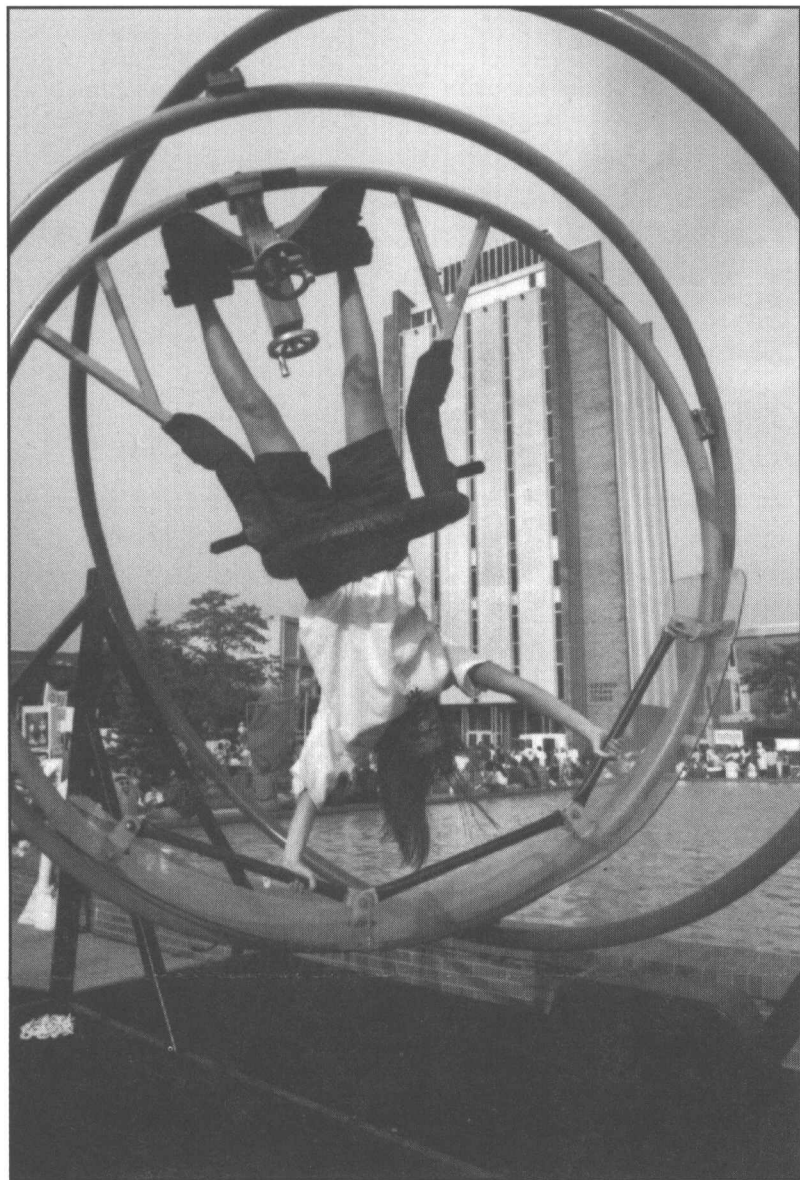


WESTERN MICHIGAN UNIVERSITY WESTERN NEWS

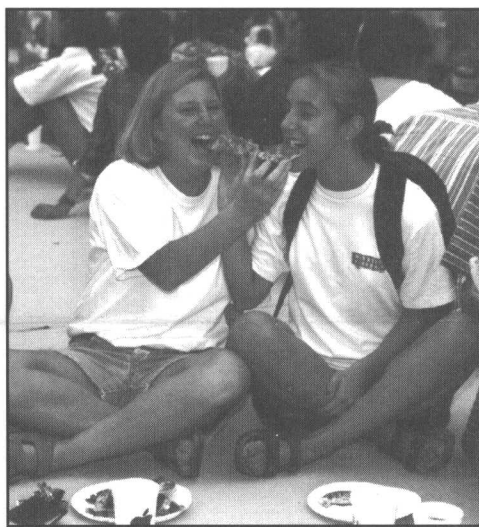
Volume 22, Number 2

September 7, 1995

Having some fun before hitting the books



The first day of classes last week was preceded by two events intended to welcome students to campus. **BELOW:** Sarah Warner, left, and Kaylee A. Manker, both freshmen from Charlevoix, enjoyed partaking of pizza following the annual "For Freshmen Only" forum Aug. 27. During the event in Miller Auditorium, the 3,000 members of the freshman class learned about WMU traditions. Afterward, they adjourned to the Fountain Plaza to consume 530 pizzas served up by administrators. **AT LEFT:** On Aug. 28, some 15,000 members of the University community turned out for the 15th annual Bronco Bash in the Fountain Plaza. In addition to finding out about student organizations and University departments at more than 200 booths, students had a chance to try out such activities as the "horizontal bungee run" and the "gladiators." This student gave the popular "Orbitron" a whirl.



First fall Faculty Senate meeting set for tonight

The first meeting this fall of the Faculty Senate is scheduled for 7 p.m. Thursday, Sept. 7, in the Fetzer Center. A welcome back reception will precede the meeting at 6:30 p.m.

Agenda items include: remarks by Provost Nancy S. Barrett; a proposed budget for the 1995-96 Faculty Fees Fund; an election to fill a vacancy on the Undergraduate Studies Council; recommendations from an ad hoc committee on the Directory of Classes; a recommendation from the Martin Luther King Jr. Day Committee; and a recommendation from the Graduate Studies Council on academic program review.

Women's group plans lunch

The WMU Women's Association (formerly the University Dames) is planning its annual fall luncheon for noon Saturday, Sept. 30, in the President's Dining Room of the Bernhard Center.

Reservations are due Wednesday, Sept. 27, by calling Virginia Blasch at 327-1656 or Ann Spotts at 343-6555.

German exchange professor to speak this afternoon

Ludwig M. Eichinger, professor of German linguistics at the University of Passau in Germany, will present a public lecture at 3:30 p.m. Thursday, Sept. 7, in 2010 Friedmann Hall.

Eichinger, who is visiting under the auspices of the WMU-University of Passau Faculty Exchange Program, will speak on "German as a European Language." His address will be followed by a reception in the Office of International Affairs, 2090 Friedmann Hall.

Marines call on WMU center for new evaluation system

The U.S. Marine Corps, long adept at recruiting "a few good men" for its elite ranks, has contracted with WMU to help it design a new personnel evaluation system that will ensure the force's best recruits receive promotions and continue their military careers.

Daniel L. Stufflebeam, Evaluation Center, has been awarded a six-month, \$483,000 contract with the nation's famed military force to develop a personnel evaluation model that can be used to identify and promote the best and brightest of future generations of Marines. The contract marks the first time the Marines have gone outside the military for personnel evaluation work.

According to Stufflebeam, the corps recently examined its 50-year-old personnel evaluation system and determined that it was no longer sufficient for evaluating the modern day duties of Marines. Personnel requirements have changed greatly as technology has developed, he notes, and the force today is far different from that which emerged from World War II.

Stufflebeam, an internationally known expert in the field of personnel evaluation, was asked by the Marines to submit a proposal for study of the corps' structure and to design a new evaluation system. The day after the contract with the Evaluation Center was approved this summer, Stufflebeam and Jerry Horn, Evaluation Center, were on their way to Marine headquarters in Quantico, Va., to meet with Marine commanders and launch the project.

"The Marine Corps can demonstrate all

Aviation project moves ahead with \$6 million grant in hand

The long-awaited \$6 million in federal funds to renovate Battle Creek airport facilities for the School of Aviation Sciences has arrived and construction will start by the end of 1995.

The school, now operating out of its Kalamazoo/Battle Creek International Airport facility, will move its entire operation to Battle Creek's W.K. Kellogg Airport, probably by the start of the winter 1997 semester, according to Joseph H. Dunlap, aviation sciences.

"In the beginning of this project there were many skeptics," Dunlap says. "I believe that there is now a general sense that the light at the end of the tunnel is within reach."

The grant from the U.S. Department of Defense was first approved by Congress in 1993. The money was released by the department a year ago but its use by the University was delayed by the Defense Department's search for a federal agency to administer the grant. The U.S. Economic Development Administration office in Chicago was selected for the task earlier this summer.

Work at the Battle Creek site will begin with renovation of the 10,000-square-foot terminal building, using \$5 million in Battle Creek Tax Increment Financing Authority funds. The TIFA funds also will be used to complete all of the necessary site work at the airport.

The \$6 million in federal funds will be used to renovate and enlarge the existing 32,000-square-foot hangar that formerly housed the Federal Aviation Administration, and to construct a new 16,000-square-foot classroom/office building. When all

three building projects are completed, the school will officially move its entire operation to the Battle Creek site.

According to Evie Asken, campus planning, engineering and construction, asbestos removal will begin at the terminal in mid-October and will take about four weeks. During that time, the University will solicit construction bids for terminal renovation. That work should be under way by the end of the December. Bids for the classroom/office building and hangar renovation will be solicited in January, with a contract for that work awarded by the first of February.

The renovated terminal, which will be completed by August 1996, will house flight operations, flight dispatch and flight planning facilities as well as offices for flight instructors.

The remodeled hangar will include four laboratories for the study of power plant, airframe, hydraulics and electrical systems. It also will include engine test cells for reciprocating, turbine and jet engines and storage and maintenance facilities for the school's aircraft.

The new classroom/office building will house three classrooms, a computer laboratory, a flight simulator laboratory, a library and faculty offices.

The three construction projects and the school's move to Battle Creek constitute the first phase of plans developed by University and Battle Creek officials. The entire effort eventually will cost about \$20 million.

Moving the school will allow it to expand from its current enrollment of about 500 students to as many as 800 students,

Dunlap says. The second phase of the project will involve development of an aviation academy that will train up to an additional 800 pilots for commercial airlines around the world. The academy could start operation in late 1997.

"The remaining piece of this jigsaw puzzle is staffing to accommodate existing programs and the new facilities," Dunlap reports. "We have identified requirements for an additional five faculty and five staff members."

Did you know?

■ In June, the Board of Trustees approved a proposal to offer a new Ph.D. degree in comparative religion. That brings to 22 the number of doctoral programs available at WMU — more than double the number of doctoral programs offered only a decade ago.

■ Three students from the School of Music's jazz studies area were featured this summer in a New York Times Magazine article about an "apprenticeship" program run by jazz artist Betty Carter. Xavier Davis, Matt Hughes and Keith Hall, all members of the WMU student ensemble, Groov'tet, were pictured in a group photo accompanying the article.

(Continued on page four)

Programs scheduled on using technologies

Three WMU offices are cooperating this fall to present a series of programs about the exciting uses of innovative technologies in teaching.

The series, "Enhancing Instruction With Technology," is being coordinated by the Office of Faculty Development Services, the Office of Instructional Technology Services in the University libraries and the Faculty Resource Center in University computing services. It will include the following programs:

■ "Arachne's Revenge: Teaching Classical Mythology on the Web" with Rand H. Johnson, foreign languages and literatures, from noon to 1 p.m. Wednesday, Sept. 20, in 2033 University Computing Center.

■ "Creating Digital Images: Tips and Techniques" with Reza Rashidi, Faculty Resource Center, and Fritz Seegers and Margaret J. Watson, both instructional technology services, from 3:30 to 5 p.m. Thursday, Oct. 5, in 2032 University Computing Center.

■ "Educational CD-ROM Resources" with Dennis K. Strasser, University libraries, from noon to 1 p.m. Tuesday, Oct. 10, in 3307 Sangren Hall.

■ "Powerful Presentations with

PowerPoint" with Judy A. Yaeger, business information systems, from noon to 1 p.m. Monday, Oct. 16, in 3307 Sangren Hall.

■ "Presentation Software: How They Really Stack Up" with Pamela Rups, instructional technology services, from noon to 1 p.m. Wednesday, Oct. 25, in 3307 Sangren Hall.

■ "Educational Resources on the Web" with Dennis K. Strasser, University libraries, from noon to 1 p.m. Wednesday, Nov. 1, in 3307 Sangren Hall.

■ "Innovative Instructional Uses of the Web" with Reza Rashidi, Faculty Resource Center, and Seamus A. Cooney, English, from noon to 1 p.m. Thursday, Nov. 9, in 3307 Sangren Hall.

■ "Using the Web in a Large Lecture Course" with Dean R. Johnson, electrical and computer engineering, from noon to 1 p.m. Thursday, Nov. 30, in 3307 Sangren Hall.

Pre-registration for these programs is encouraged by calling 7-5305; faxing your name, department, telephone number and e-mail address to 7-6048; or sending e-mail to maryann.bowman@wmich.edu.

Adult students invited to special reception

Adult students attending WMU this fall will have a chance to conduct campus business, meet peers and learn about University services at a special reception from 4 to 6:30 p.m. Thursday, Sept. 7.

The annual reception for graduate and nontraditional students, designed to meet the needs of older students, is expected to attract from 300 to 400 students to the North Ballroom of the Bernhard Center. A wide range of activities and services will be available for those attending.

Adults who are graduate or nontraditional students account for about a quarter of the WMU student body. Nontraditional students include adults over age 25 who never started or who did not complete a degree after high school, those preparing for a career change and workers seeking to update their job skills.

During the free event, those students will be able to take care of such business as securing a new student identification card, purchasing a parking permit and having their blood pressure checked. Representatives from about 40 University offices and

academic departments will be on hand to meet with students and review some of the services that are available to assist students.

Child care will be provided on site and refreshments will be served. The event is sponsored by the Division of Continuing Education, the Graduate College, the Graduate Student Advisory Committee and the Office of the Vice President for Student Affairs.

Semester-long series explores topics related to Africa

Topics ranging from "Development Trends in East Africa" to "Building a Sustainable Future: African Women and Education" will be part of a fall lecture series on "Africa Today" at WMU.

According to Suhashni Datta-Sandhu, political science and African Studies Program, the series will include events that focus on African culture as well as a variety of other topics that will help audiences become familiar with a number of African issues.

"We felt it is time to showcase Africa and to correct some of the misinformation there is about Africa," Datta-Sandhu says. "The series is not only about politics and development. We've also tried to include information on the arts and on such topics as gender."

The events are free and open to the public, except for a Friday, Oct. 6, dance performance in the Dalton Center Recital Hall, which will be sponsored by Kalamazoo College and for which admission will be charged.

The series will open with a Tuesday, Sept. 12, lecture on "African Origins of Humankind." The talk, by Tal L. Simmons, anthropology, will begin at 7 p.m. in the Lee Honors College lounge.

Other speakers and events and the topics will be:

• "African/American Relations and Africa" with WMU African studies students, Peter Vogelaar, Robert Dible, Susana Chekani and Barbara Louton, Sept. 26.

• Dinner and performance by the **Gambian National Dance Troupe** in the Dalton Center Recital Hall, Oct. 6. Admission will be \$5 for students and \$7 for non-students. The dinner is at 5:30 p.m., followed by the performance at 8 p.m. More information available by calling 337-7406.

• "Gender and Development in South Africa: The Kellogg Foundation Projects" with Freddie Webb-Pekott of the W.K. Kellogg Foundation, Oct. 17.

• "Building a Sustainable Future: African Women and Education" with Gwendolyn Etter-Lewis, English, Oct. 24.

• "Africa and America's Racial Blind-

Regulation of telecommunications industry is focus of 32nd annual economics seminar series

The first of six scholars who will present their views this year on regulation of the telecommunications industry will speak at the University Wednesday, Sept. 13.

Robert W. Crandall, a senior fellow at the Brookings Institution in Washington, D.C., will kick off the Department of Economics' 32nd annual guest seminar series. He will present a free public lecture titled "Is Total Deregulation of Telecommunications Out of the Question?" at 3:30 p.m. in 3760 Knauss Hall.

The theme of this year's seminar series is "Telecommunications: Have Regulators Dialed the Wrong Number?" "The topic is timely both in terms of economic issues as well as public policy issues that confront economists and public policy makers today," said Donald L. Alexander, economics, who is directing the series. "Telecommunications issues, whether concerning new laws or mergers and joint ventures, are always in the news and touch the lives of everybody in one way or another."

Crandall is nationally recognized for his many scholarly contributions to the field of applied microeconomic analysis and especially for his research on the economics of the telecommunications industry. He has written or edited nine books, including "After the Breakup: The U.S. Telecommunications Industry in a More Competitive Era." He is expected to discuss

whether or not it is possible to deregulate the entire telecommunications industry, rather than implementing deregulation in a piecemeal fashion, as has been done in the past. His lecture may include a discussion of whether the Federal Communications Commission should be abolished.

Other speakers slated for this year and the topics they will address are:

□ "Telecommunications and Economic Development: A U.S. Perspective" with Frederick Williams, professor and the Mary Gibbs Jones Centennial Chair in Communication and director of the Center for Research on Communication Technology and Society at the University of Texas at Austin, Wednesday, Oct. 11;

□ "Is 'Public Interest' Regulation in the Public Interest?" with Thomas W. Hazlett, associate professor of agricultural economics and director of the Program on Telecommunications Policy in the Institute of Governmental Affairs at the University of California at Davis, Wednesday, Nov. 8;

□ "The PCS Auction: Game Theory Meets Reality" with Barry Nalebuff, professor of economics and management at Yale University, Wednesday, Jan. 24;

□ "Antitrust Policy Issues in the Changing Telecommunications Industry" with David L. Kaserman, the Torchmark Professor of Economics at Auburn University, Wednesday, Feb. 14; and

□ "Price Caps for Networked Industries: How Real Is Reform?" with Ronald R. Braeutigam, the Kapnick Professor of Business Institutions at Northwestern University, Wednesday, March 27.

All lectures begin at 3:30 p.m. in 3760 Knauss Hall and are free and open to the public. The Department of Economics co-sponsors the series with the W.E. Upjohn Institute for Employment Research in Kalamazoo.

Items sought for column

Do you have any facts that would be appropriate for the "Did You Know?" column that appears on page one of each Western News? Send your submissions, along with the name of person to contact for more information, to Ruth A. Stevens, news services, or e-mail her at ruth.stevens@wmich.edu.

Macleod earns arts medal

Garrard D. Macleod, WMUK-FM, has been named the recipient of a Community Medal of Arts from the Arts Council of Greater Kalamazoo. The awards are given to artists who have gone beyond their professional endeavors to foster the growth and appreciation of the arts in Kalamazoo County.

In addition to spotlighting artists as one of several interviewers on WMUK's "Afternoon Edition," Macleod has been involved in community arts as an actor and board member in the New Vic Theatre. He has been active in the Arts Council of Greater Kalamazoo and in such efforts as the Children's Symphony Concert series, Poetry on the Buses and the Kalamazoo Public Library used book sale.



NEW FACULTY ORIENTATION — A total of 63 new faculty members participated in an orientation program coordinated by the Office of Faculty Development Services in the week before classes began. From left, Eric Anderson, geography, and Joseph Kayany, communication, got some information on benefits from Richard K. Schaper, human resources, during a Resource Fair in the Bernhard Center. In addition to attending the fair, which featured service providers from across campus, new faculty members also heard presentations by key administrators during the orientation. New teaching assistants also were invited to the fair and attended a separate orientation session.

WESTERN MICHIGAN UNIVERSITY WESTERN NEWS

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Boothroyd pens book on self-defeating behaviors

Individuals and organizations trapped in gridlock because of the practice of self-defeating behaviors can get directions for leaving their problems behind in a recent book by a WMU faculty member.

"Goin' Home: A Therapeutic and Spiritual Guide Toward Eliminating Self-Defeating Behaviors" by Gregory W. Boothroyd, Counseling Center and University Substance Abuse Services, was published in May by Greenwood Associates of Delton.

In the book, he describes the task of recognizing and eliminating self-defeating behaviors as a journey that can be fraught with detours and roadblocks, but one that will eventually lead to a psychic and spiritual "home," characterized by joy, purpose and serenity. It's a trip that can be taken by individuals suffering from such behaviors as negativism, procrastination and underachievement as well as organizations plagued by poor communication, power struggles and apathy.

"Self-defeating behaviors are any behavior or attitude that a person uses to such an extent that it diminishes the best life possible for that person," Boothroyd says. "They are responsible for many of life's opportunities being missed."

Systemic self-defeating behaviors, Boothroyd says, are those that a whole group will practice as part of an unconscious effort to defeat the purpose of an organization. "In addition to diminishing the quality of the system's product, they extinguish the quality of life of the people working in the system," he notes.

Such behaviors occur in all systems and organizations — from small businesses to the halls of Congress, he says. The bigger the organization, the more obvious and visible the problems can become. Congressional gridlock is one such highly visible symptom of systemic self-defeating behaviors, he notes, but most are much more subtle and organizations frequently need outside assistance to diagnose the problems.

The book focuses on the causes and development of self-defeating behaviors and the techniques that both individuals and groups use to perpetuate the behaviors. For individuals, techniques include anticipating negative results, creating unrealistic expectations or false limitations and distorting feedback. For groups, the techniques include: making operational procedures unnecessarily complicated; forcing employees to go underground to get things done; and structuring the workload so that there is always a crisis, guaranteeing that nothing ever gets done.

"In my 24 years of practice as a licensed professional counselor and consultant to industry, government and education," Boothroyd says, "I have never met anyone who at some point in his or her life didn't practice self-defeating behaviors or attitudes. It seems to be an unintentional yet predictable consequence from growing up in our families and in our culture."

Jobs

There are no job postings for this week.

Human resources

Invest in your future today — buy U.S. Savings Bonds

The WMU annual U.S. Savings Bonds drive has been scheduled for Sept. 11-30. During this time, all regular full- and part-time employees will be sent a letter and brochure describing the Payroll Savings Plan, which allows employees to purchase U.S. Savings Bonds through payroll deduction.

Savings Bonds are a flexible financial product that is as safe and convenient as they come, yet offers savers competitive market-based interest yields and significant tax advantages. With the Payroll Savings Plan, an amount of money determined by the employee is automatically deducted from each paycheck and used to buy U.S. Savings Bonds. Participating employees save money before they see it and savings grow steadily.

By purchasing U.S. Savings Bonds, we

Learning to recognize such behaviors and their effects are part of the journey "home," Boothroyd says and his book offers a 12-step "road map" for the trip.

"When I'm asked to work with an organization, the first thing I do is make sure everyone is there," he says. "I don't believe the heart and lungs can talk while the respiratory system sits out. Once the diagnostics are laid out, we can decide the best way to change the behaviors."

An avid collector of "self-help" books, Boothroyd admits an aversion to actually reading some of the more lengthy tomes and says he tried to keep his own offering short, personal and insightful. The 85-page book contains many stories of client problems and successes plucked from his years of practice and workshop deliveries. Fables and stories collected during his career are used to illustrate his points.

The book is available for \$9.95 from Kalamazoo area bookstores or from the publisher, Greenwood Associates, P.O. Box 566, Delton, Mich. 49046.

Boothroyd has been an experimenter and practitioner in Self-Defeating Behavior Theory since shortly after the theory was conceived in 1970 by the late Milton R. Cudney, a faculty member in WMU's Counseling Center and a longtime colleague of Boothroyd's. Boothroyd has narrated films on the topic and delivered workshops around the state and nation. He is a frequent keynote speaker at national conventions.

Service

These employees were recognized for five, 10, 15, 20, 25 and 30 years of service to the University in August:

30 years — William C. Appel, music; James J. Bosco, education and professional development; Joe R. Chapel, education and professional development; Loren D. Crane, communication; Clifford Davidson, English and medieval studies; Tom L. Day, printing services; George H. Deme-trakopoulos, College of Arts and Sciences; Rainer R. Erhart, geography; Helen J. Healy, University libraries; George W. Hobbs, health, physical education and recreation; Paul Mergen, art; Ruth Ann Meyer, health, physical education and recreation; David Morris, admissions and orientation; Robert H. Peterson, residence hall facilities; F.W. Schaeberle, accountancy; Peter J. Schmitt, history; Rudolf J. Siebert, comparative religion; Donald E. Slocum, physical plant-maintenance services; Charles V. Spaniolo, Counseling Center; Diane L. Stephenson, biological sciences; Vern H. Stillwell, theatre; John H. Stroupe, English; Roger E. Ulrich, psychology; Constance S. Weaver, English; and Lindsey Wilhite, foreign languages and literatures.

25 years — Thomas C. Bailey, ombudsman; Leonard J. Beuving, biological sciences; Joseph T. Buckley, mathematics and statistics; Josephine J. Bullard, Henry/Hoekje/Bigelow dining service; Howard J. Dooley, international affairs; Dean Rollin G. Douma, Graduate College; David A. Ede, comparative religion; Sharon M.

help ourselves and our country. A limited number of U.S. Savings Bonds question and answer booklets are available at the Department of Human Resources information systems office. This booklet provides more detailed information about U.S. Savings Bonds. You can obtain a copy by calling 7-2983.

Media

Susan L. Caulfield, sociology, discusses Michigan's new Weapons-Free School Zone law on "Focus," a five-minute interview produced by news services. "Focus" is scheduled to air Saturday, Sept. 9, at 6:10 a.m. on WKPR-AM (1420).

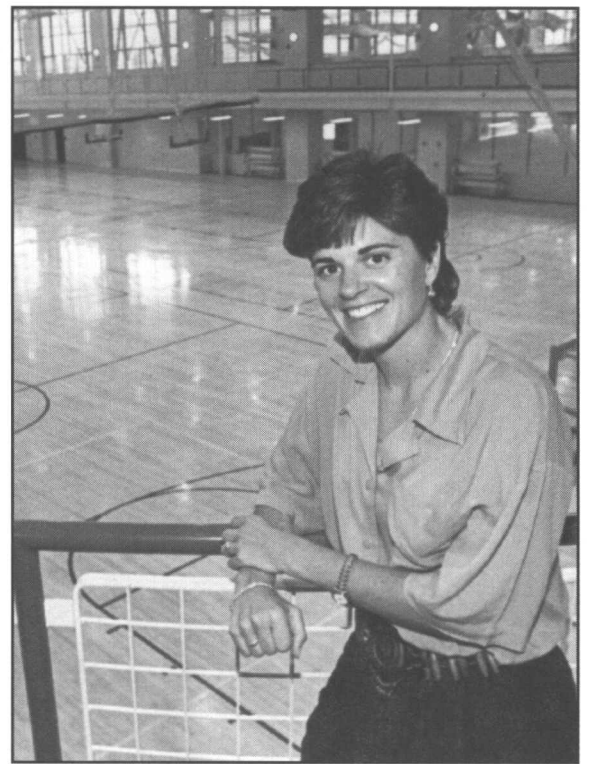
Exchange

FOR SALE — Smith-Corona word processor. \$85. Call 382-0615.

On campus

READY FOR RECREATION — All was quiet at the Student Recreation Center when this photograph was taken before fall classes began. But by now, the pace has picked up for Amy J. Seth, assistant director for intramural/recreation programs in University recreation programs and facilities. Seth coordinates some 28 programs a year that serve more than 6,000 students. Those range from unstructured programs for which she simply sets up the space to more structured programs, such as the new climbing wall that requires completion of a clinic in order to use. Seth is constantly evaluating her programs to see that they meet the needs of building users. Some new areas that she's exploring include opportunities for faculty/staff and spouses who

pay to use the center as well as Friday "family night" programs for building users and their children. Seth, who is beginning her seventh year on the WMU staff, says she likes working with the students and in the last year has especially enjoyed helping them learn to use the three-story climbing wall. "It provides a unique atmosphere for college students," she says. "It really gives them a chance to unwind." Originally from Colorado, Seth earned her bachelor's degree from Bethany College in Kansas and her master's degree from Eastern Michigan University. When not at work, she prefers to spend time outdoors biking and enjoying Lake Michigan. She also is a supporter of the Kalamazoo Civic Theatre.



Flickinger, continuing education; Jeffrey B. Gardiner, foreign languages and literatures; L. John Goes, physical plant; Thomas L. Gossman, finance and commercial law; Bruce M. Haight, history; Philip H. Herron, public safety; Richard E. Joyce, communication; Robert A. Laing, mathematics and statistics; F. William McCarty, finance and commercial law; Gerald L. Morehouse, logistical services-stores; J. Donald Nelson, chairperson of computer science; Thomas F. Pagel, communication; Robert H. Poel, science studies; Dale H. Porter, history; David L. Rozelle, accountancy; James T. Schaper, auxiliary enterprises; Shirley S. Scott, chairperson of English; Thomas Seiler, English; Jack F. Shaw, intercollegiate athletics; Patricia L. Sonicksen, accounts receivable; Larry L. Tyler, sociology; Shirley A. Van Hoven, communication; Earl M. Washington, College of Arts and Sciences; and Franklin K. Wolf, industrial and manufacturing engineering.

20 years — Henry H. Beam, management; Joel P. Bowman, interim chairperson of business information systems; William M. Cremin, anthropology; Chuck J. Forman, physical plant-maintenance services; Barbara L. Harris, special education; F. Arlene Holston, accounts receivable; Leander C. Jones, black Americana studies; Timothy R. Kellogg, business services; James F. McCarthy, music; Sharlene M. Miller, academic records; Steven C. Rhodes, communication; Hazel L. Starcher, College of Health and Human Services; Benjamin C. Wilson, black Americana studies; Brian L. Wilson, music; and Paul Yelsma, communication.

15 years — Sisay Asefa, economics; Daniel J. Farrell, management; Jorge M. Febles, foreign languages and literatures; James A. Gilchrist, chairperson of communication; Meshulam Groper, mechanical and aeronautical engineering; Carol J. Haines, psychology; John M. Hanley, chairperson of speech pathology and audiology; Edward L. Harkness, art; Edward Jayne, English; Dean R. Johnson, electrical and computer engineering; Barbara T. McKinney, mathematics and statistics; Jon R. Neill, economics; Cindee Peterson, occupational therapy; Pamela S. Rooney, business information systems; Darcey M. Stevens, Henry/Hoekje/Bigelow dining service; John A. Tanis, physics; and Robert G. Trenary, computer science.

10 years — Joanne Alexander, accounting; Judah Ari-Gur, mechanical and aeronautical engineering; Pnina Ari-Gur, construction engineering, materials engi-

neering and industrial design; Robert J. Balik, finance and commercial law; Elaine M. Barth, Miller Auditorium; Debra S. Berkey, chairperson of health, physical education and recreation; Alfred J. Boals, computer science; Steven Darrell, Valley I dining service; Diether H. Haenicke, president; Carolyn J. Harris, foreign languages and literatures; Richard L. Hodges, chairperson of accountancy; Karen L. Koprin, testing and evaluation services; Theresa J. Landis, University recreation programs and facilities; Paul M. Lane, marketing; Carlton Macksam, WMUK; Inayat U. Mangla, finance and commercial law; Ann C. Panse, University libraries; Ben C. Pinkowski, computer science; Linda L. Powell, health, physical education and recreation; Allen J. Schwenk, mathematics and statistics; Frank L. Severance, electrical and computer engineering; Andrew S. Targowski, business information systems; Jay S. Treiman, mathematics and statistics; Norma VanRheenen, English; Molly B. Vass, community health services; Judy A. Yaeger, business information systems; and Roy V. Zimmer, University computing services.

Five years — JoNina Abron, English; James Adduci, Valley I dining service; Jacqueline Alexander, registration; Kent Baldner, philosophy; William D. Bosshardt Jr., economics; Christine Carlton, music; Susan L. Caulfield, sociology; James M. Croteau, counselor education and counseling psychology; John Crowell, mathematics and statistics; Henry V. Davis, history; Satish Deshpande, management; Donald L. Fixico, history; Marianne Frauenknecht, health, physical education and recreation; Robert S. Hafner, science studies; Marcia A. Kingsley, University libraries; Elizabeth R. Long, accountancy; Patricia M. Meinhold, psychology; Mary S. Morgan, mathematics and statistics; Sandra Odell, education and professional development; Paul Pancella, physics; Thomas F. Pitkowski, computer science; Kathleen M. Reding, public affairs and administration; Sharon S. Russell, external affairs-alumni relations; Diane Russo, intercollegiate athletics; William S. Sauck, Institute for Water Sciences; James W. Smith, public safety; William S. Smith, geology; Michael B. Strong, University video services; M. Scot Tanner, political science; Benjamin Torres, foreign languages and literatures; Teresa M. Ventimiglia, academic records; Daneen Wardrop, English; Ronald E. Ware, public safety; Melanie A. Warnke, counselor education and counseling psychology; Mark V. Wheeler, economics; and Klayton T. Woodworth, WMUK.

Calendar

The master calendar maintained by news services for use in Western News is available through Gopher on the VMScluster. Currently, there are three calendars available: September events; October events; and future events, which run from November through July. To view the calendars, type Gopher at the system prompt. At the next menu, choose 2. Western Michigan University, then choose 3. Campus Calendar. You will find options for 1. This Month's Events, 2. Next Month's Events and 3. Future Events.

Thursday, September 7

(thru Oct. 6) Exhibition, handmade books from the Bronte Press, Space Gallery showcases, Knauss Hall, weekdays, 8 a.m.-9 p.m.
(thru 9) Student Art Gallery exhibition, "Passage," paintings by Keely Fielding, Rotunda and South galleries, East Hall, 10 a.m.-6 p.m.
(thru 22) Exhibition, "Color in the Environment," Tricia Hennessy, art, Gallery II, Sangren Hall, weekdays, 10 a.m.-5 p.m.
(thru 21) Exhibition, paintings by Susan Maakestad, Nerstrand, Minn., artist, Space Gallery, Knauss Hall, Mondays thru Thursdays, 10 a.m.-4 p.m.
Open house, University Travel Center, Bernhard Center Annex, noon-4 p.m.
International affairs lecture, "German as a European Language," Ludwig M. Eichinger, professor of German linguistics, the University of Passau, Germany, 2010 Friedmann Hall; reception following in 2090 Friedmann Hall.
Reception for nontraditional and graduate students, North Ballroom, Bernhard Center, 4-6:30 p.m.

Meeting, Faculty Senate, Fetzer Center, 7 p.m.

Friday, September 8

Seminar for campus researchers on the Investigator Significant Financial Disclosure Policy for Sponsored Projects, Donald E. Thompson, vice president for research, Walwood Commons, 1:30-3 p.m.

*(and 9) Volleyball, WMU Invitational, University Arena: Sept. 8, WMU vs. West Virginia University, 7 p.m.; and Sept. 9, WMU vs. the University of Wisconsin at Milwaukee, noon, and WMU vs. the University of Cincinnati, 7 p.m.

*(thru 10) Performance, Rodgers and Hammerstein's "State Fair," Miller Auditorium: Sept. 8, 8 p.m.; Sept. 9, 2 and 8 p.m.; and Sept. 10, 2 and 7:30 p.m.

*(and 9) University Theatre production, "One Flew Over the Cuckoo's Nest," York Arena Theatre, 8 p.m.

*(thru 10) Kalamazoo Film Society showing, "The Secret of Roan Inish," directed by John Sayles, 2750 Knauss Hall: Sept. 8-9, 8 p.m.; and Sept. 10, 2:30 p.m.

Sunday, September 10

Soccer, WMU vs. Valparaiso University, Waldo Stadium, 2 p.m.

Monday, September 11

(thru 30) WMU Department of Art faculty exhibition, Dalton Center Multi-Media Room, Mondays thru Saturdays, 10 a.m.-4 p.m.; reception, Friday, Sept. 15, 4-6 p.m.

(thru 22) Student Art Gallery exhibition, Department of Art MFA degree candidates, Rotunda and South galleries, East Hall, weekdays, 10 a.m.-5 p.m.; closing reception, Friday, Sept. 22, 4-6 p.m.

Tuesday, September 12

(or 13) Research and sponsored programs and faculty development services workshop, "National Science Foundation Career Program," noon-1 p.m.: Sept. 12, 158 Bernhard Center; or Sept. 13, 213 Bernhard Center; to register call 7-8298.

Slide lecture on her work, Tricia Hennessy, art, 2302 Sangren Hall, 7 p.m.; reception following in Gallery II.

Marines *(Continued from page one)*

the way down the ranks that it is recruiting the highest quality personnel into the organization," he says. "What it wants now is a new system that ensures selection of the very best people to retain in the corps for future promotion. The Marines are committed to providing the kind of support needed to develop that system."

To accomplish the design task in the short time allotted, Stufflebeam has assembled a national team of experts in such fields as industrial psychology and evaluation statistics. They include: Joseph W. Cunningham of North Carolina State University, a specialist in industrial/organizational psychology; R. Bruce Gould, an industrial personnel and psychology specialist who works at Brooks Air Force Base in Texas; and Richard M. Jaeger and John Hattie, statisticians based at the University of North Carolina at Greensboro.

One group of experts will evaluate alternative personnel performance evaluation models being used in the military and in industry to find elements that may work for the Marines' new model.

Another set of researchers will characterize and evaluate the Marines' current system against a set of national personnel evaluation standards to determine which parts of the old system are strong and which parts need improvement. Once both teams have completed their work, Stufflebeam and Horn will use their reports to design one or more new evaluation models that can be used for promotion evaluations at the levels of staff sergeant through colonel — those of most concern to the corps leadership.

Major elements that will affect the design of the new system, Stufflebeam says, include the corps' basic pyramid structure, in which each layer or promotion level is smaller than the one underneath, and an "up or out" promotion schedule that results in the inevitable loss of good people. The current single standard grading system

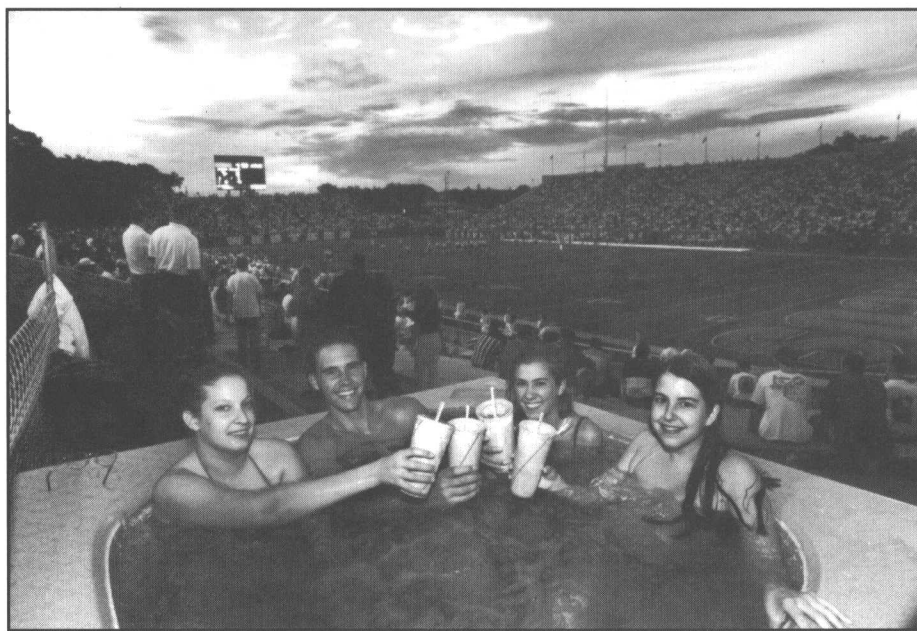
means that promotion boards may be faced with a host of candidates all labeled "outstanding" when it comes to making decisions about promoting personnel to the limited number of slots in the next level of the pyramid.

Marines are evaluated on a single set of criteria describing what it means to be a good Marine, Stufflebeam notes. Those criteria include such qualities as loyalty, attention to duty, leadership and integrity. The new model, he says, will need to incorporate assessments of job performance, fulfillment of Marine Corps ideals and qualifications for promotion.

"They want a defensible system and one that will continue to produce an effective force and high morale among its members," he says.

After the new design has been finalized, Stufflebeam says he expects the corps to take some time to evaluate it conceptually and to field test it. Stufflebeam and his staff have indicated their willingness to help the corps implement the model by working with the Marines on such tasks as training personnel to use the new system.

WMU's Evaluation Center, a part of the University since 1973, is one of only a few such centers in the nation and is recognized internationally for its work in program and personnel evaluation. It is the home location for a national committee, previously chaired by Stufflebeam, which in 1988 published "The Personnel Evaluation Standards," designed as a tool for examining and improving personnel evaluation systems. Among the clients of the center are the W.K. Kellogg Foundation, the John D. and Catherine T. MacArthur Foundation, the Alger Foundation and the U.S. Department of Education, which established the national Center for Research on Educational Accountability and Teacher Evaluation at WMU in 1990. That research center operates under the auspices of the Evaluation Center and under the direction of Stufflebeam.



'FOOTBALL POOL' — This spa set up near the end zone in Waldo Stadium gives new meaning to the term, "football pool." During each home football game, two lucky students and two of their friends will have the opportunity to watch the Broncos from relaxing seats in the hot tub, donated for use during the season as a promotion by Roodbergen Pools and Spas. Two names will be drawn from a sign-up near the McDonald's in the Bernhard Center before each game. At the final game of the season, a name will be drawn from a sign-up at Roodbergen Pools and Spas and that person will win the spa. Toasting to WMU's first victory of the season over Weber State Aug. 31 were, from left, sophomore Andrea Harmon, freshman Jesse Vos, freshman Becky Thomas and sophomore Carrie Miller. The next home game, the annual "CommUniverCity Night," is Thursday, Sept. 14.

"Africa Today" lecture series, "African Origins of Humankind," Tal L. Simmons, anthropology, Lee Honors College lounge, 7 p.m.

Thursday, September 14

Instructional technology services and human resources brown bag lunch, "Where Do I Go for Graphic and Media Support?" Janet W. Oliver, instructional technology services, 157-159 Bernhard Center, 12:05-12:55 p.m.; to register call 7-3625.

*Football (CommUniverCity Night), WMU vs. the University of Toledo, Waldo Stadium, 7:30 p.m.

*Admission charged

Walker researches writings of Henry James

Scholars who research 19th century American and European novelists, graduate students in literature and general readers with an interest in the writings of Henry James will welcome a recent book by Pierre A. Walker, English.

"Reading Henry James in French Cultural Contexts" examines numerous novels written by James and shows how those novels allude to various elements of French culture in the late 1800s. The book was published by the Northern Illinois University Press of Dekalb, Ill.

James was an American-born novelist and critic who later moved to England. He wrote about people and culture in America and Europe. Many of his novels partly or fully took place in France, where he lived both as a child and as an adult. His works covered literature, plays and French clichés that were well-known to people in France but often were unknown to people in other countries.

"The main point of my book is to provide scholars and students of 19th century literature with a proper understanding of James' style of writing," Walker explains, "and to ground them in American, English and French culture."

"One of the implicit arguments of my book," he continues, "is to highlight the 'Frenchness' of James' fiction. This is not to say that James was a French novelist rather than an American or an English writer, but to emphasize the degree to which James is read in an English, American and French context."

There are seven chapters in Walker's book, each focusing on a particular James novel.

To illustrate James' style of writing, the book's sixth chapter examines the novel, "Washington Square." That work is a tragedy about a young woman caught in an impossible bind; she would please both her father and the man she loves, but she can please her father only by rejecting her suitor.

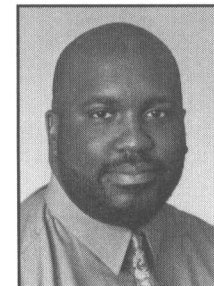
The chapter, titled "The Experimental and Sentimental Novels in Washington Square," looks at two of the major characters in the novel, as well as the prevailing attitudes of the 1880s toward a particular

school of English-language sentimental novel writing and the school of French-language novel writing known as "naturalism."

"In that particular chapter," Walker explains, "I trace James' literary criticisms and show how one particular character happens to be, in her view on life, very much like a highly sentimental, highly romantic novel that many English and American novelists were writing in the late 19th century. I also show how James created another character from that period's French style of avant-garde novel writing."

"Reading Henry James in French Cultural Contexts" is Walker's first book. A WMU faculty member since 1993, he also has written numerous articles for literary publications.

Liggon joins WMUK staff



Liggon

Rodney R. Liggon has joined the staff at WMUK-FM, the public broadcasting service of WMU.

The 28-year-old Detroit native comes to Kalamazoo after working at radio station WWJ in Southfield. He

will serve as news producer and host of the local segments of National Public Radio's news program, "Morning Edition." He replaces Julie D. Paavola, who recently was named assistant director of news services at WMU.

Liggon, a graduate of Eastern Michigan University and the Specs Howard School of Broadcast Arts, also has worked as a news reporter at radio stations WKBZ in Muskegon and WQBR in Ypsilanti.

Away from the broadcast studios, Liggon has been active as a youth instructor for Mount Vernon Baptist Church, an anti-drug speaker for the Detroit Public Schools and a volunteer with the Toys for Tots and Coats for Kids programs.