

WESTERN MICHIGAN UNIVERSITY WESTERN NEWS

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Focus on people to mark next five years at University

While much of the University's work during the last decade has concentrated on the physical structure of the campus, efforts will turn more toward the personnel structure during the next five years, according to President Haenicke.

During his remarks to the Board of Trustees Jan. 19, Haenicke said the University must focus on its people in order to advance the next step.

"We have to be absolutely sure that we have the right people in the right places," he said. "We have to, in some cases, rearrange our resources for greater efficiency. We have to be extremely careful in the next several years that we bring in the right people who subscribe to these principles that we espouse and who will help us promote them."

Haenicke noted that many people who came to the University during the "boom years" in the 1960s are retiring. Replacing them, he said, will be a major challenge.

Haenicke also touched on several other topics during his remarks, including a report by a legislative task force, the possibility of a new capital outlay program and an update on Total Quality Management efforts.

Task force report

Earlier this month, the House Republican Higher Education Task Force released a report describing how higher education could better serve the state. It contained 10 recommendations, ranging from urging universities to work with the Legislature to develop an equitable funding system to encouraging them to design programs to reduce attrition rates among freshmen.

"I was very pleased to note that of the 10 recommendations that the task force made, our University is clearly already ahead of the curve on eight," Haenicke said.

He noted that one recommendation endorses the Carnegie classification system as a basis for funding state universities. Haenicke has been advocating the use of this system for several years, and Gov. John Engler used the classification in his executive budget recommendation last year. Because it showed that WMU was seriously underfunded for its type of insti-

tution, the University received the largest percentage base appropriation increase among the state's 15 public universities.

"I think we should take great pride that we have introduced to the state's thinking this classification system," Haenicke said.

Another recommendation urges universities to "hold the line or make only moderate tuition increases and to make a university education affordable by keeping other costs down, including room and board." Haenicke noted that WMU's tuition increase of 2.6 percent for this year was half the national average for public institutions and the lowest among state institutions.

By keeping the increase below the cost of living increase, the University has enabled those paying resident undergraduate tuition to qualify for a \$250 state income tax credit. He pointed out that this is the third year WMU has had a tuition increase of 5 percent or lower. "That is a very remarkable record," he said. "Also, you have to realize that during these five years we have not curtailed operations significantly."

Haenicke added that WMU was the only institution in the state to freeze room and board rates for this year.

Capital outlay program

Haenicke told the trustees that there is a possibility of an additional capital outlay program in the state, which could bring \$50 million for construction to campus.

"If we see an additional \$50 million for construction, we think that most of this effort will go into the improvement of

science research and teaching facilities in technical and natural science areas," he said. "It would largely be upgrading the engineering college and McCracken Hall, which is a solid building but completely outdated for the needs of modern science."

Haenicke said he also would like to begin to focus on restoring more of the East Campus. After seeing the success with the refurbishing of Walwood Hall, he said he is anxious to move on to other buildings in that area, particularly East Hall.

"That is the one big campus building that is visible from the downtown area that connects us with the downtown community," he said. "I think we should be able to interest the community in helping us to restore that part of campus to its original beauty and back to functionality."

TQM efforts

Haenicke informed the board that Total Quality Management efforts are moving along and expected to continue.

"We have gone through the major service areas at this point," he said. "I'm now beginning to have seminars with middle management in areas other than direct contact areas with the public to penetrate the entire service structure of the University, including the academic arena, in the next one or two years."

Although he admitted to being a bit frustrated over how long the project is taking, Haenicke said he looks forward to continued work in this area.

"We are making good progress and I am very encouraged by the fine response that people have had," he said.

Edwards, Haworth to lead Board of Trustees in 1996

Alfred L. Edwards of Ann Arbor and Richard G. Haworth of Holland were elected chairperson and vice chairperson, respectively, of the Board of Trustees at its meeting Jan. 19. Both terms are for one year.

Edwards, who served as vice chairperson of the board in 1995, replaces Lana L. Boldi of Kentwood. His selection is in keeping with Section One of the board's bylaws that identifies seniority as a key criterion for chairperson.

Other officers re-elected to one-year terms were: secretary, Betty A. Kocher; treasurer and assistant secretary, Robert M. Beam, who is the University's vice president for business and finance; and assistant treasurer, Lowell P. Rinker, who is WMU's assistant vice president for business.

Edwards has served on the WMU board since 1981; this will be his fourth term as its chairperson. Although he officially retired as a professor of business administration at the University of Michigan in 1990, he continues to teach and conduct research there. He joined the U-M faculty in 1974 after teaching at Southern University in Louisiana, the University of Iowa and Michigan State University. He also has served as deputy assistant secretary of the U.S. Department of Agriculture and as assistant to the commissioner of the U.S. Consumer Product Safety Commission.

Edwards has served as a consultant to the Rockefeller Foundation. In addition, he is a board member and adviser with the Consortium for Graduate Study in Management, a nationwide program that encourages underrepresented minorities to pursue graduate degrees.

In 1994, the U-M School of Business Administration honored Edwards by es-

tablishing the Alfred L. Edwards Collegiate Professorship. Its purpose is to further the professional development of minority students. There also is a scholarship named for him.

A graduate of Livingstone College in North Carolina, Edwards earned his master's degree from the U-M and his doctoral degree from the University of Iowa.

Haworth has been a member of the WMU board since 1991; this will be his

Grant total stands at nearly 77 percent of record figure

Just six months into the 1995-96 fiscal year, grants to the University have reached \$16.2 million, according to a report presented Jan. 19 to the Board of Trustees.

December awards totaling \$1,419,588 brought the year-to-date figure to \$16,253,042. With six months left until the June 30 end of the fiscal year, WMU's grant total already stands at nearly 77 percent of the record-breaking \$21.1 million total reached during the previous fiscal year.

Highlights of the report included three grants totaling \$559,818 to the Department of Mathematics and Statistics. An award for \$320,000 from the Michigan Department of Education will be used by Christian R. Hirsch, mathematics and statistics, to direct a curriculum and professional development project. It is designed to serve as a catalyst for systemic change in the teaching of mathematics in Michigan high schools.

The project, Making Mathematics Accessible to All, will provide 16 months of staff development for new school-based teams and follow-up workshops for teachers as well as technical assistance and summer workshops for teachers implementing the new Core-Plus Mathematics Project curriculum. Hirsch has been directing that national curriculum development project since 1992 with funding from the National Science Foundation.

A \$179,498 grant from the Michigan Department of Education to Robert A. Laing, mathematics and statistics, and Ruth Ann Meyer, chairperson of mathematics

(Continued on page two)

Did you know?

WMU, as one of the state's top universities in size, complexity and quality, remains a bargain for students and their families seeking value in higher education — at both the graduate and undergraduate level:

■ WMU's tuition for freshmen and sophomores ranks 12th of the state's 15 public universities and seventh for juniors and seniors for an average rank of ninth in the state.

■ At the undergraduate level, tuition at other public universities in Michigan ranges from 71 percent higher than WMU's (University of Michigan at Ann Arbor) to 11 percent lower (Northern Michigan University).

■ At the master's level, tuition at other public universities ranges from 155 percent higher than WMU's (U-M at Ann Arbor) to more than 18 percent lower (NMU).



CHANGING OF THE GUARD — Alfred L. Edwards of Ann Arbor, the new chairperson of the Board of Trustees, accepted the gavel from Lana L. Boldi of Kentwood, who has held that post for the past year, as the new vice chairperson, Richard G. Haworth of Holland, looked on. "It's been a pleasure and an honor to serve as the chairperson of our Board of Trustees for this past year. It's been a year of remarkable achievement for the University and special satisfaction to me personally," said Boldi, referring to the bachelor's degree she received at the December commencement. "I want to express my sincere appreciation to each and every one of you for the support you've given me as chairperson."



Out with the old, in with the new

Wood Hall is on its way to becoming a completely new building. Crews have been working since mid-August to remove asbestos and other materials in preparation for demolition of the interior of the building. At right, Robert Smith of Hazard-Bestos Corp. in Lansing takes down part of a doorway between two classrooms. Demolition is expected to begin in February and end in July. The block walls, elevated floors and part of the facing on the north and south sides of the building will be removed. "This will take us back to a skeleton structure," said Gary Elrod, project supervisor on the reconstruction of Wood Hall for the Austin Co., general contractor. "Then we'll build a new building in the old shell." Above, Elrod looks over some blueprints in a "mock lab" that has been created in Wood Hall so that faculty members can get a sense of the layout and size being proposed. He says some new construction could begin as early as May. The retrofit is expected to be completed in 1997. It is part of a \$45.3 million project to transform that part of campus into a mecca for science instruction and research. Also included is the construction of a new Science Research Pavilion that will be connected to Wood Hall. Work on the new structure is slated to begin this spring.



Board approves policies for official University travel

The Board of Trustees approved policies and procedures for official University travel at its meeting Jan. 19, effective immediately.

"These policies and procedures provide increased internal controls over travel spending and for a more timely and accurate reporting of that spending," said Robert M. Beam, vice president for business and finance.

Changes in current practice stem from the consolidation of travel through one office last July and the adoption of a corporate credit card program last fall, Beam explained. The establishment of the University Travel Center helps the University get better rates and maintain financial controls.

The policy states that travelers should get official authorization before their departure, whether the trip is to be reimbursed or not. If out-of-state travel involves general fund sources or if the trip costs more than \$1,000, travelers must have the prior approval of their vice president.

In other action, the board approved an off-campus technology fee of \$25 per semester or session for students enrolled in off-campus courses through the Division of Continuing Education, effective with the 1996 summer session. In keeping with standard practice where student fees are involved, the board tabled the proposed fee at its meeting in December to allow time for public comment.

The funds will be used to improve off-campus computer laboratories. The fee can be waived for students whose circumstances do not permit them access to off-campus computer facilities or services or whose full-time enrollment status on campus already requires them to pay a computer fee.

The board also authorized the appointment of Plante & Moran, a local accounting firm, to serve as the University's external auditor for the 1995-96 fiscal year. The firm has conducted the annual audit of the University's financial statement since 1990.

Philosopher to discuss empathy in Jan. 31 address

A philosopher will discuss the relevance of empathy for ethical thinking in a lecture Wednesday, Jan. 31.

Robert Gordon, a faculty member in the Department of Philosophy at the University of Missouri at St. Louis, will speak on "Empathy, Simulation and the Impartial Spectator" at 3 p.m. in 204 Bernhard Center.

Gordon is the author of a book, "The Structure of Emotions," published by Cambridge University Press as well as many articles for scholarly journals on the philosophy of emotions. His free address is being sponsored by the Center for the Study of Ethics in Society.

Grants (Continued from page one)

and statistics, will fund inservice training during 1995-96 through the Michigan Mathematics Inservice Project. The effort is intended to update the mathematics teaching skills of Michigan elementary and middle school teachers and to help them implement the changes in mathematics education that have been prescribed by the Michigan Goals and Objectives of Mathematics Education.

Gary T. Chartrand, mathematics and statistics, was the recipient of a third award to that department. A grant for \$60,320 from the U. S. Department of the Navy's Office of Naval Research will support his continued study of graph structure. Chartrand has been involved in similar research for the Navy for a number of years.

Another grant for basic research was awarded to John A. Jellies, biological sciences. He will use the one-year, \$90,800 award from the National Science Foundation to further his study of how neurons form the circuits and connections responsible for sensation, behavior, learning and memory. Using a simple animal model, the medicinal leech, he will investigate how the heart neurons, in particular, make connections to other cells during embryonic development. He will look at what happens when mistakes occur at that point of

development.

Two grants totaling \$301,481 were awarded during December by the Michigan Department of Education to the Center for Research on At-Risk Students to continue work in support of education for migrant students. A \$162,485 award to Laurencio Pena, who directs the center's migrant programs, will support a second year of work on transforming the state's Migrant Student Record Transfer System into an easily used computer database that will help the state monitor the number, progress and health records of the migrant students it serves. The system will be capable of quickly providing useful information to individual school district administrators, teachers, parents and health officials.

A second \$138,996 grant will be used by Floyd L. McKinney, associate dean of the College of Education and director of the Center for Research on At-Risk Students, to continue to improve learning opportunities for school personnel who work with migrant children. The grant will fund staff development opportunities, research and evaluation of instructional materials and the collection and dissemination of effective strategies, policy studies and instructional resource materials.

Also received was an \$84,848 award

Visiting faculty member to lead talk on Sri Lanka

A visiting faculty member from Sri Lanka will present a lecture at 3:30 p.m. Thursday, Jan. 25, in 2010 Friedmann Hall.

Jayaweera M. Gunadasa, professor of geography and former vice chancellor of the University of Peradeniya in Sri Lanka, will speak on "University Management in Sri Lanka." A reception will follow the talk in 2090 Friedmann Hall.

Gunadasa, who will be on campus until early April, specializes in higher education administration, economic geography, rural development and regional planning. The University of Peradeniya is Sri Lanka's leading higher education institution.

The program is being sponsored by the Office of International Affairs.

from the Kalamazoo Valley Intermediate School District to conduct a summer institute on campus for gifted and talented high school students from around the state. The July 14-27 event is expected to attract about 120 students and will focus on the relationships between the arts and sciences. Frank L. Severance, electrical and computer engineering, will direct the institute, which will be offered at WMU for the eighth time this year.

The grant report also noted a \$150,000 award from the Michigan Department of Corrections to the Division of Continuing Education. The award will allow the division to offer college-level courses for female offenders housed at the Florence Crane Correctional Center in Coldwater. Inmates at that center can work toward earning a bachelor's degree in general university studies from WMU.

Series begins with lecture on the Black Caucus

Topics ranging from "The Postmodernist Challenge" to "Unemployment and Vocational Training in Europe" will be explored in the Institute of Government and Politics Colloquium Series this winter.

The free public series will open with a Wednesday, Jan. 31, discussion of "The Congressional Black Caucus: Group Agreement and Voting Influences" presented by Neil A. Pinney, political science. His talk is set for 3:15 to 5 p.m. in 3020 Friedmann Hall.

Using scores issued by the Americans for Democratic Action, Pinney will focus on the effectiveness of the caucus as a voting coalition over the past 20 years and will assess the group's unity when compared with other reference groups. He also will examine the differences between junior and senior legislators within the caucus.

Other speakers and topics in the series will be:

- "The Postmodernist Challenge" with Ernst A. Breisach, history, Wednesday, Feb. 21.

- "Local Food Systems: Giving Substance to the Rhetoric of Sustainability"

with Kenneth A. Dahlberg, political science, Wednesday, March 6.

- "The Pakistani Civil Servant: The Limits of Development Training" with Muneer Ahmad, visiting professor from Pakistan in the Department of Political Science, Tuesday, March 12.

- "Unemployment and Vocational Training in Europe" with Gunther M. Hega, political science, Wednesday, March 20.

- "China's Legislature after Deng Xiaoping: How Much Change? How Fast?" with M. Scot Tanner, political science, Wednesday, March 27.

- "To Prevent Ethnopolitical Conflict" with Agneza Bozic, a graduate assistant in political science, Wednesday, April 3.

All sessions will run from 3:15 to 5 p.m. except Ahmad's presentation, which will begin at 3:30 p.m. All will take place in 3020 Friedmann Hall. A reception will follow each presentation.

For more information about the series, persons should contact James M. Butterfield, political science, who directs the Institute of Government and Politics at 7-5696.

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Trustees OK appointments and retirements

The Board of Trustees approved several appointments and retirements during its meeting Jan. 19.

The trustees approved the previously announced appointment of Elise B. Jorgens as interim dean of the College of Arts and Sciences, effective Jan. 15, 1996. She has been associate dean for curriculum and instruction in the college since 1992. She replaces Douglas P. Ferraro, whose resignation, effective March 1, 1996, also was approved by the board.

Ferraro, dean since 1990, has accepted a position as provost at the University of Nevada at Las Vegas. A national search will be conducted for his permanent replacement.

The board also approved the previously announced appointment of James C. Weaver as director of intercollegiate athletics, effective Jan. 2, 1996.

The appointment of Robert W. Felkel as interim chairperson of the Department of Foreign Languages and Literatures, effective Aug. 12, 1996, to April 20, 1997, was among other personnel action taken. A WMU faculty member since 1971, he will

replace John W. Benson, who will be on sabbatical leave.

The trustees also approved the resignation of Jeanne M. Jacobson, education and professional development, effective Dec. 18, 1995.

In addition, the retirements of three faculty members and five staff members were approved. The faculty members granted retirement with emeriti status, along with their years of service and effective dates, are: June S. Cottrell, theatre, 30-1/2 years, effective Jan. 1, 1997; William Garland, anthropology, 34-1/2 years, effective Jan. 1, 1997; and Alan H. Jacobs, anthropology, 22-1/2 years, effective Dec. 31, 1996.

The staff members retiring are: F. Joan Gray, conferences and institutes, 10 years, effective Aug. 15, 1996; Sherry I. Kelly, University budgets, 29-1/2 years, effective June 30, 1996; Eleonore D. Killinger, WMU Bookstore, 15 years, effective Dec. 29, 1995; Judyth K. Timmerman, public safety, 18-1/2 years, effective Jan. 19, 1996; and Myrna Westcott, physical plant-landscape services, 19 years, effective Dec. 22, 1995.

On campus



CIRCUIT RIDER — In the course of a day, Maureen Lassiter's job can take her from a residence hall room in Goldsworth Valley to a walk-in freezer in the Bernhard Center. An electrician in the physical plant's maintenance services area, she works out of the Region 1 shop in Goldsworth Valley, servicing the residence halls there as well as the Bernhard Center and Henry/Hoekje/Bigelow halls. She handles both routine work orders and emergency calls. Some of her recent jobs have involved wiring in new drinking fountains, installing a new walk-in freezer in the Bernhard Center, replacing

two-pronged outlets with three-pronged outlets in residence hall rooms and moving the transformers on the canopy over the entrance to the Bronco Mall for easier maintenance. "I like using my brain, but also using my hands," Lassiter says. "I also like meeting the people when I'm out around campus." A WMU employee for 16 years, she first worked for a year in the accounts payable office. Then she joined the building custodial and support services staff for eight years, going to her job at night while completing her bachelor of business administration degree during the day. After graduating from WMU, she started taking more night classes at Kalamazoo Valley Community College as part of an electrical apprenticeship in maintenance services. During the day, she worked with a journeyman in the maintenance services area, rotating throughout the campus. After four years, she became an electrician. When not at work, Lassiter enjoys spending time with her three boys, ages 9, 7 and 4.

Two Covey workshops offered at a discount

Faculty and staff members have a chance to increase their personal and organizational effectiveness through two workshops being offered in the coming months at the Fetzter Center.

The corporate training and development arm of the center is presenting a one-day and a three-day workshop on "The Seven Habits of Highly Effective People." The professional development opportunities are being supported by a 50 percent tuition discount underwritten by University training funds.

The one-day session, which will run from 8:30 a.m. to 4:30 p.m. Tuesday, Feb. 13, is intended as an introduction to the seven foundational principles set forth in the book, "The Seven Habits of Highly Effective People" by Steven R. Covey.

The second opportunity will run from 8:30 a.m. to 4:30 p.m. Wednesday through Friday, May 1-3. This more intensive workshop will teach the seven habits through cognitive learning and application exercises.

Both workshops will be led by an associate from the Covey Leadership Center. The fee for the introduction is \$62.50 and for the three-day workshop is \$397.50.

Both already reflect the faculty/staff discount.

For more information or registration, persons may call the Fetzter Center at 7-3232.

Housing fair set for today

Students will be able to look for housing for spring, summer and fall — both on and off campus — during a housing fair from 1 to 6 p.m. Thursday, Jan. 25, in 157-159 Bernhard Center.

Representatives of eight major area apartment complexes, which house some 50 percent of the students who live off campus, will attend the fair, along with staff members from WMU's Office of Residence Hall Facilities and WMU Apartments. Also attending will be telephone and communication services, banks, energy utilities and furniture renters.

The fair is being organized by the Office of Off-Campus Life.

Obituaries

Carole J. Rogers, retired from sociology, will be remembered at a memorial service at 2 p.m. Saturday, Jan. 27, at the Langeland Memorial Chapel, 622 S. Burdick. She died Jan. 16 at age 58.

A WMU staff member for 16 years, she retired in 1994 as an administrative assistant/undergraduate adviser in the Department of Sociology.

Memorial contributions may be made to the Animal Rescue of Kalamazoo or the American Cancer Society.

A memorial service for Robert R. Russel, emeritus in history, is planned for 11 a.m. Friday, Jan. 26, in the chapel of First Presbyterian Church, 321 W. South St. He died Jan. 16 at age 105.

Russel joined the WMU faculty in 1922 and was named chairperson of the Department of History in 1956. He was the author of numerous articles and books dealing with the economic development of the United States. His "History of the American Economic System," published in 1964, is still a highly regarded reference source for history scholars.

Russel retired from the University in 1960 and continued to live in the Kalamazoo area. Survivors include his wife, Ethel, who is a former teacher in WMU's campus school.



Cottrell



Felkel



Garland



Gray



Jacobs



Kelly



Killinger



Westcott

More than 2,500 expected for Career Fair '96

Jobs for the seasoned professional and the new graduate will be the focus of WMU's 18th annual Career Fair set for Wednesday, Jan. 31.

More than 2,500 persons and representatives from some 130 organizations are expected to meet at Career Fair '96, which will run from 10 a.m. to 4 p.m. in the East Ballroom of the Bernhard Center. The free event is being sponsored by career services and Delta Sigma Pi.

Designed for area college and univer-

Officers

(Continued from page one)

business, then called Modern Products Inc., as assistant sales manager. He was named vice president of research and development in 1966 and executive vice president of the company in 1969. In 1976, he became the company's president and chief executive officer. He was named to his present post in 1994.

Haworth is credited with leading Haworth Inc. from a single-line company with sales of \$10 million and 225 employees to a broad-based, multi-products line company with sales exceeding \$1 billion in 1994 and 8,500 employees worldwide.

Haworth also serves on the board of directors of the Business and Institutional Furniture Manufacturer's Association and is involved in several community initiatives.

Media

Pat B. Viard, family and consumer sciences, discusses home improvements on "Focus," a five-minute interview produced by news services. "Focus" is scheduled to air at 6:10 a.m. Saturday, Jan. 27, on WKPR-AM (1420). "Focus" is also used on a regular basis by WKZO-AM (590), WKMI-AM (1360) and several other radio stations around Michigan.

sity students as well as the general public, the goal of the fair is to bring together job candidates and recruiters from leading employers.

Faculty and staff invited to join in international games

Faculty and staff members are invited to join in the "International Games Night" planned for Saturday, Feb. 3.

The doors will open at 5:30 p.m. and the games will begin at 6 p.m. in the Student Recreation Center. Activities will include both athletic endeavors, such as volleyball and badminton, and board games, such as Pictionary and Taboo.

The event is being sponsored by the International Programming Club. For more information, persons may call 7-5859.

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 can apply for any of these positions (bargaining or non-bargaining) by submitting a job opportunity transfer application during the posting period, or may contact an employment services staff member for assistance in identifying themselves as candidates for these openings.

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) **Aviation Mechanic**, P-04 (Hourly), Aviation Sciences, 95/96-322, 1/23-1/29/96.

(R) **Secretary II** (Half Time; 10 Months), S-05, Industrial and Manufacturing Engineering, 95/96-351, 1/23-1/29/96.

(R) **Secretary I**, S-04, College of Education (SAMPI), 95/96-354, 1/23-1/29/96.

(R) **Secretary I**, S-04, Physical Plant-Maintenance Services, 95/96-355, 1/23-1/29/96.

(N) **Assistant Professor** (Tenured), I-30, Finance and Commercial Law, 95/96-356, 1/23-1/29/96.

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

(N) New

(R) Replacement

WMU is an EO/AA employer

Exchange

FOR SALE — Home at 5858 Manorwood Drive in Country Club Village. Three bedrooms, two baths, dining, living and family rooms. Finished basement with rec room and office. Seven years old. Wooded lot, 110 by 144. \$132,900. Call 372-6933.

Policy

University Closing Policy

Policy and procedures guide for the suspension of University operations due to weather conditions, physical damage or other emergency conditions that prevent normal operations:

The decision to close all or part of the University for reasons of weather, building conditions or disruptive actions, will be made only by the president or his/her designate. The president's office and the Department of Human Resources will be the coordinating offices for handling details and questions dealing with this policy.

In cases of complete or near complete shut-down, local news media will be used under normal circumstances for notification purposes. If only selective operations are involved, or if the closing occurs after the beginning of the work day, each of any affected departments will be individually notified. The lack of specific notification to the contrary should be interpreted to mean that normal operations are to be maintained.

Specific cases and varying conditions or circumstances may require special action or decisions. However, some basic policy statements regarding close-down decisions are presented in this statement in an effort to provide as much understanding and communication as is possible on these matters.

- I. In the absence of notification to the contrary, all normal operations will continue as scheduled. If there is any doubt as to whether the University will be in operation, a message will be available on WMUK-FM (102.1) and WIDR-FM (89.1). Closing announcements will be on these same sources as well as the general public media.
- II. In the event that emergency conditions are so severe that **on-campus classes** must be canceled, the University will close except for essential services.
- III. The dean of the Division of Continuing Education is authorized to cancel **off-campus classes** in accordance with policy established by that office.
- IV. Essential services will be maintained during a period in which the University is closed. These include:
 - A. University computing services
 - B. Dining services — consolidation may be required
 - C. Landscape services — for snow removal
 - D. Police
 - E. Recreational facilities — e.g., Student Recreation Center, Bernhard Center, Lawson Ice Arena, Gabel Natatorium
 - F. Telecommunications
 - G. Sindecuse Health Center
 - H. Waldo Library
 - I. WMUK-FM
 - J. Others as may be designated
- V. When a decision is made to close the University, the following notification steps should be taken:
 - A. **Vice president for business and finance**
 - (1) Notify director of public information
 - (2) Notify provost and vice president for academic affairs.
 - (3) Notify business and finance major unit heads
 - (4) Notify secretary of Board of Trustees
 - (5) Notify vice president for student affairs
 - (6) Notify vice president for external affairs and general counsel
 - (7) Notify vice president for research
 - B. **Director of public information**
 - (1) Notify area news media
 - (2) Notify executive director of international affairs
 - (3) Notify director of intercollegiate athletics
 - (4) Notify director of planning and institutional research
 - (5) Notify assistants to the president
 - C. **Provost and vice president for academic affairs**
 - (1) Notify academic deans
 - a. Notify departmental chairs
 - (2) Notify other major academic units
 - (3) Notify library
 - D. **Secretary of Board of Trustees**
 - (1) Notify trustees
 - (2) Notify major unit heads
 - E. **Vice president for student affairs**
 - (1) Notify major unit heads
 - F. **Vice president for external affairs and general counsel**
 - (1) Notify major unit heads
 - G. **Vice president for research**
 - (1) Notify major unit heads
 - H. **Executive director of international affairs**
 - (1) Notify major unit heads
 - I. **Director of intercollegiate athletics**
 - (1) Notify major unit heads
 - J. **Director of planning and institutional research**
 - (1) Notify major unit heads
 - K. **Assistants to the president**
 - (1) Notify major unit heads
- VI. In order to protect unavoidable income losses to employees, whenever the "University is closed" all faculty and staff not required for essential operations during the period of closing will be excused from work and be paid as though the period of closing were a holiday. However, it is the University's sole judgment as to who is required to work and who is not. Whenever the University is closed from normal operations, employees will fall into several groups for the purpose of determining pay.
 - A. Employees who are required to work to continue essential services will be paid for the time worked in the same manner as though the period of closing were a holiday. Thus, they will receive holiday pay plus time and one-half.
 - B. Employees who report for their regular work period prior to the announcement of closing, but who are not required to maintain essential services, will be released from their work stations by their supervisors at the effective time of closing and will be paid for the balance of their work period as though it were a holiday.
 - C. Employees who, for whatever reason, are unable to report for their regular work period prior to the announcement of closing may use annual leave for the time from the beginning of their regular work period to the effective time of closing, without the requirement of prior approval for annual leave. They will be paid for the balance of their work period as though it were a holiday.
 - D. Any employee who has reported in as "sick" or was scheduled to be on annual leave prior to the announcement of closing will be paid as though there were no closing and thus will be charged for sick leave or annual leave for the period not worked.



WINTER BLAST — The weather seems to be changing at the drop of a hat lately, from balmy breezes one day to arctic blasts the next. These students were buffeted by the wind and snow on their way to class last week. For a rundown on what happens when the University closes because of the weather, see the policy printed here.

- G. **Vice president for research**
 - (1) Notify major unit heads
- H. **Executive director of international affairs**
 - (1) Notify major unit heads
- I. **Director of intercollegiate athletics**
 - (1) Notify major unit heads
- J. **Director of planning and institutional research**
 - (1) Notify major unit heads
- K. **Assistants to the president**
 - (1) Notify major unit heads
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 - D. Any employee who has reported in as "sick" or was scheduled to be on annual leave prior to the announcement of closing will be paid as though there were no closing and thus will be charged for sick leave or annual leave for the period not worked.

(Approved: Office of the President, March 23, 1978; Amended: June 1, 1978; Aug. 1, 1979; April 4, 1985; Dec. 10, 1986; Feb. 16, 1988; Nov. 7, 1989; Jan. 13, 1994; Jan. 19, 1996)

Calendar

Thursday, January 25

- (thru 31) Exhibition, "Holding Stones Series," sculpture by Palli Davene Davis, Oberlin, Ohio, Space Gallery, Knauss Hall, Mondays thru Thursdays, 10 a.m.-4 p.m.
- (thru Feb. 2) Exhibition, "100 Questions, Begging for Answers," advanced print workshop, Student Art Gallery, East Hall, weekdays, 10 a.m.-5 p.m.; opening reception, Friday, Jan. 26, 5-7 p.m.
- "A Gathering of Women," Faculty Dining Room, Bernhard Center Public Cafeteria, noon-1 p.m.
- On- and off-campus housing fair, 157-159 Bernhard Center, 1-6 p.m.
- Distinguished Faculty Scholar Colloquium, "Moral Theory and Moral Life," Michael S. Pritchard, chairperson of philosophy, 1055 Fetzer Center, 4 p.m.; reception, 3:30 p.m.
- International affairs lecture, "University Management in Sri Lanka," Jayaweera M. Gunadasa, professor of geography and former vice chancellor, the University of Peradeniya, Sri Lanka, 2010 Friedmann Hall, 3:30 p.m.; reception following in 2090 Friedmann Hall.
- Master class, Ava Ordman, trombone, Dalton Center Recital Hall, 3:30 p.m.
- Student recital, Jenifer Welch, horn, Dalton Center Recital Hall, 7 p.m.

Friday, January 26

- Doctoral oral examination, "An Investigation of the Relationship Between Homework Assignments in Counseling and the Perceptions of Specific Counselor Characteristics," George T. Starrett, counselor education and counseling psychology, 3208 Sangren Hall, 1 p.m.
- Psychology colloquium, "The Performance-Management Model of Cultural Change," Richard W. Malott, psychology, and Tobias C. LaFleur, doctoral student, 3760 Knauss Hall, 4 p.m.
- *Hockey club of WMU vs. Grand Valley State University, Lawson Arena, 7 p.m.
- *Concert, Kalamazoo Symphony Orchestra with trombonist Ava Ordman, Miller Auditorium, 8 p.m.

Saturday, January 27

- *Men's basketball, WMU vs. the University of Toledo, University Arena, 2 p.m.
- *Women's basketball, WMU vs. the University of Toledo, University Arena, 4:30 p.m.
- *Hockey club of WMU vs. Calvin College, Lawson Arena, 7 p.m.
- Concert, Choral Honors Festival, Dalton Center Recital Hall, 7 p.m.

Sunday, January 28

- *Dalton Series concert, "Voice Faculty Showcase," featuring WMU vocal artists Christine Carlton, David Little, Linda Trotter, Susanne Armbruster and Michael Burgess, Dalton Center Recital Hall, 3 p.m.

Monday, January 29

- (thru Feb. 13) Exhibition, "The Last Picture Show," recent mixed-media paintings and works on paper by Joseph V. DeLuca, art, Dalton Center Multi-Media Room, Mondays thru Saturdays, 10 a.m.-4 p.m.; reception, Friday, Feb. 2, 5-8 p.m.
- (thru Feb. 20) Exhibition, prints by Akemi Ohira, Charlottesville, Va., Gallery II, Sangren Hall, weekdays, 10 a.m.-5 p.m.
- *University computing services workshop, "Essential UNIX Commands and Editors for WWW

- Authoring," 2033 University Computing Center, noon-2 p.m.; registration recommended by calling 7-5161.

Tuesday, January 30

- Writing workshop for the preparation of doctoral dissertations, specialist projects and master's theses, Graduate College conference room, Seibert Administration Building, 10 a.m.; to register call 7-3569.
- *University computing services workshop, "WWW Pages for WMU - All the Right Stuff," 2033 University Computing Center, noon-2 p.m.; registration recommended by calling 7-5161.
- *Performance, Young Concert Artists Series, Alban Gerhardt, cello, Dalton Center Recital Hall, 8 p.m.

Wednesday, January 31

- *University computing services workshops, 2033 University Computing Center (unless otherwise noted): "Electronic Mail Using PMDF on VMScluster," 9-11 a.m.; "Modem (Serial) Communications Basics," 2030 University Computing Center, noon-2 p.m.; and "Word 6.0 for Windows Introduction," 3-5:30 p.m.; registration recommended by calling 7-5161.
- Career Fair '96, East Ballroom, Bernhard Center, 10 a.m.-4 p.m.
- Doctoral oral examination, "Implementation of an 'Early Return to Duty' Policy Within the Michigan Civil Service: An Exploratory Study," James P. Hurren, public administration, Walwood Hall conference room, second floor, 11 a.m.
- Enhancing Instruction with Technology program, "Creating a Lecture Presentation" Debra Lindstrom-Hazel, occupational therapy, 3307 Sangren Hall, noon-1 p.m.; to register call 7-5305.
- School of Music Convocation Series concert, Alban Gerhardt, cello, Dalton Center Recital Hall, 2 p.m.
- Doctoral oral examination, "Crises in the Regulation of Long-Term Care," Randall E. Phillips, public administration, Walwood Hall conference room, second floor, 2 p.m.
- Center for the Study of Ethics in Society lecture, "Empathy, Simulation and the Impartial Spectator," Robert Gordon, Department of Philosophy, the University of Missouri at St. Louis, 204 Bernhard Center, 3 p.m.
- Institute of Government and Politics lecture, "The Congressional Black Caucus: Group Agreement and Voting Influences," Neil A. Pinney, political science, 3020 Friedmann Hall, 3:15 p.m.
- *Women's basketball, WMU vs. the University of Akron, University Arena, 7 p.m.

Thursday, February 1

- "A Gathering of Women," Faculty Dining Room, Bernhard Center Public Cafeteria, noon-1 p.m.
- *University computing services workshops, 2033 University Computing Center: "Transferring Files Using Kermit," noon-2 p.m.; and "Creating Web Pages: PC/Windows," 3-5 p.m.; registration recommended by calling 7-5161.
- Meeting, Faculty Senate, Fetzer Center, 7 p.m.
- *Hockey, WMU vs. Ferris State University, Lawson Arena, 7 p.m.
- *Admission charged