

WESTERN MICHIGAN UNIVERSITY WESTERN NEWS

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WMU exploring TQM principles for possible adoption

A quality improvement program that has proven successful in the business world is making its way to academia and soon may be adopted by WMU.

Total Quality Management (TQM) is a strategic, integrated management system for achieving customer satisfaction. It involves all managers and employees, and uses quantitative methods to continuously improve an organization's processes.

President Haenicke has been researching TQM and how its principles might apply to the University. TQM was a major theme at the American Association for Higher Education meeting in April, and the University of Southern California played host to more than 100 schools at a symposium on the role of academia in national competitiveness and TQM.

"I believe that there is potential benefit for WMU through the use of TQM," Haenicke said earlier this month in a letter to chairpersons, deans and directors. "We could become more efficient and more effective in accomplishing our mission. People who depend on WMU (i.e., our customers) may be more satisfied with our work, and the quality of our work may continuously improve. TQM may give us the opportunity and the means to constantly get better at what we already do well."

Haenicke has discussed TQM in a number of forums recently. At the Oct. 5 Board of Trustees meeting, presidential aide Gregory A. Dobson made a presentation on TQM. Haenicke also has broached the topic with members of the President's Council and the deans. Some preliminary plans for exploring TQM already are in the works.

Seven areas have been selected to participate in a TQM pilot program. They are: student financial aid and scholarships; Haworth College of Business advising; University computing services; auxiliary maintenance; accounts receivable; campus apartments; and the Sindecuse Health Center. These administrative areas were chosen because of the business orientation in which TQM has its roots.

On Oct. 13, chairpersons, deans, directors and members of their staffs were invited to attend one of two presentations by Alvin Elders, vice president for quality control at Haworth Inc. in Holland. Elders discussed



TQM SEMINAR — Alvin Elders, left, vice president for quality control at Haworth Inc., discussed how Total Quality Management has been implemented at the Holland firm during a seminar Oct. 13 in the Fetzer Center. Following the talk, he and President Haenicke, right, met with Harley Behm, University computing and communication services, and Marcia Ellis, Sindecuse Health Center, who represent two of the seven areas selected to participate in a TQM pilot program.

how Haworth has applied the principles of TQM to its business operations. A videotape is available for viewing through the Office of the President.

A week later on Oct. 20, the Division of Media Services and the Department of Human Resources sponsored a live teleconference titled "TQM in Colleges and Universities: How to Make it Happen." A videotape of the teleconference is available for viewing from human resources.

During the teleconference, Daniel T. Seymour, the author of "On Q — Causing Quality in Higher Education," listed several characteristics of TQM, including that it is driven by customers, data, people, improvement and systems. Its goal, he said, is to empower teams of workers to continuously improve processes to meet customers' needs and expectations. Managers manage processes, not people, he said.

"It is important to realize that there are both internal and external customers," Seymour said. "Each employee is concerned with the satisfaction of both internal and

external customers. In organizations, most employees are both suppliers and customers of someone else's work."

In TQM, according to literature provided at the teleconference, customers are defined as those persons who receive an employee's work output. Suppliers, on the other hand, are those persons who provide employees with the products and services they need to do their work.

(Continued on page four)

New officers elected to lead WMU Foundation for '92-'93

Richard F. Chormann, president and chief operating officer of the First of America Bank Corp. of Kalamazoo, will serve as chairperson of the WMU Foundation for 1992-93. He was elected at the Sept. 25 meeting of the foundation's board of directors and succeeds William U. Parfet, president of the Upjohn Co. of Kalamazoo, who served as foundation chairperson for the past three years.

Other foundation officers elected to one-year terms are: Richard G. Carlson, vice chairperson; Charles H. Ludlow, vice chairperson; L. Michael Moskovis, president and chief executive officer; Thomas A. Myers, secretary; and Robert M. Beam, treasurer.

Chormann earned a bachelor's degree from WMU in 1959. He is immediate past president of the WMU Alumni Association and served as a vice chairperson of the WMU Foundation prior to his election as chairperson of the foundation.

Carlson earned a bachelor's degree from WMU in 1971 and is national managing partner of the real estate division for the accounting firm of Deloitte & Touche in Chicago. Ludlow is a 1950 WMU graduate and is a retired vice president and treasurer of the Upjohn Co. The remaining three officers are employees of WMU: Moskovis is vice president for institutional advancement; Beam is vice president for business and finance; and Myers is director of communications in the Office of Institutional Advancement.

Also at the Sept. 25 meeting of the foundation board, Chormann announced his selections for committee chairpersons. Chairing the development committee will be

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96 percent of 1987-88 graduates satisfied with experience at WMU, assessment survey shows

More than 96 percent of 1987-88 WMU graduates responding to a survey expressed satisfaction with their experience at the University, a WMU researcher has reported.

Mary Anne V. Bunda, University assessment, told members of the Board of Trustees at their meeting earlier this month that this survey's approval ratings are slightly higher than in a previous survey of 1981 and 1986 graduates.

"This study shows that our students are very pleased with their experience," Bunda said. "As part of our commitment to quality, we expect to use this information to help the University make the campus experience even better for the next generation of students."

This year's study is based on responses of 410 bachelor's degree recipients, a sample from among 3,034 students who received baccalaureate degrees in 1987-88. The survey is part of a campuswide assessment effort that began in 1989 and includes regular review of the University's general education program as well as major programs of study. The alumni survey is conducted every four years by mail.

In this year's survey, a majority of graduates rated their degree as "above average" in quality and indicated that the University is better today than when they graduated, Bunda said. Graduates would recommend the institution to others.

Meanwhile, graduates rated their personal experiences on campus between good and excellent and their social and academic experiences as good, she said. Social and personal experiences are rated higher by those who completed their entire college career at WMU than by those who began study at another institution.

"This information suggests that our students continue to be satisfied with their degree programs and their experience on campus," Bunda said. "In terms of where our students are now, we can substantiate our graduate emphasis by the big proportion of our students who continue study beyond the bachelor's degree."

Nearly 75 percent of graduates have plans for advanced degree work, most at the master's degree level. Twenty-two percent have enrolled in graduate study and 10 percent have completed a graduate degree.

"Earned degrees are primarily in the same discipline as the undergraduate major," Bunda said, "but they include professional degrees in dentistry, law and medicine."

Another significant measure of success is the number of graduates who are employed, Bunda said. "The vast majority, some 87 percent, are employed on a full-time basis in an occupation related to their major field of study."

Less than 3 percent of this graduating class were seeking employment, a fact that surprised Bunda.

"I was prepared to get employment information that was much less favorable than this because of the slump in the economy," she said. "This suggests that our graduates were very well prepared for employment despite poor economic conditions."

An even more gratifying response for Bunda, however, was the number of graduates who mentioned specific faculty members. "These are teachers who really made a difference," she said. Some 65 faculty members were mentioned by graduates, including

(Continued on page four)

'State of the University' address slated for Nov. 2 Academic Convocation in Dalton

President Haenicke will present the "State of the University" address at 3 p.m. Monday, Nov. 2, at WMU's 13th annual Academic Convocation in the Dalton Center Recital Hall.

The event, which is open to the public, is intended to recognize and celebrate academic achievement and excellence at the University. It is sponsored by the Office of the Provost and Vice President for Academic Affairs.

Provost Nancy S. Barrett will give the welcome at the convocation. Alumni Teaching Excellence Awards will be presented by Barbara Lett Simmons of Washington, D.C., president of the WMU Alumni Association, to: Susan Caringella-MacDonald, sociology; Richard G. Cooper, chairperson of occupational therapy; and Lyda J. Stillwell, theatre.

Distinguished Faculty Scholar Awards will be presented by Barrett to Erika Loeffler, anthropology, and Philip P. Micklin, geography.

James S. Brady of Grand Rapids, vice

chairperson of the Board of Trustees, will present this year's Distinguished Service Award to Visho Sharma, science studies.

Following the awards ceremony, Haenicke will give the address. The convocation will be followed by a reception in the lobby of the Dalton Center.

The "State of the University" address will be broadcast at 6:30 p.m. Monday on WMUK-FM (102.1), the University's public radio station. The convocation will air on Kalamazoo Community Access Television at these times: 9:30 p.m. Thursday, Nov. 5, on Channel 33; 8:30 p.m. Saturday, Nov. 7, on Channel 30; 9:30 p.m. Thursday, Nov. 12, on Channel 33; and 8:30 p.m. Friday, Nov. 13, on Channel 33.

It also will air on Channel 7 of EduCABLE, the University's cable television system, at these times: 6:30 p.m. Wednesday, Nov. 4; 3:30 p.m. Friday, Nov. 6; 6 p.m. Wednesday, Nov. 11; and 4 p.m. Sunday, Nov. 15.

Counseling Center earns continued accreditation

The University's Counseling Center has received continued accreditation through 1996 from the International Association of Counseling Services (IACS) Inc. of Alexandria, Va.

The center is directed by Norman M. Kiracofe. Located in the Faunce Student Services Building, its staff of professionally trained counselors and psychologists offers personal counseling, academic advising, career counseling, educational/vocational counseling and substance abuse services to the University's students, faculty and staff.

The IACS evaluated the center against high standards of counseling practice and it was found to offer "competent and reliable professional services to its clientele." Approval by the IACS is also dependent upon "evidence of continuing professional development, as well as demonstration of excellence of counseling performance."

A resource in the WMU center is the Jo Nicolette Media Center, which features a wide selection of print and software materials to provide students with educational and career information and knowledge of job trends. The center also serves as a training facility for graduate students from the Department of Counselor Education and Counseling Psychology, the School of Social Work and the Department of Psychology.

Economist to lecture on protectionism and trade

Ronald W. Jones, the Xerox Professor of Economics at the University of Rochester, will speak at the University Wednesday, Nov. 4, as part of the Visiting Scholars and Artists Program.

He will lead a seminar at 3 p.m. titled "Real Wages and Protection: The History of an Idea" in 3760 Knauss Hall. He also will present a lecture on "New Protectionism and World Trade" at 8 p.m. in 3750 Knauss Hall. Both addresses are free and open to the public.

Jones has written numerous articles on world trade for professional journals. He also is the co-author of a leading textbook in international economics, "World Trade and Payments," which has been published in a fifth edition by Little, Brown & Co. In addition, he has edited four more books on world trade.

His visit is being coordinated by the Department of Economics. The Visiting Scholars and Artists Program was established in 1960 and has supported more than 430 visits by scholars and artists representing more than 65 academic disciplines. The chairperson of the committee that oversees the program is Marcia A. Kingsley, University libraries.

Conference will showcase work of Tasha Tudor

Parents, teachers and librarians will get a taste of "The Life of the Child in the 1830s" through a conference Friday, Nov. 6, at the University that includes a presentation by photographer/author Richard W. Brown on "Portraying the Private World of Tasha Tudor."

The conference, which is open to the public, begins with registration at 8:30 a.m. in the Bernhard Center. Brown's presentation is set for 9 a.m. and will be based on his latest book, "The Private World of Tasha Tudor" (Little, Brown). Tudor is a highly successful



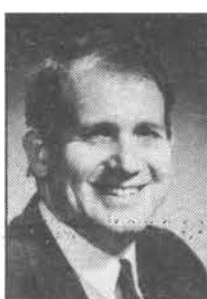
TURNING THE DIRT — Ground was broken Oct. 13 for the new facility that will house the Michigan State University Kalamazoo Center for Medical Studies on WMU's East Campus. Plans call for the extensive renovation of the Linda Richards Building, plus the construction of an adjoining clinical building. In addition to MSU/KCMS clinics, classrooms and administrative offices, several programs from the WMU College of Health and Human Services also may locate in the \$9 million, 91,500-square-foot structure. Staffing the shovels at the groundbreaking ceremony were, from left, Thomas Johnson of MSU, Steven Mickus of Borgess Medical Center, Kevin Fickenscher of MSU/KCMS, Robert Doud of Bronson Methodist Hospital and Dean Janet I. Pisaneschi, health and human services, representing WMU. MSU/KCMS is a non-profit partnership between Borgess, Bronson and the MSU College of Human Medicine.

E.C. lectures scheduled on business practices, currency

Changing business practices and the goal of a single currency as they relate to the European Community will be the focus of two lectures in the coming weeks at the University.

F. William McCarty, chairperson of finance and commercial law, will speak on "Doing Business in the E.C.: American Perspectives" on Wednesday, Nov. 4. Roy F. Drucker, executive director for European Community affairs at the Upjohn Co., will discuss "The Quest for a Single Currency" on Wednesday, Nov. 11. Both free lectures will begin at 7 p.m. in the Lee Honors College lounge.

The presentations are part of a lecture series that runs through December titled "What You Need to Know About the European Community: From Single Market to Superpower." The series is designed to provide information about the single market, which will be established by Jan. 1, 1993, by the 12 members of the European Community. The countries will enjoy the free movement of goods, money and people through-



Drucker



McCarty

out their common territory, with a common external tariff for world trade.

McCarty will focus on the prospects and problems of doing business in the European Community for American firms. He also will discuss how companies are changing their business practices to accommodate developments within the community.

McCarty has wide experience with U.S. and European business. This past spring, he led an international study seminar on the European Community, visiting Brussels and Strassburg to talk with European business leaders and political officials about E.C. affairs. His textbook, "The Legal Environment of Business," is now in its second edition, and he has written articles on the U.S.-Canada

APA announces '5:05 Club'

The Administrative Professional Association is offering its members and other P/T/A staff members the opportunity to get together in an informal setting after work. The first "5:05 Club" is scheduled for 5:05 to 7:30 p.m. Thursday, Nov. 5, at Chianti, 4210 Stadium Drive.

The event will feature free hors d'oeuvres, a cash bar and no cover charge. Other gatherings will be scheduled throughout the course of the year. For more information, persons may contact Margee L. McDade, Burnham dining service, at 7-4834 or Michael R. Hofeldt, University publications, at 7-4102.

Suterko noted in newsletter

Stanley Suterko, emeritus in blind rehabilitation, has been honored by the Central Blind Rehabilitation Center in Hines, Ill., in the June 1992 issue of its newsletter, the Torch. The entire 18-page issue was a tribute to Suterko's distinguished career and his outstanding contributions to the profession of blind rehabilitation and mobility.

Suterko, who currently resides in Portage, helped refine the use of the "long cane" technique in blind orientation and mobility while working at the Veterans Administration Hospital in Hines between 1947 and 1961. He joined the WMU faculty in 1961 to help implement one of the country's two academic programs for educating professionals to work with the blind.

Over the years until his retirement in 1984, Suterko brought the long cane technique to numerous countries and established mobility programs in England, France, Germany, Brazil, Australia, New Zealand and Poland.

free trade act, the Foreign Corrupt Practices Act and Japanese investment in the Great Lakes region.

Drucker will discuss the European monetary system and the uncertain path toward a single currency for the community. Although many leaders believe a common currency is crucial to the success of the single market, the currency exchange crisis of September involving the devaluation of the Italian lira and the British pound makes that goal seem unrealistic.

Formerly a hospital physician in New Zealand and Great Britain, Drucker joined the pharmaceutical industry in 1983 to conduct clinical research. He currently manages corporate policy formation and lobbying for Upjohn in Brussels.

The lecture series is being coordinated by Dale H. Porter, history, and Joseph G. Reish, interim dean of the Lee Honors College. Sponsors at WMU include the Office of International Affairs, the European Studies Program, the Lee Honors College, the Department of History, the Department of Political Science and the Haworth College of Business. Additional support is provided by the Center for Western European Studies at Kalamazoo College.

United Way gifts provide for variety of services

Because of donations received from employees around Kalamazoo County last year, the Greater Kalamazoo United Way was able to provide:

- 225,000 meals through home-delivered and meal site programs in the county.
- Crisis assistance to more than 15,000 individuals through the HELP-Line.
- 11,096 nights of emergency shelter to battered women and their children through the YWCA Domestic Assault Shelter.
- Drug and alcohol prevention activities for 3,719 persons through Gateway Outpatient Services.
- Counseling to 2,408 families and individuals through member agencies.
- Tutoring services to 519 children.
- Adoption for 24 children into permanent families.

When you support the Greater Kalamazoo United Way, you're making a sound investment in our community. United Way agencies run the gamut from health and social services to character-building programs. One of every three

people in Kalamazoo County will be served by a GKUW funded program sometime in their life.

Help provide these comprehensive services by donated to the Greater Kalamazoo United Way — from the heart, for the future.



As of Oct. 27, a total of \$102,448 had been collected in the campus United Way drive. That's 69.5 percent of this year's goal of \$147,400. Although the drive officially ends Oct. 30, contributions will continue to be accepted.

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Three medical ethics specialists to discuss using concept of futility to limit care in Nov. 6 session

The ethical concerns and practical problems in using the concept of futility to limit medical care will be discussed in a session at WMU Friday, Nov. 6.

Titled "The Problem of Futility in Medical Treatment," the program will begin at 3 p.m. in the Faculty Lounge on the second floor of the Bernhard Center. It is sponsored by WMU's Center for the Study of Ethics in Society, and is free and open to the public.

Speakers will be: Shirley Bach, philosophy, who is associate director of the ethics center; John W. Dircks, a physician in pulmonary and critical care medicine at Bronson Methodist Hospital; and Stephen E. Jefferson, a physician in pulmonary and critical care medicine at Borgess Medical Center.

"There is increased discussion about limiting medical treatment which is defined as 'futile,'" Bach says. "While some patients are requesting to forgo certain medical treatments which they define as futile, other patients — or their surrogate decision makers

— are demanding treatments which their physicians define as futile."

The discussion is expected to focus on such questions as: If a medical treatment is futile, should it be provided? Is there agreement on how futility should be determined? Should a determination that a certain treatment is futile play a role in the decision of an insurer to fund it? What role do values play in determining that a medical treatment is futile, and whose values should be incorporated in that determination?

Dircks is a member of the Bronson Methodist Hospital Bioethics Committee and immediate past chief of staff at Bronson. Jefferson is a member of the Borgess Medical Center Biomedical Ethics Committee. Both physicians deal with the topic of futility in their work on a continuing basis.

Bach is a member of the ethics committees at both hospitals, serving for the past two years as chairperson of the Borgess committee. She teaches biomedical ethics and health care ethics at WMU.

Ethical factors in computing is focus of lectures

A national authority on computer security matters and ethical computing practices will present two free lectures at WMU Thursday, Nov. 5.

Eugene Spafford, assistant professor of computer sciences at Purdue University, will speak on "The Role of Ethics in Computing and Computing Education" at 3 p.m. in 2000 Haworth College of Business building. At 7 p.m., he will discuss "Selected Issues in Ethics, Liability and Responsibility in Computing" in 3770 Knauss Hall.

Spafford is an expert in such areas as

computer and network security, ethical and societal implications of computing, and software validation. He has conducted research on reliable computing and the consequences of computer failure and misuse. His publications include such works as "The Internet Worm: Crisis and Aftermath" and "Are Computer Break-Ins Ethical?"

His visit is being sponsored by the departments of business information systems, computer science and philosophy, the Center for the Study of Ethics in Society and University computing services.

McConnell to speak on financial markets Nov. 5

The role of organized exchanges in providing liquidity to corporations in raising capital will be the topic of a talk at WMU Thursday, Nov. 5.

John J. McConnell, the Emanuel T. Weiler Distinguished Professor of Management at Purdue University, will speak on "NASDAQ to NYSE During the 1980s: Market Liquidity and Trading Locale" at 7 p.m. in 2000 Haworth College of Business building. Sponsored by the WMU Visiting Scholars and Artists Program, the lecture is free and open to the public.

McConnell also serves as director of the doctoral programs and research and professor of finance in Purdue's Krannert Graduate School of Management. His academic interests include corporate finance and financial institutions and markets.

Event set to honor Goldfarbs

An event honoring the retirements of Clare R. Goldfarb and Russell M. Goldfarb, both English, is scheduled for 7:30 p.m. Friday, Nov. 6, in the Lee Honors College lounge. The University community is invited to attend the program and reception for the Goldfarbs, who joined the faculty in 1960 and plan to retire at the end of this semester.

Media services

Twenty-two academic departments requested instructional materials this fall for the University film/videotape library. The media services purchasing committee reviewed all requests and purchased 70 programs valued at more than \$17,000. Each department will receive at least one requested item. Notices of the specific programs purchased have been sent to department chairpersons. Additional notices will be sent as soon as the items are received and cataloged. Every effort will be made to have the programs available by the beginning of winter semester.

Faculty who want to reserve titles for next semester should contact Michelle Hruska in the Media Resource Center at 7-5071. For information about the purchasing process, contact John Provancher at 7-5074.

Faculty and staff unable to attend the teleconference dealing with distance education, "TeleCon XII by Satellite," can arrange a loan of the videotape by contacting the Media Resource Center at 7-5070.

On campus



INSPIRED TO SUCCEED—Dori Ray became so involved in her job at the Reading Center and Clinic that she was inspired to finish her own bachelor's degree. The administrative secretary in the center, part of the Department of Education and Professional Development, Ray wears two hats. She handles such work for WMU's master's program in reading as processing admissions and maintaining records. And for the Reading Center and Clinic, she takes care of a variety of jobs from conducting intake interviews with clients to setting up schedules for student tutors. "We're here not only to serve clients, but also to serve as a teaching tool for students," she says. The center provides testing and diagnostic services for some 30 persons who need help with reading each fall and winter semester. During the summer, that number climbs to 50. Both undergraduate and graduate students are able to gain laboratory experience in working with clients of the center as tutors. While most of the clients are in elementary school, Ray says an increasing number of adults have been coming to the center for help. This new group of clients revived her interest in completing her bachelor's degree, she says. She even tutored adults in the center as part of her coursework, completing her degree in adult development and learning in 1988 after 12 years of taking classes. A WMU employee for 27 years, Ray worked in the Graduate College for eight years before joining the Reading Center and Clinic. She says the best part about her job is seeing people get the help they need. "When parents or clients show how grateful they are, I'm often the fortunate one that gets to hear the thanks," she says.

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Human resources

'Courtesy in Business' seminar offered

If you are a secretary or other clerical/technical employee who yearns for some new ways to solve the constant stressful job demands, the "Courtesy in Business" seminar is for you! From 8:30 to 11:30 a.m. Thursday, Nov. 5, in 204 Bernhard Center, presenter Darlene R. Mosher, human resources, will suggest ways for you to improve your interpersonal skills.

You will learn how to stay calm when confronted by angry students and other cli-

ents, juggle the telephone and drop-in visitors, and still manage to complete the last-minute rush jobs. A film, skills practices and sharing of coping techniques with your colleagues will be used to underscore suggested ways to help you to become a more professional WMU employee.

To register for this seminar, complete the form in your training and development catalog and send it to the Department of Human Resources, or call Doris J. Moore at 7-3620. Please request any needed accommodations when you register.

Libraries

The University libraries is announcing a new improved FINDER online catalog. In the next few weeks, new enhancements will appear in FINDER. Easier to read screens, call number searching/browsing, and the ability to quickly find journal holdings are a few of the features that will be available.

FINDER also is moving toward an online command language that conforms to a national standard. The standard is used in a number of other commercially available databases.

Revised handouts on how to search the system will be available in the libraries when the new enhancements appear online. Workshops on the changes will be scheduled later. Watch for the workshop announcements in the libraries and on the VAX NEWS.

Lunchtime forum to answer questions on ADA

Managers and supervisors are invited to bring their lunch and their questions to part two of a forum on the Americans with Disabilities Act (ADA) from 12:10 to 1 p.m. Thursday, Nov. 5, in Red Rooms A and B of the Bernhard Center. Presenter Sue Rodia, human resources, will introduce resource persons who will receive questions about specific legal hiring issues at the University, including interviewing procedures, physical examination practices and requests for accommodations.

Zest for Life

The WMU-Zest for Life Corporate Olympics teams have completed another successful year by winning first place overall in Division V. Results from the September events recently were announced, with WMU bringing home the gold cup trophy this year. Last year, the teams finished second.

Zest for Life fielded two teams this year comprised of 91 persons from all employee groups at the University, including two retirees. They won first place in these events: men's 4 x 100 yard relay; 2 mile fitness race walk; women's 3 mile run; men's 3 mile run; 5 x 1 mile mixed relay; and 1 mile walk/jog prediction. The teams placed second in these events: 1 mile walk/jog prediction; crescendo swim relay; and women's 200 swim relay.

Official results are posted in the Zest for Life fitness room in the Gary Center, or they can be obtained by calling the Zest for Life office at 7-3262. If you think you might be interested in participating next year, now is the time to call and sign up.

A celebration is being planned around half-time of the WMU vs. Central Michigan University home football game Saturday, Nov. 14. Olympians should look for details in the mail.

Exchange

FOR SALE—Yamaha Spinnet organ, great shape. Music books included. \$300. Call Debbie at 7-6022.

Media

David G. Houghton, political science, discusses why Michigan might be the most important state on Election Day on "Focus," a five-minute interview produced by news services. "Focus" is scheduled to air Saturday, Oct. 31, at 6:10 a.m. on WKPR-AM (1420).

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 or sign the appropriate bid sheet during the posting period.

S-01 and S-02 clerical positions are not required to be posted. Interested University employees may contact an employment services staff member for assistance in securing these positions.

(R) **Skills Training Specialist II** (.95 FTE; 38 Hours/Week; Term Ends 12/31/92; Grant Eligible for Renewal) S-04, Center for Developmentally Disabled Adults, 92/93-115, 10/27-11/2/92.

(R) **Human Resources Representative**, P-02, Human Resources, 92/93-116, 10/27-11/2/92.

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. Remember, employment services office hours are 9 to 11 a.m. and 3 to 5 p.m. only. Your cooperation in observing these hours is greatly appreciated. Transfer applications may be dropped off or picked up at any time.

(R) Replacement

WMU is an EO/AA employer

Senate

The Faculty Senate's **Ad Hoc Committee to Revise General Education** will meet at 12:30 p.m. Friday, Oct. 30, in 1017 Trimpe Building. Agenda items include: considering a proposal to include a course on the environment or implications of technology in the general education distribution; revisiting the non-Western world area of the distribution; and reviewing a draft of criteria for general education courses.

Calendar

Thursday, October 29

(thru Nov. 20) Exhibition, watercolors and mixed media, realistic and abstract, Sylvia Wong, Three Rivers artist, Department of Human Resources, 1240 Seibert Administration Building, weekdays, 8 a.m.-noon and 1-5 p.m.
 (thru Nov. 2) Exhibition, "Recent Works of Lamidi Fakeye" and "Photographs of a Nigerian Sculptor," Bruce M. Haight, history, and David Curl, emeritus in education and professional development, Space Gallery, Knauss Hall, Mondays thru Thursdays, 10 a.m.-4 p.m.
 (thru Nov. 6) Exhibition by BFA painting candidates, Student Art Gallery, East Hall, weekdays, 10 a.m.-5 p.m.
 (thru Nov. 13) Exhibition, "Issues and Causes: Propaganda in the Public Interest," graphic design exhibition from the Detroit chapter of the American Institute of Graphic Arts, Gallery II, Sangren Hall, weekdays, 10 a.m.-5 p.m.
 Forum on Americans with Disabilities Act for managers and supervisors, Sue Rodia, human resources, Red Rooms, Bernhard Center, 12:10-1 p.m.
 University film series, "The Pirate" (USA, 1948), directed by Vincente Minnelli, 3750 Knauss Hall, 6 and 8:30 p.m.
 "Into the Streets" kick-off for community volunteer work, Lee Honors College, 7 p.m.
 *Concert, William Parker, baritone, singing "The AIDS Quilt Songbook," Dalton Center Recital Hall, 8 p.m.

Friday, October 30

*(thru Nov. 1) Parents Weekend.
 Last day to withdraw from fall semester classes, academic records, third floor, Seibert Administration Building, 8 a.m.-5 p.m.
 Faculty development services workshop, "Keeping Your Life in Balance," Richard M. Oxhandler, Counseling Center, 204 Bernhard Center, 8:30-9:30 a.m.; call 7-5305 to register.
 Doctoral oral examination, "Detection of Sexual Cues: An Assessment of Nonaggressive and Sexually Coercive College Males," Rita Kenyon-Jump, psychology, 283 Wood Hall, 9 a.m.
 Meeting, Faculty Senate Ad Hoc Committee to Revise General Education, 1017 Trimpe Building, 12:30 p.m.
 Open hearing on the search for the dean of the Graduate College, 3750 Knauss Hall, 1-3 p.m.
 Faculty development services program, "Helping Students Learn: Practical Strategies to Enhance Learning, Part One," Carol Frisch, self-enhancement services, Tate Center, 3210 Sangren Hall, 1:30-3 p.m.; call 7-5305 to register.
 International affairs lecture, "Arts Patronage Yesterday and Today: Reflections on Research and Daily Life in Russia," John O. Norman, history, 3020 Friedmann Hall, 3:30 p.m.
 Psychology colloquium, "Updates on Two SIBIS Treatment Cases," Patricia M. Meinhold, psychology, and S. Phelan and N. VanDuser, parents, 3760 Knauss Hall, 4 p.m.
 *Hockey, WMU vs. the University of Michigan, Lawson Arena, 7 p.m.
 *Concert, Kalamazoo Symphony Orchestra, Miller Auditorium, 8 p.m.

Saturday, October 31

*Parents Day activities, Bernhard Center, 8:30 a.m.-noon.
 Demonstration by Lamidi Fakeye, Nigerian sculptor, Space Gallery, Knauss Hall, 9-11 a.m.
 *Football, WMU vs. Northern Illinois University, Waldo Stadium, 1 p.m.
 *Performance, "Rigoletto," Opera Nazionale Italiana, Miller Auditorium, 8 p.m.
 *Concert, Tower of Power, Dalton Center Recital Hall, 8 p.m.

Monday, November 2

Academic Convocation, featuring President Haenicke's "State of the University" address, Dalton Center Recital Hall, 3 p.m.

Wednesday, November 4

Meeting, Clerical/Technical Organization, Red Room C, Bernhard Center, noon-1 p.m.
 Visiting Scholars and Artists Program lectures by Ronald W. Jones, Xerox Professor of Economics, the University of Rochester: "Real Wages and Protection: The History of an Idea," 3760 Knauss Hall, 3 p.m.; and "New Protectionism and World Trade," 3750 Knauss Hall, 8 p.m.
 College of Education research colloquium, "Job Experience of Gays, Lesbians and Bisexuals in Higher Education: Views From Student Affairs Professionals," James Croteau, counselor education and counseling psychology, 2308 Sangren Hall 4 p.m.
 Biological sciences seminar, "Genetic Engineering of Virus Resistant Plants," Hector D. Quemada, associate director, vegetable biotechnology section, the Upjohn Co., 5270 McCracken Hall, 4 p.m.
 Lecture series on the European Community, "Doing Business in the E.C.: American Perspectives," F. William McCarty, chairperson of finance and commercial law, Lee Honors College lounge, 7 p.m.

Thursday, November 5

Training and development seminar for clerical/technical employees, "Courtesy in Business," Darlene R. Mosher, human resources, 204 Bernhard Center, 8:30-11:30 a.m.
 Forum on the Americans with Disabilities Act for managers and supervisors, Sue Rodia,

human resources, Red Rooms, Bernhard Center, 12:10-1 p.m.
 Lectures by Eugene Spafford, assistant professor of computer sciences, Purdue University: "The Role of Ethics in Computing and Computing Education," 2000 Haworth College of Business building, 3 p.m.; and "Selected Issues in Ethics, Liability and Responsibility in Computing," 3770 Knauss Hall, 7 p.m.
 Commission on the Status of Women reception, President's Dining Room, Bernhard Center, 4-6 p.m.
 University film series, "The Go-Between" (England, 1971), directed by Joseph Losey, 3750 Knauss Hall, 6 and 8:30 p.m.
 Visiting Scholars and Artists Program lecture, "NASDAQ to NYSE During the 1980s: Market Liquidity and Trading Locale," John J. McConnell, the Emanuel T. Weiler Distinguished Professor of Management, Purdue University, 2000 Haworth College of Business building, 7 p.m.
 Meeting, Faculty Senate, Fetzer Center, 7 p.m.
 *Admission charged

University authorized to borrow for improvements

The University has been authorized to borrow up to \$60 million to finance the improvement of several campus facilities.

The projects include the expansion and renovation of recreation and intercollegiate athletics facilities, which already is under way. Also included are the construction of a parking ramp near Miller Auditorium, renovation of office space in the auditorium and a connector bridge to the auditorium.

The authorization was approved Oct. 5 by the WMU Board of Trustees. Borrowing will be in the form of tax-free bonds.

"To take advantage of current interest rates and react to favorable market trends with little notice, we are requesting that we be allowed to move forward with the development of a bond package at this time," Robert M. Beam, vice president for business and finance, told trustees.

The three-level ramp is intended to help meet the parking needs of students as well as

faculty and staff members, in part stemming from increased enrollment in recent years, Beam said. It also will enable the general public to park more conveniently near Miller Auditorium and, using the bridge, enter the auditorium at the Grand Tier level.

"The renovation in Miller Auditorium will help address the problem of limited restroom facilities and will be an aid to the flow of people into and out of the auditorium," Beam said.

The ramp is expected to cost \$8 million, Beam said. The auditorium renovation and bridge will cost another \$1.2 million. Both projects are scheduled to be completed by March 1994.

The expansion and renovation of recreation and athletics facilities totals \$50 million. Site improvements and outdoor facilities are expected to be completed by January 1993. Construction and renovation of buildings is to be done by March 1994.

Notable gifts include funds for Medallion award

The University received more than \$420,000 in cash gifts during the first two months of the 1992-93 fiscal year, according to a report presented to the Board of Trustees at its Oct. 5 meeting.

Gifts received during July and August totaled \$420,472. The amount includes \$158,298 in cash gifts received during July and \$262,174 in cash gifts received during August.

Notable gifts received during July included \$12,500 from the estate of John G. Kemper to provide additional funds for the previously established Kemper Medallion Scholarship. Kemper, who died in 1991, was a WMU professor emeritus of art and a Kalamazoo resident. Prior to his death, he established a fund to endow a Medallion Scholarship bearing his name for a student in the fine arts. WMU's Medallion Scholarships, currently valued at \$25,000 over four years, are among the largest merit-based scholarships in American higher education.

A second major cash gift of \$16,000 was received during July from an anonymous do-

nor. The gift will be used for improvements to the sound studio in the Dalton Center.

Also received during July was a non-cash gift of electrical parts and hardware valued at \$19,823. The gift was made by Hylan Inc. of Comstock to the Department of Electrical Engineering.

During August, the University received \$64,029 from the estate of Anna Bekken to establish an endowed scholarship for students in the Department of Blind Rehabilitation. Bekken, a Kalamazoo resident who died in 1990, was visually impaired during the last 20 years of her life and developed an interest in the field of blind rehabilitation.

A gift of \$10,000 from Ray T. and Martha Parfet of Hickory Corners was received by the University during August and will be used to purchase furnishings for the Gilmore Alumni House. The home of the late Donald S. and Genevieve Gilmore, Martha Parfet's parents, was given to WMU by the Gilmore family in 1991 and is used for special events planned by the University and its alumni association.

TQM (Continued from page one)

"Think of the last time you felt really good about yourself in your job," Seymour told viewers. "That's quality. TQM is the process by which quality is made systematic."

TQM began in the 1950s with the ideas of American statistician W. Edwards Deming. They were adopted first by the Japanese and, in the early 1980s, by American businesses such as Ford and Motorola, according to an article by Ted Marchese in the November 1991 American Association for Higher Education Bulletin.

Research universities and community colleges have been among the first higher education institutions to adopt the concept, Marchese said. Among the former are Oregon State University, the University of Wisconsin, the University of Pennsylvania and Colorado State University. The latter include Fox Valley Technical College in

Foundation

(Continued from page one)

George E. Arwady of Kalamazoo, publisher of the Kalamazoo Gazette; investment will be chaired by John H. Nelson of Kalamazoo, retired vice president and treasurer of the Upjohn Co.; membership will be chaired by Joan H. Krause of Belmont, principal of Duffield and Krause in Grand Rapids.

Wisconsin and Jackson Community College in Michigan.

Other speakers will be invited to campus at later dates to provide more information on TQM and how to implement it at WMU.

"I am excited about this new direction for Western and am fully committed to seeing if we can improve our services for all of our constituencies," Haenicke said. "I begin with the premise that quality is doing the 'right thing' in the 'right way' and look forward to our results and what we can learn from these pilot studies."

Survey

(Continued from page one)

President Haenicke, who taught German.

"Graduates perceive that the course work offered by WMU is of high quality and was presented to them in a challenging manner by faculty members who were highly qualified and caring," Bunda said.

In addition, she said, graduates have a strong positive perception of the breadth of exposure to the discipline in which they majored. They believe that they are competent in the field and that they have been grounded in the professional ethics of the field.



Morning mist

Before the time change last weekend, students made their way to early morning classes under the halo of lights. The combination of early morning mist and the lamps guiding their way created a surreal effect in this photo by Neil G. Rankin, news services.