

# WESTERN MICHIGAN UNIVERSITY WESTERN NEWS

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February 18, 1993



**STUDENT EMPLOYMENT WEEK** — Steve Dely, WMUK-FM, center, thinks it's important to express appreciation to students during Student Employment Week because he remembers what it was like — he was a student employee at the radio station before he became a full-time staff member there. "This is highly technical and demanding work," he says. "I'm fortunate to have some really dedicated student employees and I think it's important to let them know we appreciate them." Student Employment Week runs through Feb. 19 and is designed to take note of the contributions the University's student employees make to the overall success of the institution. Joanna B. Jakob, a senior from West Palm Beach, Fla., and Ken J. Nelson, a junior from Kalamazoo, work as board operators/announcers at WMUK-FM. "They're always willing to work for me," Dely says. "This is really a good training ground for the students. It's nice to see them go and get jobs at other radio stations with the experience they get here." Dely plans to recognize his students with certificates of appreciation ordered through the student employment referral service, the sponsor of Student Employment Week, plus some pizza coupons.

## House committee action on Colony Farm parcel moves research and business park closer to reality

The University's proposed research and business park has moved another step closer to reality.

On Feb. 11, the House Committee on Economic Development unanimously approved legislation permitting use of the University's 54-acre Colony Farm Orchard property as part of such a park.

"We're pleased with this unanimous demonstration of support by the committee," said Richard T. Burke, vice president for regional education and economic development.

A vote in the full House of Representatives could come as early as this week, after which the legislation would go to the Senate. The legislation is sponsored by Rep. Dale Shugars (R-Portage), co-chairperson of the economic development committee.

The legislation approved by the House committee is a substitute for the original legislation. It precludes manufacturing as one of the uses for the property. The substitute was proposed by Rep. Mary Brown (D-Kalamazoo) and introduced at the committee meeting Feb. 11.

The legislation also stipulates that the park should be developed "consistently with the biodiversity" of the property and adjoining property and "in harmony" with development standards of Oshtemo Charter Township.

"This project will help transform Kalamazoo County's and, therefore, Michigan's economy into something that can compete successfully for economic growth well into the next century," Burke told committee members.

"WMU's research and business park is a

major element of the city of Kalamazoo's economic development strategy for revitalizing the city's economy," said Marc Ott, deputy city manager, in remarks prepared for presentation to the committee. "Over the long run, the city can only benefit from the development of this park."

Ott was among several community leaders who were present at the hearing to support the park. They included Larry Mankin, president of the Kalamazoo County Chamber of Commerce; John Haneski, president, and Norman Terry, vice president, of the CEO Council; Ron Fleckenstein, supervisor of Oshtemo Charter Township; George Lauf, former director of the MSU Kellogg Biological Center at Gull Lake; and Joe Herdus, district manager of Consumers Power Co.

Some 18 other community leaders provided letters of support, including George Arwady, publisher of the Kalamazoo Gazette and chairperson of the CEO Council board; Charles Bell, vice president for engineering of the Upjohn Co. and chairperson of the Chamber of Commerce board; Thomas B. Bennick, vice president for administration of the Durametallic Corp.; John W. Brown, chairman, president and chief executive officer of the Stryker Corp.; and John M. Schreuder, president and chief operating officer of First of America Bank-Michigan.

WMU hopes to develop about 260 acres of 600 acres it owns near the intersection of Drake Road and Parkview Avenue in the southwest corner of the city of Kalamazoo. Part of the property, Colony Farm Orchard, is in Oshtemo Charter Township.

## Haas comments on quality improvement and strategic planning initiatives

In his Academic Convocation address in November 1992, President Haenicke stated that he would take time to reflect how we might move WMU through the 1990s and into the 21st century. He believes that WMU and other universities and colleges will be increasingly called to account by their various constituencies: students, faculty, staff, parents, alumni, taxpayers, legislature, boards, business and industry, employers of our graduates, foundations, private and federal granting agencies and accrediting bodies.

WMU is a quality institution and that quality is a result of a caring Board of Trustees, faculty, staff and a student body who are proud of WMU's heritage as a teaching institution and the recognition the University has earned as a leading national university.

But the University should not rest on its laurels. WMU should always strive to Improve Quality (IQ) continuously in all areas. WMU must chart its future through a highly participatory University-wide strategic planning process, and adapt the principles and practices of Total Quality Management (TQM) that have the potential to enhance what we already do well. While not a panacea, quality initiatives, if carefully planned, selected, introduced, supported and sustained over time, have succeeded immeasurably in improving the quality of services, increasing productivity, improving morale and effecting cost savings.

### Initiatives under way

President Haenicke has started the two efforts of strategic planning and improving quality not because the University is in crisis but because all at WMU want to do the right things in the right way. I am pleased to report that initial progress in planning and quality are carefully designed and integrated with one another and wish to summarize our quality efforts to date.

In the 1980s, a number of U.S. com-

*This article on quality efforts was written by Thomas J. Haas, the American Council on Education (ACE) Fellow in the Office of the President. Haas came to WMU in August 1992 from the U.S. Coast Guard Academy in New London, Conn. At the Coast Guard Academy, he is an officer with the rank of commander, an associate professor and chairperson of the Department of Chemistry. He previously served as the coordinator of student development and assistant dean of academics. Strategic planning and Total Quality Management are included in his varied list of experiences.*

*He was selected last year from a field of candidates as an ACE Fellow. The ACE Fellows Program provides an opportunity to identify and train faculty and staff members who have demonstrated the potential to become effective administrators and gives these individuals chances for systematic observation and experience in college and university decision making.*

*President Haenicke and Provost Nancy S. Barrett are serving as mentors for Haas during his stay at WMU. His work here combines observation and active participation in institutional administration, including assignments to assist in the University's strategic planning and quality initiatives. He will complete his internship in July.*



panies, both large and small, adopted Total Quality Management with positive, sometimes spectacular results. In the past few years, federal and state governments and hospitals have been using TQM. A number of colleges and universities, like Oregon State University, the University of Pennsylvania, Wayne State University, the University of Michigan and others, have begun to apply the principles of TQM.

TQM was a major theme at the American Association on Higher Education (AAHE) annual meeting last spring and numerous articles and books have been recently published that explore the do's and don'ts of TQM implementation in the academy. TQM, introduced in post-war Japan by two Americans, statistician W. Edwards Deming and engineer Joseph M. Juran, is founded on the premise that quality can be continually improved through strategic, integrated and management systems that involve all people in the organization to evaluate its processes in light of the expectations of those being served.

Early in September, the president asked members of the President's Council and the deans to help him identify areas of the University that have begun or should begin to practice TQM, and to name faculty and staff who are experienced in this field or have shown an interest in getting started in TQM. The response was impressive. Eight areas have been selected to participate in a TQM pilot: Office of Student Financial Aid and Scholarships, Haworth College of Business advising office, University Computing Services, accounts receivable, campus apartments, Sincdecuse Health Center, auxiliary enterprises-maintenance and the Office of Admissions and Orientation.

It is clear from conversations with a number of other university presidents and from a review of the current literature regarding those institutions in higher education that have TQM initiatives, that the place to start is in certain administrative offices. This is logical because of the business orientation in which TQM has its roots. This initiative,

announced at the October Board of Trustees meeting, was fully endorsed.

Also in October, Alvin Elders, vice president for quality control at Haworth Inc., was invited to the campus to share his firsthand TQM experiences that he gained in industry. More than 500 people, primarily from the eight prior areas, listened and questioned Mr. Elders. This fall President Haenicke directed me to speak or visit a number of presidents and "coordinators" of TQM initiatives in schools similar to WMU. A number of the vice presidents and the president also listened first to a TQM consultant to the Upjohn Co. and then the executive vice president from Wayne State University who directs their quality program — QUEST. The president, vice presidents, directors from the pilot areas and faculty even had a chance to attend a talk presented by W. Edwards Deming when he spoke in Kalamazoo. All these activities were designed to learn as much as we could about TQM in general, but more importantly, what worked and did not work at higher educational institutions.

### Tenets of WMU...IQ developed

Three tenets of "WMU...IQ" were developed and agreed upon:

■ WMU...IQ is a means of moving WMU into the 21st century with a keen focus on people, service and excellence because we want to continuously improve quality, grow and modify what we do within a relatively fixed resource base.

■ WMU...IQ is not an accident; it is the result of clear, well-directed, strategically focused thinking with a clear and firm commitment to the process.

■ WMU...IQ is designed to make WMU more flexible, efficient and better able to use its full range of resources to improve the quality of all our services. We want to do the

(Continued on page four)





**DuBOIS CONFERENCE** — Workshops on topics ranging from "Minorities on the Move/TV: Narrow Casting" to "Strategy for Research" were part of the sixth installment of the W.E.B. DuBois Conference and Luncheon Feb. 11 on campus. From left, LeRoi R. Ray Jr., Black Americana Studies Program, Jean Pitts, McKee Alumni Center, and, at right, Chauncey J. Brinn, vice president for administrative affairs, welcomed the event's keynote speaker, Michael D. McKinley. An associate professor of communications studies at Pennsylvania State University, McKinley addressed the topic, "TV for the 21st Century: A Cultural Perspective," during the luncheon in the Bernhard Center.

## \$10,000 fellowships offered for graduate research

Graduate faculty are invited to submit applications by March 19 to the 1993-94 University Research Fellows competition sponsored by the Office of the Vice President for Research.

The annual competition offers research fellowship awards of \$10,000 to graduate students working in mentoring relationships with graduate faculty members at the University. The faculty mentors of the students selected as fellows also will each receive \$1,000 to cover project expenses.

The fellowship program, which began in 1991, is intended to improve the scholarly and research environment for both faculty and graduate students, to demonstrate the University's research capabilities and to enhance the quality and character of the academic interaction between individual faculty members and graduate students.

Five fellowships will be awarded this year. Applications will be judged on the

quality and significance of the proposed or continuing research, scholarship or creative work; the prospect for development of a productive mentoring relationship; the significance of the graduate student's role in the research project; the faculty member's recent scholarly and research efforts; and the academic record of the graduate student.

Funded projects must last at least two consecutive academic semesters or sessions and be completed by the end of the spring 1994 session. Fellowship funds will be available July 1, 1993.

Applications and additional information about the competition are available from the Office of the Vice President for Research at 7-3683. Completed applications will be accepted by that office until 5 p.m. Friday, March 19. Award winners will be notified in late April and award presentations will be made in May at the annual Researchers' Luncheon.

## Overly named director of Academic Skills Center

Cynthia Overly has been named director of the University's Academic Skills Center.

Overly has been acting director of the center since September 1991. Previously, she served as coordinator of the reading, study skills and supplemental instruction programs at the center.

The Academic Skills Center, a part of the Center for Academic Support Services, offers student academic support in the form of supplemental instruction in high risk courses as well as workshops in study skills, mathematics, critical reading, documentation, and problem-solving and reasoning skills. The center works with some 2,500 WMU students each year.

"Ms. Overly's expertise in areas such as



Overly

intelligence and learning theories, especially as applied to unsuccessful students, made her an outstanding candidate for this position," said Lynne C. McCauley, Center for Academic Support Services.

In addition to her experience in the Academic Skills Center, Overly's background in developmental education includes a master's degree in the teaching of reading from WMU and two years of teaching "Effective College Reading" at the University. She also taught language arts and English literature at the middle school level for five years.

Overly earned her bachelor's degree in English from Wittenberg University in Springfield, Ohio.

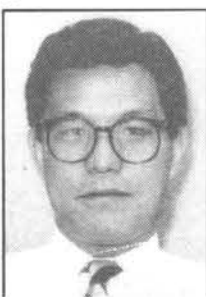
## Expert on high-speed rail transportation to speak here as part of 14th annual Engineers' Week

High-speed trains and their future in the world of transportation will be the focus of the 14th annual Engineers' Week Dinner Tuesday, Feb. 23, at the Bernhard Center.

Sam Tabuchi, president of Maglev Transit Inc. and developer of the commercial Magnetic Levitation (Maglev) Demonstration Project in central Florida, will be the speaker.

The dinner, which begins at 6:30 p.m. in the East Ballroom, is open to the public, as is the social hour at 5:30 p.m. Reservations are required by Friday, Feb. 19.

Maglev trains travel along their guideways at speeds of up to 300 miles per hour while generating virtually no noise or pollu-



Tabuchi

## Students will go on 'Alternative Spring Break' to perform community service at three sites

A group of WMU students is taking a break from the traditional spring break this year to help the less fortunate.

Thirty-four students will leave Friday, Feb. 26, to participate in "Alternative Spring Break" in three areas of the United States: Detroit, Pearisburg, Va., and Charenton, La.

Alternative Spring Break is a service-oriented initiative that provides students with an opportunity to participate in a positive volunteer experience while learning the importance of community service.

In Detroit, site leaders Ellen K. Muehlberger and Amy M. Dobbs will coordinate their group of nine students to work with homeless women, men and children at the Coalition on Temporary Shelter (COTS). COTS is the largest shelter for the homeless in Michigan.

Site leaders Al B. Ko and Jennifer Schaaf will lead nine students in Pearisburg, where the team will deal with rural poverty issues. The participants will help renovate a community center while interacting with area youth.

In Louisiana, site leaders Dulcie J. Kennie and John C. Griffith II will mentor their team of 10 students in working with the residents of Chitimacha, an Indian reservation with a population of 315. The students will assist the residents in their recovery from Hurricane Andrew. Possible projects include renovating community buildings, interacting with children in the tribal school and working with the elderly of the community.

Last year was the first time WMU students participated in Alternative Spring Break. A dozen students were involved in community service projects in the rural Appalachia region of Kentucky.

The tripling of the number of sites this year resulted from outstanding involvement by participants last year, according to Julie A. Wyrwa, student volunteer services. "We've significantly expanded our sites in 1993, which enhances our ability to involve a greater number of students," says Wyrwa, whose office is coordinating Alternative Spring Break.

Funding for the project has been donated

by two primary sources. Under the jurisdiction of President Haenicke, money was provided through the Sindecuse Endowment Fund. In addition, student volunteer services received a grant from the Kalamazoo Foundation/Fetzer Foundation Fund. Participants are also paying about \$100 each to cover part of the costs.

The six site leaders are responsible for the selection, training and facilitation of the team participants. They also set up an itinerary for the service week at their site in order to plan programs for community interaction. These students were chosen as leaders based on their extensive involvement in Alternative Spring Break last year.

Selection for the other 28 participants was based on the applicant's motivation, the degree of realism in their expectations of the program, past volunteer experience and the ability to work well in diverse groups. A total of 42 undergraduate and graduate students applied for Alternative Spring Break.

Each of the participants sacrificed one month of Friday nights in order to learn aspects of team building, group dynamics and issues related directly to their site.

Co-chairing Alternative Spring Break for the second year are David J. Martineau and Kimberly A. Weburg, both members of the Student Volunteer Services Board. While not making one of the trips, the two have been instrumental in setting up the opportunities for the other students.

"Although our teams are going to work with inner city and rural poverty issues, it is important to remember that in providing this service the participants are not only helping the less fortunate, but also society as a whole," Martineau says.

The group will return to WMU on Saturday, March 6, but their dedication to community service will not end there. Martineau and Weburg will help participants share their experiences with other students on campus in an effort to convince them to become involved in community service in Kalamazoo.

"This impact will trigger a ripple effect in that the participants will guide others toward involvement in social issues," Weburg says.

## Nelson pens book on childhood language disorders

The role environment plays in learning language skills is explored in a new book by a WMU faculty member.

Nickola W. Nelson, speech pathology and audiology, has written "Childhood Language Disorders in Context: Infancy Through Adolescence." The 640-page hardbound text was published by Merrill/MacMillan of New York City.

According to Nelson, the book is intended for use by upper undergraduate and graduate students in speech pathology and audiology as well as students in special education who are interested in children with language disorders. The book will provide them with a comprehensive introduction to language disorders in a contextual perspective.

"The traditional way that researchers have studied language disorders has been to remove children with such disorders from their normal environment and place them in

therapy sessions where they received testing," Nelson explains. "Their language skills were described, based on how well they scored on the tests. The researchers' therapy plans, in turn, were based on the findings of the tests."

"The problem with that method," she continues, "is that children do not spend their normal time in therapy rooms; they spend their days in real life contexts, with family members and others. So in a contextual perspective, the textbook's emphasis is placed on interaction between caregivers and children with language disorders, how they play or socialize with other children their age, how they adapt to a classroom setting, or how they interact with their families."

The bulk of the textbook is devoted to examining expectations for early, middle and later stages of language learning. These developmentally geared divisions are then used to guide discussions of language assessment and intervention for children who are not learning language normally, yet have characteristics in common with their peers.

Nelson's book explores the important role that environment plays in the development of children's learning skills.

"One of the things that I do in my book is examine the nature/nurture issue," she says. "There are six theoretical perspectives in the book, and one emphasizes the role that biology plays in language development."

"But theory today also suggests that environment plays a major role — one of the most important roles in determining how children learn to talk and communicate well," Nelson continues. "There is a social interaction theory of language development that says teachers, caregivers and parents are very important in the language process. The book moves beyond treatment of children with learning disorders, and attempts to understand why they may experience trouble in a particular environment."

Nelson has been a WMU faculty member since 1981.

## WESTERN MICHIGAN UNIVERSITY WESTERN NEWS

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Talbot wins top national award for dissertation

A WMU faculty member has won a national award for the dissertation she wrote to complete her doctoral degree.

Donna M. Talbot, counselor education and counseling psychology, will receive the 1993 Melvyn D. Hardee Dissertation of the Year Award at the National Association of Student Personnel Administrators conference in Boston this March.

She competed against doctoral recipients in the field of student personnel administration from across the country and was one of some 30 semi-finalists chosen for further consideration. For winning the award, Talbot will receive a plaque, free registration at the conference and an opportunity to submit articles

Library of the future is topic for alumni breakfast meeting

The library of the future will be the focus of the next breakfast meeting for WMU alumni and friends Tuesday, March 2.

A continental breakfast will start the meeting at 7:30 a.m. at Waldo Library on the campus. Bettina S. Meyer, University libraries, will speak on "Behind the Scenes of a 21st Century Library."

She will discuss the latest in electronic resources, from the University's online catalog to access to remote databases.

The event is part of a series of breakfast speaking engagements sponsored by WMU and its Alumni Association. The cost is \$6 for association members and \$7 for non-members. Persons are encouraged to make reservations by Friday, Feb. 26, by calling the McKee Alumni Center at 7-8777.

Drops due Friday, Feb. 26

The last day to withdraw from one or more winter semester classes is Friday, Feb. 26. All "drops" must be processed in the academic records office on the third floor of the Seibert Administration Building. Hours are 8 a.m. to 5 p.m.

Media services

"Research in School Library Media," a national teleworkshop on Friday, March 5, will run from 1 to 4 p.m. in 3304 Sangren Hall. Sponsored by media services for interested faculty, staff and students, this live presentation will focus on important pieces

Media

Steven N. Lipkin, communication, discusses the history of African Americans and films on "Focus," a five-minute interview produced by news services. "Focus" is scheduled to air Saturday, Feb. 20, at 6:10 a.m. on WKPR-AM (1420).

based on her dissertation for the NASPA Journal.

Talbot earned her Ph.D. degree in May 1992 from the University of Maryland. The title of her dissertation was "A Multimethod Study of the Diversity Emphasis in Master's Degree Programs in College Student Affairs."

In conducting her research, she looked at the largest such master's degree programs in the country to determine how they were training future student personnel administrators on issues of diversity. Her findings reinforced the theory that not only the faculty members' knowledge, but also their comfort level and role modeling influenced whether their students incorporated issues of diversity in their lives.

"I compare it to a parent talking to a child about sex," Talbot says. "If the parent is red-faced and obviously embarrassed by the subject, the child will pick up on those cues. If a faculty member is not comfortable discussing diversity with students, they are more likely to decide that it is a difficult subject and not incorporate it into their lives as they become student personnel administrators."

Talbot joined the WMU faculty this past fall and coordinates the graduate Administration of Student Personnel Services Program in the Department of Counselor Education and Counseling Psychology. She earned her bachelor's degree from Amherst College, her master's degree from Lesley College and her specialist degree from the University of Florida.

Reception set for Belleville

A retirement reception for Gary L. Belleville, student employment referral service, is scheduled for 3 to 5 p.m. Thursday, Feb. 25, in the President's Dining Room of the Bernhard Center. The University community is invited to share in this celebration as Belleville completes 26 years of service at WMU.

of research that relate directly to school library media concerns. For more information or to register, call the Media Lab at 7-5054 or 7-5055.

Four 60-minute programs relating to the challenges that lie ahead in educational reform have been added to the University film/videotape library. "The Skillful Teacher" with Stephen Brookfield, "Dateline 2000" with Dale Parnell, "Science Matters" with Robert Hazen and James Trefil, and "Innumeracy and Beyond" with John Allen Paulos are available for loan by contacting the Media Resource Center in Sangren Hall at 7-5070.

On campus



**KEEPING TABS ON TAXES** — WMU is often referred to as a "tax-exempt institution." One might wonder why Terry G. Spencer works as a senior tax/audit specialist in internal audit. "Tax-exempt" is really kind of a misnomer," says Spencer, who has worked in internal audit for five and a half years. "While the University is tax exempt in some areas, it still must pay taxes in certain other areas." Those include payroll, excise and sales taxes and taxes on income on endeavors not related to education. Spencer provides the tax expertise for the University in preparing, filing and auditing tax returns. He also coordinates any audits from federal or state agencies and provides tax information and assistance to various departments. "My job is diverse in terms of the people I meet and the skills required," Spencer says. "I get to deal with

many areas of the University and I get to deal with many areas of taxation." Before joining the WMU staff, Spencer worked as a certified public accountant at a firm in Grand Rapids. He earned his bachelor's degree in history and his master of science degree in accounting from WMU, as well as a master of science degree in taxation from Grand Valley State University. Earlier in his career, he served as an instructor in WMU's Department of Accountancy. "I always liked the atmosphere of being in school and I missed that when I worked in public accounting," he says. "I'm glad to be back."

Libraries

Two indexes to periodicals, formerly only available in paper copies in the University libraries, are now available electronically through DATAQUEST I on the Westnet terminals.

Readers' Guide Abstracts provides access to articles in nearly 200 general interest and popular magazines. Coverage includes current events, book reviews, and music, dance, theatre and motion picture reviews from a great variety of magazines, such as Time, Newsweek, Scientific American, Psychology Today, Popular Mechanics, The New Republic, The Nation and National Review.

Indexing by key word in title or subject as well as under authors' names since January 1983 is available, and abstracts of these articles since September 1984 are available. Waldo Library owns the paper copies of Readers' Guide since it started in 1900, as well as most of the magazines it indexes.

The second new database, Business Periodicals Index, provides title and subject keyword access to hundreds of business periodicals in accounting, advertising, bank-

ing, personnel management, public relations, real estate and related fields. Articles are indexed by key word in title, subject headings and company names.

Coverage dates back to July 1982 and includes abstracts of the articles. Waldo Library owns the paper copies of this index since it began in 1958 as well as many of the magazines indexed in it.

Ask for assistance in using these indexes at the reference desks of any of the University libraries.

Exchange

**FOR SALE** — Child's chifforobe, 62 inches tall, 42 inches wide, 21 inches deep, walnut, good condition, \$200 or best offer. Call 345-6541 (evenings) or 7-3407 (days).

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.

(N) **Secretary I** (.5 FTE; 20 Hours/Week), S-04, Paper and Printing Science and Engineering, 92/93-279, 2/16-2/22/93.

(R) **Secretary I** (.5 FTE; 20 Hours/Week), S-04, Electrical Engineering, 92/93-286, 2/16-2/22/93.

(R) **Secretary II**, S-05, Evaluation Center, 92/93-287, 2/16-2/22/93.

(R) **Financial Clerk II**, S-04, Bookstore, 92/93-288, 2/16-2/22/93.

(R) **Financial Clerk II**, S-04, Bookstore, 92/93-289, 2/16-2/22/93.

These faculty positions have been authorized to fill. Please submit vita to the department named.

(R) **Instructor** (1-Year Appointment), I-40, Accountancy, 92/93-275.

(N) **Instructor** (1-Year Appointment), I-40, Business Information Systems, 92/93-280.

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

Facts on file

WMU Degrees Granted by College

College	Year	Bachelor's	Master's	Specialist	Doctoral	Total
Arts & Sciences	1991-92	1,099	390	2	25	1,516
	1990-91	867	328	2	30	1,227
Business	1991-92	1,223	191			1,414
	1990-91	1,046	175			1,221
Education	1991-92	684	410	2	37	1,133
	1990-91	680	452	3	28	1,163
Eng. & Applied Sciences	1991-92	368	50			418
	1990-91	397	45			442
Fine Arts	1991-92	144	24			168
	1990-91	152	24			176
Health & Human Services	1991-92	186	176			362
	1990-91	163	180			343
Continuing Education	1991-92	123				123
	1990-91	119				119
Total	1991-92	3,827	1,241	4	62	5,134
Total	1990-91	3,424	1,204	5	58	4,691

Source: Office of the Registrar



# Calendar

## Thursday, February 18

(thru 19) Student Employment Week.  
 (thru 26) Exhibition, "Portraits in Pastel," Al Harris, art teacher, Northeastern Elementary School, Kalamazoo, Department of Human Resources, 1240 Seibert Administration Building, weekdays, 8 a.m.-noon and 1-5 p.m.  
 (thru 26) Exhibition, Western Michigan chapter of the American Institute of Architects traveling 1992 awards, interior design resource center, 3008 Kohrman Hall, 8 a.m.-9 p.m.  
 (thru 21) Exhibition, work by WMU Department of Art faculty, Miller Auditorium, weekdays, 10 a.m.-6 p.m.  
 (thru 23) Exhibition, drawing and painting by Audrey Skuodas, Oberlin, Ohio, artist and instructor at the Cleveland Institute of Art, Gallery II, Sangren Hall, weekdays, 10 a.m.-5 p.m.  
 (and 19) Exhibitions, student art gallery, East Hall, 10 a.m.-5 p.m.: Rotunda Gallery, computer imagery, art student computer graphics; South Gallery, BFA show in painting by Trina Orloff.  
 Summer Employment Day, East Ballroom, Bernhard Center, 10 a.m.-4 p.m.  
 Campuswide blood pressure screening: outside 2037 Kohrman Hall, 10 a.m.-4 p.m.; Zimmerman Hall cafeteria, 4:30-6:30 p.m.; and French Hall lobby, 4:30-6:30 p.m.  
 Apple seminar on instructional computing, "Language and Literacy," clock tower conference room, third floor, University Computing Center, noon-1 p.m.  
 Teleconference, "Partnership Power: A Cooperative Approach to Distance Learning," Fetzer Center, 1-3:30 p.m.  
 Student employment referral service, "Internship Workshop," 212 Bernhard Center, 2 p.m.  
 Master class, Mark Kellogg, trombone, Dalton Center Recital Hall, 2-4 p.m.  
 Open forums, Committee to Advise the President on Priorities in the Academic Areas, 5-7 p.m.: "What Kind of Student Profile Should We Strive For?," 213 Bernhard Center; "What Should Be the Role of and Perception of Regional and Continuing Education at WMU?," Red Room C, Bernhard Center; and "What Are Appropriate Levels and Support Mechanisms for Research?," 205 Bernhard Center.  
 Forum for Kalamazoo County panel discussion on criminal violence, Fetzer Center, 7:30 p.m.  
 Guest artist recital, Mark Kellogg, trombone, Dalton Center Recital Hall, 8 p.m.  
 \*(thru 20) Annual concert of dance, Dalton Center Multi-Media Room: Feb. 18-19, 8 p.m.; and Feb. 20, 2 and 8 p.m.  
 University film series, "Ran" (Japan, 1985), directed by Akira Kurosawa, 3750 Knauss Hall, 8:30 p.m.  
 \*(thru 26) University Theatre production, "The Bacchae of Euripides," Shaw Theatre: Feb. 18-20 and Feb. 25-26, 8 p.m.; Feb. 21, 2 p.m.

## Friday, February 19

Campuswide blood pressure screening: outside 2037 Kohrman Hall, 10 a.m.-3 p.m.  
 High Noon at Dalton concert, student chamber ensembles, Dalton Center lobby, noon.  
 Psychology colloquium, "Silly Statistics," Bradley Huitema, psychology, 3760 Knauss Hall, 4 p.m.  
 Student recital, Tom Golden, trumpet, Dalton Center Recital Hall, 5 p.m.  
 Student recital, Kyra Emery, violin, Dalton Center Lecture Hall, 5:30 p.m.  
 (and 20) "Minifest V: Music of the Caribbean Islands," 3770 Knauss Hall: Feb. 19, 7 p.m.; and Feb. 20, noon and 7 p.m.  
 \*Performance, comedian Paula Poundstone, Miller Auditorium, 8 p.m.  
 Student recital, Rochelle Mante, piano, Dalton Center Recital Hall, 8 p.m.  
 Student recital, Jason Bendler, violin, Dalton Center Lecture Hall, 8 p.m.

## Saturday, February 20

Medallion Scholarship Competition, Bernhard Center, Sangren Hall, Fetzer Center and Haworth College of Business building, 9 a.m.-7 p.m.

## Haas (Continued from page one)

right things in the right way the first time.

It is also important to clearly acknowledge that WMU...IQ is not a budget-cutting tool, but efficiencies may result in real cost savings. The process requires and has a formal structure with commitment from the president, vice presidents, directors and deans. Leaders and team members will be trained in the processes, strategies, tools and techniques necessary to support them, and the training will be tailored to support the vision, mission and priorities of the strategic planning process. Patience will be needed, successes celebrated and we will evaluate and learn what worked or did not work.

President Haenicke asked Barbara S. Liggett, associate vice president for human resources, to be the executive adviser for quality and to spearhead the start of this effort. She has broad experiences in this regard and has already brought to WMU experts in this field who have talked to various campus groups. A Quality Council has also been established and includes Vice Presidents Nancy S. Barrett, Robert M. Beam, Theresa A. Powell, Keith A. Pretty, Richard T. Burke and Donald E. Thompson as well as Dr. Liggett and President Haenicke. The Q-Council will set policy and create the University vision with identification of key objectives that are supportive of the strategic planning process for the next several years.

The president also established a Steering Task Force composed of representatives from the eight pilot areas and representatives from the Faculty Senate, AAUP, AFSCME, APA, CTO and POA. This steering committee will meet periodically to identify the needs of the pilot areas in developing the quality criteria, recommend vendor implementation, receive the first sets of training in quality practice, evaluate the progress of the Improving Quality teams, communicate the IQ teams' progress and identify support functioning needs in the University.

The IQ teams will tackle problems or

review processes that are selected based on our vision and institutional priorities and will be the first trained in the TQM tools of team building, conflict resolution, communication, evaluation, facilitation and others.

### Effort planned in stages

It is envisioned that WMU...IQ will be developed in stages. In the first stage it is hoped that the appropriate principles are introduced, organizational services are assessed and a cultural transition of the way we provide service will occur. Participation by all those in the process is crucial. In addition to the original pilot areas, others may come forward to receive training. Evaluation of what we learned, the improvements made and an analysis of support functions to quality will be carried out. The initial stage might take as long as two years.

In the second stage, a broader implementation of quality principles and practices will occur over another three years. Appropriate changes in the Steering Task Force will be necessary, with further evaluation of the process and continued coordination with strategic planning.

The Steering Task Force will have its initial meetings soon, with a goal of vendor selection and training implementation in April. This timing coincides with the strategic planning process. The two processes together, it is hoped, will provide focus for many positive changes and improvements in the next several years as WMU continues to position itself as a quality institution — an institution that serves all with excellence.

The University is embarking on a path that has much potential. Strategic planning gives us an opportunity to think about what we want WMU to be, enhance our strengths and improve our quality. WMU...IQ gives us the strategy to use our collective intelligence, skills and values to provide the best educational experience possible in an environment in which we fully support our students and each other.

\*Concert, Kronos Quartet, Miller Auditorium, 8 p.m.

## Sunday, February 21

Men's gymnastics, WMU vs. the University of Illinois at Chicago, Gary Center, 1 p.m.  
 Concert, University Symphonic Band, Miller Auditorium, 3 p.m.  
 Student recital, Keith Hall, jazz/percussion, Dalton Center Recital Hall, 8 p.m.

## Monday, February 22

(thru 26) Exhibition, BFA show in printmaking by Joe Freye, South Gallery, student art gallery, East Hall, 10 a.m.-5 p.m.  
 Faculty development services presentation, "Computing Conferencing in Teaching," Mike Keenan, management, Red Room A, Bernhard Center, 3-5 p.m.  
 Retirement reception honoring Dean Geoffrey A. Smith, continuing education, President's Dining Room, Bernhard Center, 3:30-5:30 p.m.  
 Open rehearsal, Susan Van Pelt, modern dance artist and artistic director of Columbus-based Van Pelt Dance, Dalton Center Multi-Media Room, 7 p.m.  
 Faculty recital, soprano Christine Carlton and pianist Phyllis Rappeport, Dalton Center Recital Hall, 8 p.m.

## Tuesday, February 23

\*Training and development seminar, "Interaction Management — Utilizing Effective Corrective Action and Maintaining Improved Performance," Doreen A. Brinson, human resources, 204 Bernhard Center, 8:30 a.m.-noon.  
 Telecommunications workshop, "Telephones: Getting the Most for Your Money," 208 Bernhard Center: single line telephone session, 9-10:30 a.m.; and multiline telephone session, 1:30-3 p.m.; call 7-0918 to register.  
 Interactive satellite broadcast, "Multimedia in Higher Education: How Does It Really Work in the Classroom?," clock tower conference room, third floor, University Computing Center, 1-3 p.m.; call 7-5430 to register.  
 Open forums, Committee to Advise the President on Priorities in the Academic Areas, 5-7 p.m.: "How Do We Identify and Prioritize Faculty Concerns?," 212 Bernhard Center; and "How Can We Facilitate International Programs and Exchanges?," 213 Bernhard Center.  
 \*Engineers' Week dinner, "Maglev Possibilities in the U.S. for the Next Century," Sam Tabuchi, president, Maglev Transit Inc., Florida, East Ballroom, Bernhard Center, 6:30 p.m.; reception, 5:30 p.m.  
 Concert, University Symphony Orchestra and Western String Chamber Orchestra, Dalton Center Recital Hall, 8 p.m.

## Wednesday, February 24

Geography lecture, "Contemporary Regional Geography of Eastern Europe and Poland," Bogodar Winid, Warsaw University, Poland, 338 Wood Hall, noon.  
 School of Music Convocation Series concert, Student Musicale, Dalton Center Recital Hall, 2 p.m.  
 Biological sciences seminar, "Regulation of HIV-1 Latency by DNA CpG Methylation," Daniel Bednarik, chief, molecular genetics section, retrovirus diseases branch, Centers for Disease Control, Atlanta, 5270 McCracken Hall, 4 p.m.  
 College of Education research colloquium, "Body Build Stereotypes in Young Children: Are There Cultural Differences?" Jody A. Brylinsky, health, physical education and recreation, 2308 Sangren Hall, 4 p.m.  
 Student recital, Chad Cunningham, trumpet, Dalton Center Recital Hall, 5 p.m.  
 Women's basketball, WMU vs. Bowling Green State University, Kellogg Arena, Battle Creek, 5:30 p.m.  
 \*Men's basketball, WMU vs. Bowling Green State University, Kellogg Arena, Battle Creek, 8 p.m.  
 \*Solo concert, "Just Susan," Susan Van Pelt, modern dance artist and artistic director of Columbus-based Van Pelt Dance, Dalton Center Multi-Media Room, 8 p.m.

## Thursday, February 25

Master class, cellist Gustav Rivinius, Dalton Center Recital Hall, 2 p.m.  
 Retirement reception honoring Gary L. Belleville, student employment referral service, President's Dining Room, Bernhard Center, 3-5 p.m.  
 Computer science colloquium, "Rate-Optimal Loop Scheduling," Edwin Hsing-Mean Sha, University of Notre Dame, 3460 Dunbar Hall, 4 p.m.; refreshments, 3:45 p.m.  
 Open forums, Committee to Advise the President on Priorities in the Academic Areas, 5-7 p.m.: "How Do We Enhance the Character, Reputation and Perception of WMU?," Lee Honors College Lounge; and "Is Our Infrastructure Compatible With Our Academic Programs?," 1030 Lee Honors College.  
 Student recital, Robert White, trumpet, Dalton Center Recital Hall, 5 p.m.  
 Student recital, Amy Statz, mezzo-soprano, Dalton Center Recital Hall, 8 p.m.  
 \*Admission charged



**MEDALLION COMPETITION** — Nearly 500 top high school seniors turned out Feb. 13 for the ninth annual Medallion Scholarship Competition on campus. Cheryl A. Koning, left, admissions and orientation, gave Melissa Plantier of Vicksburg and her parents, Carol and Lloyd Plantier, a run-down of the day's events, which included written testing and group problem solving activities. Melissa Plantier would be carrying on a Bronco tradition in her family — her mother is a 1970 WMU graduate and her father is a 1969 WMU graduate. To be invited to compete for the more than \$1 million in scholarships at the Medallion event, students had to have at least a 3.7 grade point average, or at least a 3.5 GPA and an American College Test score of at least 29. Another 500 students are expected for the second day of the competition Saturday, Feb. 20.