: Items to be considered for publication should be submitted to the Office of Marketing, Public Relations and Communications by noon Tuesday of the week of publication. Offices that receive too many copies — or too few copies — are asked to call 387-8400. WMU is an equal opportunity/employer/affirmative action institution.



WESTERN MICHIGAN UNIVERSITY

A WORLD OF DIFFERENCE

Anderson chosen as director of CECP center

Mary Z. Anderson has been named the director of the Center for Counseling and Psychological Services in the Department of Counselor Education and Counseling Psychology.

She replaces Robert L. Betz, director of the center since it opened in 1986, who has returned to the faculty in the department.



Anderson

The center is the primary training facility for the department's master's and doctoral students, providing them with the clinical experience they need to meet their practicum requirements. The clients are of all ages and come from Kalamazoo and the surrounding area. Most have no economic resources to obtain services in the private and public sectors.

Each semester, four to six master's practica and one to three doctoral practica — each consisting of five to seven student counselors and one supervisor/instructor (a practicing licensed counselor or psy-

chologist) — serve a total of about 100 clients.

Anderson has been a WMU faculty member since 1995. She holds a bachelor's degree in psychology and master's and doctoral degrees in counseling psychology, all from the University of Illinois at Urbana-Champaign. While completing her advanced degrees, she served as both a teaching assistant and a research assistant at Illinois.

Her predoctoral counseling experience includes working as a therapist at both the University of Illinois Counseling Center and the privately-operated Carle Pavilion in Champaign as well as completing an American Psychological Association-accredited internship in the Student Counseling Center at Illinois State University.

WMU's Center for Counseling and Psychological Services is one of 25 such facilities in the United States. Over the years, visitors from other institutions in both the United States and other countries have toured the center and used it to help develop their own training clinics. Since it was established 11 years ago, the center has trained more than 1,000 students and has served nearly 5,000 clients.

45th and 50th reunion classes here June 13-14

Members of the WMU classes of 1947 and 1952 will gather in Kalamazoo Friday and Saturday, June 13-14, for two full days of activities during Reunion Weekend.

Walwood Hall will be the site of Friday's activities, including registration from 9 a.m. to 5 p.m. and an all-class reception from 3 to 5 p.m. Most of Saturday's activities will take place in the Bernhard Center.

Events during the weekend will include: seminars on such topics as music, nutrition and estate planning; a talk entitled "Reflection" by alumnus Thomas E. Coyne of Kalamazoo, a former WMU vice president for student affairs; a campus tour; a class photograph session; and a Saturday dinner program featuring alumnus Richard Kishpaugh of Kalamazoo as master of ceremonies.

During an induction ceremony at the close of the dinner program, the Alumni Association will acknowledge WMU alumni who graduated 50 or more years ago as Golden Associates.

The cost of Reunion Weekend is \$40 for Alumni Association members, \$45 for

alumni who are not association members, and \$35 for spouses and guests. For more information, persons should call the Alumni Association at 7-8777.

Two programs earn national recognition for excellence in videography

Two WMU television programs created through the Office of Video Distribution/EduCABLE have won 1997 Videographer Awards, earning national recognition for excellence in special events videography.

"The Pot That Would Not Break" earned an Award of Excellence in the human rights category while "The Yoga of Sound" received an honorable mention in the instructional/religious category. Both programs were created for EduCABLE, the cable television system owned and operated by the University.

This year's national competition drew 1,890 entries from 42 states. Judges selected the Award of Excellence winners based on work that was produced, shot and edited in an exceptional manner.

"The Pot That Would Not Break" was co-produced by Frank R. Jamison, instruc-

On campus

SHELF LIFE — It takes quite a bit of organization to get nearly 50,000 books a month put in their proper places on Waldo Library's shelves. Alison K. Thor, stacks manager in the library's stacks department, says the key is having a dedicated student staff. Thor supervises the general stacks area of the library to ensure the adequate, accurate and timely housing of the collection. She is assisted by a staff of, on average, about 25 student employees. During a given month, they'll shelve some 43,000 books, including those used in the library by patrons, new books introduced into the stacks and books returned after patrons use them outside the library. "The responsibilities of this position could not be accomplished without the strong commitment of my student staff," Thor says. Her staff also uses handheld scanners to take inventory of the collection in the stacks. Other activities include measuring the collection to determine growth rates, checking shelves to make sure the books are in the right call number order, shifting material to accommodate uneven growth patterns within the different disciplines, constructing shelving and compiling statistics. "I enjoy the 'hands-on' activities in this department, plus working in a beautiful environment," says Thor, who holds her bachelor's degree from Kalamazoo College. A WMU employee since 1989, she worked as a conference secretary in the Division of Continuing Education until 1994, when she joined the library staff. When not at work, she enjoys doing art work, flower gardening, reading, tackling projects around the home and spending time with family and friends. (Photo by Neil Rankin)



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) **Secretary Administrative III**, P-01 (Hourly Paid), Paper Technology Foundation, 96/97-446, 6/3-6/9/97.

(R) **Clerk III**, S-04, WMU Bookstore, 96/97-447, 6/3-6/9/97.

Please call the Applicant Information

Exchange

FOR SALE — Kenmore microwave oven, works fine, \$25. Cardboard moving boxes, great for storage, variety of sizes, \$1 each. Contact Jim at 7-4181.

FOR RENT — Beautiful faculty-owned two-story townhouse near golf course and directly on the Kalamazoo River in Saugatuck. Two large decks, fireplace, two baths, two bedrooms, hidabed in great room, heated pool. Minutes from beaches and downtown. \$800 per week. No smoking, children or pets. Deposit required. Call 375-7953 evenings.

FOR SALE — Slightly used cap and master's gown. Call 329-0427.

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

(R) Replacement

WMU is an EO/AA employer

Web watch

Ticket information and the schedule for June commencement is available through the University Information page or may be linked to directly at the URL below.

■ <http://www.wmich.edu/wmu/commencement.html>

A "WMU News" page is now available through the University Information page or may be linked to directly at the URL below. The news page includes links to general news releases, as well as general news about WMU from other sources, such as Western News. As the news page evolves, it will have links to several months of past news stories, organized by the month in which the story was released.

■ <http://www.wmich.edu/wmu/news>

A "Frequently Used Phone Numbers" page has been added to the WMU Web. The page can be accessed through the University Information page by clicking on "Campus Directories" or may be linked to directly at the URL below. There already is a searchable-by-name on-line directory for students, faculty and staff telephone numbers. However, several prospective students have sent e-mail messages noting that there is no central on-line list of phone

numbers for offices. That is what prompted the creation of this new page.

■ <http://www.wmich.edu/wmu/directories2.html>

The Sunseeker race team has an updated Web site at the new URL below. You can follow the progress of WMU's solar-powered car during Sunrayce 97 June 19 to June 28. The race team will be continuously updating its Web pages live from the race.

■ <http://www.wmich.edu/sunseeker/>

Media

Two faculty members will be guests in the coming weeks on "Focus," a five-minute interview produced by the Office of Marketing, Public Relations and Communications. "Focus" is scheduled to air on these Saturdays at 6:10 a.m. on WKPR-AM (1420) with the following speakers and topics: Catherine C. Sielke, educational leadership, on funding school facility improvements, June 7; and Jody A. Brylinsky,

Chinese prisons in his home country.

The interview was conducted in Dharamsala in northern India, the location of the Tibetan government-in-exile, during Frank Jamison's sabbatical work with Tibetan refugees in 1992-93.

"The Yoga of Sound" was co-produced by Jamison and Wes Knollenberg of Hickory Corners, owner of EcoVision, a producer of video and World Wide Web site material. It features a blend of traditional Indian classical music as well as Western music and interview segments that center on the life and works of Father Bede Griffiths, a Benedictine monk who was living in India at the time of his death in 1993.

health, physical education and recreation, on the 25th anniversary of Title IX, June 14. "Focus" is also used on a regular basis by WKZO-AM (590), WGTV-FM (88.5) and several other radio stations around Michigan.

Michigan Government Television Friday, June 6, will carry the speech that Detroit Mayor Dennis Archer gave at WMU March 11. The speech, recorded by University video services, will be broadcast at 12:10 p.m. on Channel 31 on the University's EduCABLE television system. Archer, a 1965 WMU graduate, spoke as part of the Distinguished Speaker Series of the Haworth College of Business. MGTV is a non-profit, independent initiative of the state's cable television industry. Similar to C-SPAN, it is available to cable operators across the state.

Human resources

Summer flextime available

Non-bargaining employees may request summer flextime hours, effective through Aug. 29. Employees interested in flextime hours must make a request to their supervisor, who will consider departmental staffing needs.

Employees on flextime are still required to work eight hours a day, but may begin their workday anytime between 7 and 9 a.m. and end their workday between 3:30 and 5:30 p.m. Regardless of the time employees begin or end their workday, their schedule must include work hours between 9 a.m. and 3:30 p.m.

A one-half or one-hour lunch may be taken between 11:30 a.m. and 1 p.m. During flextime, offices are to be staffed and fully operational between 8 a.m. and 5 p.m.

Zest for Life

Summer hours for the Zest for Life Fitness Room at Oakland Gym will be 11:30 a.m. to 1:30 p.m. Mondays through Fridays and 3:30 p.m. to 6:30 p.m. Mondays through Thursdays. These hours begin June 30 and continue through Aug. 15.

In addition, there will be Aquatic Fitness classes offered from 12:05 to 12:50 p.m. Mondays through Thursdays and from 5:15 to 6 p.m. Mondays and Wednesdays from July 7 through Aug. 7. For additional information or to register, call Zest for Life at 7-3262.

New book incorporates practical and theoretical approaches to leadership

While he doesn't claim to be the next Stephen Covey or Peter Senge, a WMU faculty member believes he's struck a good balance in his new book on leadership.

Peter G. Northouse, communication, is the author of "Leadership: Theory and Practice." As its title implies, the book attempts to incorporate both the practical side of leadership found in popular books by many of today's management "gurus" and the theoretical approaches to the topic explored in scholarly research.

"A great deal has been written about leadership, but it has frequently been presented in a fashion that is either too simplistic or too theoretical and impractical," he says. "I tried to find a middle ground that would make theory practical."

Northouse has taught leadership courses at both the undergraduate and graduate levels at WMU for many years. His search for an appropriate text for his classes was part of the impetus for his writing the book.

"I wanted to teach theory, and there were substantive leadership theories out there," he says. "What I was doing in the classroom was making them practical to students. There were no textbooks that did that kind of thing. The book tries to take what we know about leadership that's substantive from a theoretical perspective and use it in different real-world organizations."

Acknowledging the plethora of publications about leadership on bookstore shelves these days, Northouse says society seems fascinated with the idea.

"People highly value leadership as a concept," he says. "I try to demystify it a little bit and say, 'All right, when people are in positions of influencing others, how can they do it better?'"

While intended primarily for students in business, communication, political science, training and development, and health services, the book also is well-suited for in-service training and other leadership development programs as well as for business managers interested in the field of leadership.

Text uses American culture to teach English

What do garage sales, credit cards and American family relationships have to do with learning English as a second language? More than you might think.

These elements of American culture are incorporated in a textbook by a WMU language specialist that takes a new approach to teaching English.

"Discovering American Culture" by Cheryl L. Delk, Career English Language Center for International Students, is the fourth text in Michigan State University's Alliance series, a set of textbooks designed to teach English through content-based instruction.

Content-based instruction integrates subjects like ecology, health or, in this case, American culture, with techniques for learning the English language. The rationale is that students will enhance their language skills in addition to learning about the subject through which those skills are delivered.

"English as a second language programs are generally taught through skill-based programs so students take one writing class, one reading class and one speaking/listening class," Delk explains. "Content-based instruction integrates all of those skills into one class instead of separating them. Students learn about American culture while they are practicing speaking, listening, writing and reading."

While other texts in the series use subjects like geography, drama or ecology as vehicles to teach the English language, Delk's book is dedicated to American culture. She strongly believes that language and culture are closely linked and the key to understanding one's adopted culture goes hand-in-hand with understanding a second language.

Through her text, students explore American traditions, values and beliefs in an attempt to enhance their understanding of life in the United States. Chapters cover everything from the structure of American schools to consumerism to the American

Following an introductory chapter, there are nine chapters that describe and analyze a variety of approaches to leadership. Each chapter includes a discussion of the strengths and criticisms of the approach.

Each chapter also features an application section that discusses the practical aspects of the approach and how it could be used in today's organizational settings. Three case studies are included in each chapter to illustrate common leadership issues and dilemmas.

A leadership instrument/questionnaire also is provided in each chapter to help readers apply the approach to their own leadership styles or settings.

The final two chapters of the book deal with multiple perspectives on leadership. One focuses on women and leadership and the other explores today's popular approaches to leadership.

Northouse was assisted in his efforts by four colleagues who each wrote a chapter for the book: Mary Ann Bowman, director of faculty development services at WMU; Susan E. Kogler Hill, associate professor and chairperson of the Department of Communication at Cleveland State University; Dayle M. Smith, professor of management at the University of San Francisco; and Ernest L. Stech, former professor of communication at WMU and current president of Chief Mountain Publishing Inc.

The book was published by Sage Publications Inc. of Thousand Oaks, Calif. It is available at \$48 for the hardcover edition or \$22.95 for the paperback version from the publisher.

Northouse has been a WMU faculty member since 1974. In addition to several book chapters, he has written many articles for professional journals and is co-author of a book, "Health Communication: Strategies for Health Professionals." He currently is chairperson of the Health Communication Division of the International Communication Association and serves on the editorial board of the Journal of Health Communication.

work place. The text promotes reading, discussion and vocabulary and uses a number of authentic materials of native speakers such as newspapers, labels and college class schedules.

Whether calculating savings from the use of coupons, exploring the difference between public and private schools, or writing a classified ad, Delk uses her text to improve students' language skills and their understanding of American culture. This material brings a relevancy to the language that Delk believes increases a student's motivation and learning.

"To learn about the culture at the same time they are learning the language makes sense," she says. "It contextualizes the study of the language so they can walk out of the classroom and apply what they've learned immediately."

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 VMS cluster. Currently, there are three calendars available: June events; July events; and future events, which run from August through April. 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, June 5

Satellite teleconference, "Economic Equity: Realities, Responsibilities and Rewards," Stewart Tower Conference Room, third floor, University Computing Center, 1-3 p.m.; to register call 7-5305.

Friday, June 6

(and 7) One-act play, "The Ballad of Cass," York Arena Theatre, 8 p.m.

Tuesday, June 10

*(and 17 and 24) Management development program, "Interaction Management: Tactics for Effective Leadership," Fetzer Center, 8:30 a.m.-4:30 p.m.; to register call 7-3232.

Wednesday, June 11

Unveiling ceremony for Sunseeker 97, WMU's solar-powered car, near the Bronco sculpture at Read Fieldhouse (University Arena in case of rain), 3 p.m.

Friday, June 13

*(and 14) Reunion Weekend for the Classes of 1947 and 1952, Walwood Hall and Bernhard Center, all day; to register call 7-8777.

*Admission charged



PROMOTING PETALS — Crews from the landscape services area of the physical plant have been out in force this spring sprucing up the flower beds around campus. From left, Mary E. Pratt and William Squiers designed this display of a hot air balloon for the bed near Eddie's Lane at the intersection of Stadium and Oakland drives. Crews have planted more than 65,000 annual bedding plants this spring, according to Timothy M. Holysz, landscape services. Besides near Eddie's Lane, the larger beds of petunias, impatiens and begonias can be found at the Bernhard Center and the Fountain Plaza. The University now has more than 22,000 square feet of annual flower beds, he notes. New to the campus beautification efforts this year is a perennial bed featuring a trellis located near the north end of the Dalton Center. (Photo by Neil Rankin)

Sunseeker (Continued from page one)

for academic affairs; Dean Leonard R. Lamberson, engineering and applied sciences; Jan Selesky, mechanical and aeronautical engineering; and Steve C. Hunt, a graduate student from Kalamazoo who is the Sunseeker project manager and team leader.

In addition to unveiling the new vehicle, the ceremony will be used to name the car's drivers and introduce other members of the Sunseeker 97 traveling team. The 20-member student team will be leaving June 13 to prepare for the race that begins at the Indianapolis Speedway.

Although not yet introduced to the Kalamazoo area community, the WMU solar vehicle made its first official appearance last month during Sunrayce qualifying events at GM's Proving Grounds in Milford, Mich. After successfully completing the qualifying rounds in Milford, Sunseeker will be starting in 12th place in the field of 40. To date, only 24 cars have met qualification requirements. The only other Michigan entry is one from the University of Michigan, which will start the race in 15th place.

An additional 16 cars can still qualify at a "Last Chance" event in Indianapolis during the week leading up to the race. Nearly 60 institutions registered for the race this year, each hoping to earn a berth during May or June qualifying events.

Other schools that successfully qualified for Sunrayce 97 in May include the Massachusetts Institute of Technology, which won Sunrayce 95, George Washing-

ton University, Stanford University, Yale University and California State University at Los Angeles.

WMU vehicles in earlier Sunrayces have captured two top 10 finishes, including an eighth place in the 1995 race across a route nearly identical to the one being used in 1997.

Among the towns along the race route is Smith Center, Kan., which is the Sunrayce "Adopt-a-Town" partner to the WMU team.

Team members have made two visits to the town already, giving local schoolchildren lessons on solar power and

making presentations to local community groups. During the race, members of the community will act as hosts to Sunseeker team members as they make a June 25 overnight stop in the town.

Those viewing Sunrayce 97 will get a double-dose of WMU's engineering expertise. Sunseeker 95 has been tapped by sponsors to be part of the race advance team. The advance team, which will include WMU students, will travel the race route just prior to the arrival of the competition vehicles. Sunseeker 95 also will be equipped with a camera in its cockpit to give local and national media a look at the race route from a solar car driver's perspective.

Coaching

(Continued from page two)

pionship-winning basketball coach.

In addition to discussing the need for more employee-manager mentoring and self-esteem building, "Stop Managing: Start Coaching" emphasizes the need for reward strategies that don't undermine employee performance. For example, it cites managers who emphasize teamwork while rewarding individual efforts, or those who treat all results the same without communicating which results are more important. The book also takes the time to offer tips on dealing with different personality types in the workplace. Overall, Gilley believes the messages within the text are mostly common sense.

"If you treat people with dignity and respect, they'll usually reciprocate," he says. "People like to feel they're making a contribution to the whole and they like to be thanked for that contribution. It's simple, simple things that we learned when we were taught how to treat people in grammar school."

Selected as one of the top 30 books for business people by Soundview Executive Book Summaries, "Stop Managing: Start Coaching" is published by Irwin McGraw-Hill Professional Publishing of Burr Ridge, Ill. The book is available in area bookstores for \$25.

Those interested in following the progress of Sunseeker 97 can do so on the World Wide Web at: <http://www.wmich.edu/sunseeker/>.