

WESTERN MICHIGAN UNIVERSITY WESTERN NEWS

Volume 20, Number 2

September 9, 1993

Officials brief senator in Battle Creek

Riegle backs WMU plan to expand aviation programs

U.S. Sen. Donald W. Riegle threw his support behind the University's plan to establish an Aviation Academy to train international airline pilots and to expand the School of Aviation Sciences to meet a projected pilot shortage if \$11 million in federal funds can be found.

WMU is seeking the federal funds as seed money to begin the project, which would be located at the W.K. Kellogg Airport in Battle Creek. The pilot shortage, expected to develop by 1995 or 1996, is caused in part by cutbacks in the military, the traditional source for commercial pilots in this country.

"It's a bold, necessary and visionary plan," Riegle said after he was briefed by WMU officials Aug. 31 at Kellogg Airport. He then greeted WMU students and faculty members who had flown five University aircraft to Battle Creek for the briefing.

More than 70 community leaders from Battle Creek and Kalamazoo also attended the briefing, which took place in the former Federal Aviation Administration hangar at the airport.

Riegle cautioned his audience of the difficulty of securing federal funds in the wake of recent deficit reduction efforts and in the face of more cuts in federal spending to come.

"Finding money right now is as tough as I've seen it for many, many years," said Riegle, a member of the Senate Finance Committee who served on the conference committee that reached agreement on the government's recent \$496 billion deficit reduction package.

Despite such reservations, Riegle was enthusiastic about the University's plan, emphasizing that it could help create "high tech, high paying jobs" while making optimum use of currently underused facilities, including the state's second longest runway.

"The Clinton administration understands the need to invest in our job future," Riegle said. "In fact, its own job future depends on its wisdom in discerning that we've got to be investing in our society's future."

"This is an exciting possibility in the development of our University," President Haenicke told Riegle, recalling that the senator spent a year at WMU as a student and played baseball here. "I want to express to you our great appreciation for your support."

The WMU proposal includes a component on training minority pilots. Of more than 71,000 commercial airline pilots in the United States, only about 650 are members of minority groups. Most of them are black. Capt. Perry Jones, a Delta Airlines pilot and president of the Black Airline Pilots Association, attended the briefing.

The total cost of the project is estimated at \$36.8 million. The \$25.8 million difference is expected to be made up through several Battle Creek sources as part of a unique public-private partnership, according to Richard T. Burke, vice president for regional education and economic development.

Partners would include the city of Battle Creek and its economic development arm, Battle Creek Unlimited; the Kellogg Co.; the W.K. Kellogg Foundation; and the University, Burke said. Funding sources also would include tax increment financing, pension fund support and long-term leases at favorable rates.

Among those attending the briefing were James F. Hettinger, president and chief executive officer of Battle Creek Unlimited; William E. LaMothe, chairperson emeritus of the Kellogg Co.; Arnold G. Langbo, chairperson and chief executive officer of the Kellogg Co.; and Norman A. Brown, presi-



STUDENT PILOTS — U.S. Sen. Donald W. Riegle, left, greets student pilots Jennifer Norfleet, a senior from Rockwood, and Lawrence G. Meredith, a senior from Kalamazoo, after his briefing in Battle Creek by WMU officials on the University's plans for possible expanded aviation programs and facilities.

dent, and Russell G. Mawby, chairperson and chief executive officer, of the W.K. Kellogg Foundation.

The Michigan Bureau of Aeronautics also supports the plan, Burke said. Warren Hoyt, chairperson of the Michigan Aeronautics Commission, attended the briefing.

The project could have a direct economic impact of \$21.8 million and an extended impact of \$66 million per year, according to a consultant's report. It would create nearly 300 new jobs directly related to the project and bring a total of more than 800 new jobs to the region's economy.

"This is a real opportunity for WMU," said George A. Franklin, vice president for worldwide government affairs at the Kellogg Co. and a WMU trustee. "WMU has the only four-year aviation program at a public university in Michigan. If the academy doesn't come here, it won't come to Michigan."

Franklin said the proposal has broad bipartisan support from the Michigan Congressional delegation and the Engler administration in Lansing.

The expansion would mean a move of the School of Aviation Sciences to the Kellogg Airport from its present location at the Kalamazoo/Battle Creek International Airport.

"There simply is no room for expansion in the present location," Burke said. "Such expansion would bring significant benefits to all of West Michigan."

WMU currently occupies space at the Kalamazoo/Battle Creek International Airport of about 27,000 square feet. It would use about 300,000 square feet in new and renovated space on about 40 acres at the Kellogg Airport.

Kalamazoo County officials, including Wesley K. Freeland, county administrator, have agreed that the Kalamazoo location provides little room for expansion.

"This project would complete the conversion of the Kellogg Airport to a rewarding peacetime use," said Joseph H. Dunlap, director of the School of Aviation Sciences. "The careful consideration of several uses has convinced us that this facility is the best use of the field."

If federal funding became available this year, the school would move to Battle Creek in time for fall 1994 classes, growing eventually to 800 students from its current enroll-

ment of about 550 students. The academy, which eventually would have 800 students through contracts with airlines, could be established about a year later.

University officials could know as early as October whether federal funding will come through, Burke said. The request also includes 29 surplus military training aircraft.

In recent years, the WMU Sky Broncos competitive flying team has won several national awards. The team earned the Collegiate Aviation Progress Award while finishing third at the 1993 national championships. In 1992 the team was first in flying events and second overall, coming in ahead of the U.S. Air Force Academy. The team won the national championship in 1983.

WMU has a 54-year tradition in aviation education, having established its program in 1939. Last December the Board of Trustees approved the program's designation as the School of Aviation Sciences. The school offers bachelor's degrees in four areas: aircraft maintenance engineering technology, professional pilot, maintenance management and technical management.

Senate's first fall meeting set for tonight in Fetzer

The Faculty Senate will meet at 7 p.m. Thursday, Sept. 9, in the Fetzer Center. Agenda items include remarks by President Haenicke as well as informational items on: the University's computer networking capabilities; characteristics of the incoming freshman class; and faculty and student perceptions of writing at WMU.

Action items on the agenda include: two amendments to Senate bylaws; a revision of the status and functions of the ad hoc Committee to Revise General Education; a 1993-94 faculty fees budget; and an increase in the size of the Undergraduate Studies Council.

Academic Convocation scheduled for Oct. 26

The 1993 Academic Convocation has been set for 3 p.m. Tuesday, Oct. 26, in the Dalton Center Recital Hall.

Workshop designed to help faculty with writing proposals

A day-long workshop, designed to help faculty members develop successful research funding proposals, will be offered on Friday, Sept. 24, on campus.

Robert A. Lucas, director of the Institute for Scholarly Productivity in San Luis Obispo, Calif., will lead a "Proposal Development Workshop" for faculty members who want to write a first grant or upgrade their proposal writing skills. The workshop is sponsored by the Office of the Vice President for Research.

Topics covered during the workshop will include selecting a sponsor, determining what is fundable, overcoming writing blocks, improving weak areas in proposals, meeting deadlines and finding help.

Lucas, a nationally known research administrator is the author of "Ask Ann Granters," a humorous column published regularly in the National Council of University Research Administrators Newsletter. He has served on the editorial boards of Grants Magazine and Research Management Review and is the author of the 1992 book, "The Grants World Inside Out."

Those wishing to attend the free workshop must register by calling Bobette Hampton in the Office of the Vice President for Research at 7-3698 by Friday, Sept. 17. Registration is limited to 30 participants.

Conference on aftermath of L.A. riots earns award from continuing education association

A conference on race relations that drew more than 400 people to the University last fall has won an award for excellence from Region IV of the National University Continuing Education Association (NUCEA).

"Aftermath of the L.A. Riots — Lessons in Race Relations," which took place last Nov. 11 at WMU, has earned an honorable mention in the category of creative programs/non-credit from the regional association. The award will be presented at the group's annual meeting Oct. 4 in Columbia, Mo.

The conference was sponsored by WMU's Institute for the Study of Race and Ethnic Relations and the Kalamazoo Gazette. WMU's conference facilities were filled to capacity by participants from area schools and colleges as well as the community at large. Organizers had to turn away some 150 additional registra-

tions.

"This conference provided an important opportunity for the Kalamazoo community to examine some of the effects of the riots in Los Angeles," said Earl M. Washington, Institute for the Study of Race and Ethnic Relations. "We're happy that our efforts and the success of this conference have been recognized by the NUCEA."

The conference featured remarks by Lynnette M. Khalfani, a staff writer with the Associated Press in Los Angeles, and Jonathan Tilove, who has covered race relations for the Newhouse News Service in Washington, D.C.

Following an opening session, those attending participated in small group discussions on such topics as addressing race relations problems in Kalamazoo. The conference was videotaped for playback on cable television.

Faculty and staff donate \$244,628 to Annual Fund

Faculty and staff contributed a total of \$244,628 during the 1992-93 Annual Fund drive that ended June 30.

More than half of the gifts received directly benefited WMU's academic programs and its students. Most of the gifts were designated for specific purposes; 8.6 percent of the giving was unrestricted.

President Haenicke expressed his thanks for the active role faculty and staff continue to play in philanthropy for the University. "It is extremely helpful when seeking funds from alumni and friends to be able to demonstrate that our faculty and staff also invest in the University's future," he said.

This year's Faculty/Staff Annual Fund drive will be launched in November. "In addition to increasing the level of giving, we will be seeking to increase the number of donors," said Linda L. Jones, WMU Foundation, noting that currently about one-third of the faculty and staff give to the University. "We hope to someday achieve 100 percent participation by faculty and staff in our fund drives."

Geologist part of federal project to explore oil reserves

A WMU geologist is part of a Michigan consortium that has received a \$1 million grant from the U.S. Department of Energy to investigate ways to extract as much as 100 million additional barrels of oil from the state's oil fields.

William B. Harrison III, geology and Core Research Laboratory, will join researchers from Michigan Technological University in Houghton and Terra Energy Inc. in Traverse City in a three-year project that will focus on recovering oil left behind by older oil production methods. The total cost of the project, funded by the grant and other sources, is expected to be \$2.4 million.

The Michigan team will focus on the Dundee formation, a limestone geologic formation below the surface of the central Lower Peninsula that was once a prolific production field for oil and natural gas. Since their discovery in the 1920s, Dundee oil fields have produced more than 350 million barrels of oil, making them Michigan's all-time leader in oil production and a major World War II source of oil. Well fields drilled in the formation were thought to be depleted and are now close to being abandoned with only a few wells still operating in each field.

"We think that 80 percent or more of the oil that ever existed in that formation is still in the ground," Harrison says. "This study will evaluate the quantities of the unrecovered oil in the fields and develop recommendations for most efficient and economical addi-

tional recovery."

The federal government, Harrison says, is very interested in finding ways to pump more oil from existing fields before they are totally abandoned and lost as a source of possible production. Once a field is abandoned and the stream of oil being removed is interrupted, he says, it is difficult to re-establish production because of problems with water and other substances seeping into the wells.

Expanded recovery operations also would mean a boost to Michigan's sagging oil industry, which has seen a 38 percent drop in production over the past five years, according to Harrison.

The Michigan team's grant is one of 11 such programs funded nationwide by the DOE's Class II Oil and Gas Recovery Program, which is designed to prolong U.S. oil reserves. The project was selected from among 44 applicants that competed for a share of the program's \$40 million in matching funds. The Michigan grant was awarded to MTU, and that institution will subcontract parts of the work to both WMU and Terra, an oil and gas exploration firm. The project is the only one of the 11 that is located in the eastern half of the United States.

The team of Michigan researchers will conduct extensive field work in Montcalm County's Crystal Field, an area within the Dundee formation that was opened in 1935 and is still producing small amounts of oil. Using drilling technology that was not available when the Crystal Field was at peak production, they will use vertical wells drilled to about 3,500 feet — the depth they believe to be most promising for recovery. At that point, the wells will be turned to continue horizontally through the formation. Horizontal wells, Harrison says, offer more extensive contact with oil-bearing rock formations than the traditional vertical wells that are eight inches in diameter. A horizontal well, for instance, may offer up to 1,000 feet of contact with oil-laden rocks.

Staff members from Terra will handle the drilling. MTU researchers will analyze the makeup of the oil removed from the well and

will conduct engineering research connected with the recovery project. Harrison and WMU graduate students working with him in the Core Research Laboratory will analyze rock samples removed from the well.

"We'll be looking at the type of rock and the amount of pore space in the rocks that could contain oil," Harrison says. "Most of our work will be in the lab, but we will be doing some site visits to the Crystal Field."

In addition to analyzing the rock and conducting an in-depth examination of the Montcalm County site, Harrison and his students will be assessing about 30 other well fields located in the Dundee Formation.

The project is scheduled to begin in January 1994, with the Crystal Field drilling taking place later that year. Although Harrison and his colleagues estimate that most of the Dundee oil reservoir is still intact, the project goal is to recover only an additional 10 percent of the oil reserves, still leaving about 70 percent in the ground. What's left will remain until more advanced technology makes recovery possible or market prices justify the expense of using high-tech methods for recovery.

"It's easy to recover the first 10 to 20 percent of oil in any well field," Harrison says. "Economic conditions have an enormous impact on the decision to recover more oil in the field because techniques such as horizontal drilling cost two to three times as much as drilling a regular vertical well."

Ehrle elected president of Michigan Botanical Club

Elwood B. Ehrle, biological sciences, has been elected president of the 650-member Michigan Botanical Club. The five chapters of the MBC conduct field trips and meetings around the state. The club publishes a journal, the Michigan Botanist. Ehrle also serves as founding president of the Michigan Botanical Foundation, a tax-exempt entity created to gather gifts and bequests and make grants in support of botanical education and research in the state.

Spradling selected as new director of bands

Robert L. Spradling has been named WMU's new director of bands.

Spradling, who also is an associate professor of music and conductor of the University Symphonic Band, replaces Richard J. Suddendorf, who has retired. Jeffrey Renshaw, music, has been filling the post on an interim basis.

In addition to conducting the University Symphonic Band, Spradling will oversee the University Concert Band, the Bronco Marching Band, the University Jazz Orchestra, the University Jazz Lab Band and the pep bands.

Spradling comes to WMU this fall from Syracuse University, where he was director of bands, chairperson for winds and percussion and associate professor of music for 13 years. He also taught in public schools in Florida and held a graduate assistantship at Florida State University.

In demand as a guest conductor and clinician, Spradling has conducted bands and presented clinics at high schools and colleges in several states. He also has served as guest conductor of the U.S. Army Band, the U.S. Navy Band, the U.S. Army Field Band and others.

Spradling has contributed articles to several professional journals and currently is



Spradling

conducting a national survey to determine why students do not continue to perform in musical ensembles after high school.

The recipient of the Stanbury Award of the American School Band Director Association, Spradling is co-founder of the New York State Band Directors Association. He also has served on the board of directors and as first vice president of the latter organization.

Spradling holds his bachelor's, master's and doctoral degrees from Florida State University.

WMU to compete in Hybrid Electric Vehicle Challenge

A team of students from the College of Engineering and Applied Sciences will use the combined power of electricity and alternative fuel to compete next year in a national event involving 42 schools from the United States and Canada.

WMU is one of 12 institutions selected to participate in the "Saturn Class" of the 1994 "Hybrid Electric Vehicle Challenge." The challenge, which is scheduled to take place in the Detroit area next June, will test the schools on their ability to develop "hybrid" vehicles — vehicles that use electric motors and liquid fuels like ethanol and methanol — for performance, fuel efficiency and acceleration. It is sponsored by the U.S. Department of Energy, the Saturn Corp. and Energy, Mines, Resources-Canada.

Power-assist HEVs provide high fuel economy, produce low emissions, employ smaller engines and therefore weigh less than electric vehicles, and are the least expensive and the easiest hybrid electric vehicle technology to implement. Because the vehicles never need to be plugged in, recharging facilities are unnecessary.

Schools in the Saturn Class will receive a car from the Saturn Corp. to convert to a hybrid vehicle. The teams will convert the sedans from gasoline power to a power source that combines internal combustion and electric power, and demonstrate their performance at the competition.

In addition to WMU, the teams chosen for the competition in the Saturn Class include: Alfred University; California State University at Chico; California State University at Fresno; Cedarville College; Ecole de Technologie Supérieure; GMI Engineering and Management Institute; Illinois Institute of Technology; University of Maryland; University of Texas at Austin; University of Western Ontario; and Wentworth Institute of Technology.

Teams from 30 other colleges and universities will participate in the "conversion" and "ground-up" classes. Those teams are either building cars from the ground up or converting donated Ford Escort station wag-

ons from gasoline-power to hybrid electric power.

"The purpose of the hybrid electric vehicle competition is to promote the design of more fuel-efficient vehicles," says Richard B. Hathaway, mechanical and aeronautical engineering, who is a faculty adviser to the WMU team. The team's other faculty adviser is James VanDePolder, engineering technology.

The HEV Challenge will consist of nine events that evaluate the design and performance of the vehicles: energy efficiency; emissions testing; range; acceleration; urban maneuverability; driveability; written design report; vehicle design inspection; and oral design presentation. The power-assist conversions must have functioning evaporative emissions control and will be required to meet federal exhaust emissions standards in order to gain points.

Cash awards will be presented to the six top finishing schools. Specific awards will be presented to the teams for: best fuel effi-

ciency; lowest emissions; best design; best performance; and most usable trunk space.

WMU's team will use 12-volt conventional auto-type batteries and an electric motor to accelerate the vehicle, as well as a small internal combustion engine fueled by 85 percent methanol for cruising. According to Hathaway, competition rules require that the vehicle achieve a minimum fuel economy of 37 miles per gallon on the highway. The car then will be judged on maximum fuel economy and performance. About 30 students from the University will be involved in converting the Saturn car.

"This is a challenging opportunity for the WMU faculty as well as the students," Hathaway says. "It is a major undertaking, in part because we cannot use the Saturn engine, the transmission or powertrain at all. We must design everything ourselves."

"However, we are very excited to be in the competition," he says. "The HEV Challenge will be a wonderful project for WMU's team."



CAR SLATED FOR CONVERSION — Officials from Saturn of Grand Rapids last week presented the University with a car for use in the Hybrid Electric Vehicle Challenge next June. Students in the College of Engineering and Applied Sciences will be converting the Saturn from gasoline power to a power source that combines internal combustion and electric power.

WESTERN MICHIGAN UNIVERSITY WESTERN NEWS

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Western News (USPS 362-210) is published by News Services, B-207 Ellsworth Hall, Western Michigan University, 1201 Oliver St., Kalamazoo, MI 49008-5165, weekly during fall and winter semesters and bi-weekly during spring and summer sessions, except during vacation periods. Second class postage paid at Kalamazoo, MI 49008-5165.

Postmaster: Send address changes to Western News, News Services, Western Michigan University, 1201 Oliver St., Kalamazoo, MI 49008-5165.

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

Deadline: Items to be considered for publication should be submitted to News Services by noon Tuesday of the week of publication. Offices that receive too many copies — or too few copies — are asked to call 387-4100. WMU is an equal opportunity/employer/affirmative action institution.

Breisach's book is first to relate complete story of Progressive history from debut to demise

A new book about a generation of American historians and their work has been written by a WMU faculty member.

Ernst A. Breisach, history, is the author of "American Progressive History: An Experiment in Modernization." This is the third book by Breisach to be published by the prestigious University of Chicago Press.

Progressive historians were prominent in American historical thought during the early years of this century and many of their ideas still play an important role in the way American scholars view history. Breisach's book is the first to relate the story of Progressive history through all its transformations from its emergence in the early 1900s to its demise in the 1940s.

Breisach is a specialist in the history of historiography, which looks at the way history is written. His interest in Progressive historians stems from research he conducted for his 1983 book, "Historiography: Ancient, Medieval and Modern," also published by the University of Chicago Press. That volume has won international recognition as the only continuous treatment of the development of history writing by one person in any language.

"In the course of writing that book," Breisach says, "I found some discrepancies in the views on American history writing around the turn of the century. They intrigued me and that's what triggered my work on the new book."

He calls Progressive history "an important experiment in the theory of history." The work of Progressive historians occurred in the context of attempts to modernize history writing in various Western countries. Historians felt the need to modernize in order to reflect such trends as the progress of the sciences, industrialization, urbanization, advances in communication and increased interdependence of individuals and groups, Breisach says.

He focuses primarily on the work of three Progressive historians: James Harvey

Robinson, Charles A. Beard and Carl L. Becker. Beard is particularly remembered for his 1927 book, "The Rise of American Civilization," which became a runaway best-seller and a formative work for subsequent generations of historians.

Some of the Progressive historians' fundamental beliefs that are still found among historians today include: the view of American history as a history of social conflict; the idea that humans are primarily guided by economic motives; and the premise that history aims at a stage of greater perfection.

"Theirs was a very optimistic school of thought," Breisach says, "and they were very sure they knew where the nation was going."

The Progressive historians formed their views prior to 1917 and became eminently successful in the 1920s by getting their interpretations accepted by many other scholars. In the 1930s, their belief in progress was tested by totalitarian ideologies and by doubts about the certainty of progress. After 1945, they lost their dominance when their views, particularly the belief in the importance of social conflict, seemed at odds with the prosperity and tranquil social atmosphere of the 1950s.

"The book is not meant to be encyclopedic, but focuses on the founders of Progressive history and their work," Breisach says. "It relates the story of Progressive history closely to the lives of its formative scholars, but is primarily concerned with demonstrating that Progressive history offered a well-defined outlook on the historical dimension of human life. Through its enthusiasm, fervent activism and concepts, Progressive history had a substantial influence on the American understanding of history."

To support his work on this book, Breisach was awarded a senior fellowship from the National Endowment for the Humanities in 1989-90. His first book published by the University of Chicago Press is titled "Caterina Sforza: A Renaissance Virago."

Beam pens second edition on business strategy

The second edition of a book that provides a practical framework for formulating business strategy has been written by a WMU faculty member.

"Strategy Formulation for General Managers" by Henry H. Beam, management, has been printed by the Kendall/Hunt Publishing Co. of Dubuque, Iowa. The book presents in one short volume (120 pages) what general managers should know about strategy formulation.

"I wrote this book because I felt there was a need for a text on strategic planning that was brief, readable and practical," Beam says. He uses the book in courses on strategic management he teaches in WMU's Haworth College of Business.

"By definition, a general manager looks at the organization as a whole, not simply at one aspect of it, or one functional specialty within it," Beam says. "Most individuals are hired because of their skill in a functional area such as accounting or marketing, not for their ability to think as a general manager. Yet after a few years with the company, they will find their chances for advancement are more closely tied to their ability to perform as a general manager, including the formulation and implementation of corporate strategy, than to their functional expertise."

The book begins by summarizing the nature of the general manager's job and giving examples of key strategic management terms, such as the mission statement. It also presents a five-step strategic planning framework that can be used in a variety of situations. The attractions and pitfalls of diversification are covered, along with two popular approaches to managing diversified firms. The book also relates strategy to three basic ways to compete, and touches on research and development as well as organizational structure.

The second edition of the book uses updated examples to illustrate points. In addition, it contains a reprint of Beam's article, "Strategic Discontinuities: When Being Good May Not Be Enough." The article was originally printed in the journal, Business Horizons, and has since been reprinted in another

book, "Readings in Strategic Management," with pieces written by several well-known experts in the field of management.

Beam, a WMU faculty member since 1975, also recently has been appointed to a three-year term on the review board of the Journal of Small Business Strategy. He is the co-author with Jerry Kopf, associate professor of management at Radford University in Virginia, of an article that appeared in the fall 1992 issue of that journal titled "The Small Business Screen: A Way to Evaluate Small Business Opportunities."

Policy

WMU Electronic Mail Policy and Guidelines

As electronic mail becomes a more important means of communication, we become aware of special concerns for privacy and security. Once an e-mail message is sent, the sender has no control over its disposition. The sender must consider that recipients can append it to another message, forward it, broadcast it to a wide audience, and even send it out of our mail system to nearly anywhere in the world.

To reduce the possibility of damage to individuals or the University, President Haenicke has approved this policy. It is intended to clarify our approach to treatment of e-mail as perishable communications and to encourage standards of behavior.

The WMU Electronic Mail Policy and Guidelines apply to all electronic mail systems operated for and by Western Michigan University faculty, staff, students and/or library patrons. Electronic mail is provided as a cost-effective method of informal communication for University-related matters. Bulletin boards and voice mail are considered to be a form of electronic mail and are covered by this policy and guidelines. Please note that the Michigan courts have not determined whether or not messages transmitted and stored via any electronic mail system are subject to disclosure under the Freedom of

On campus

CAPITALIZING ON COLLEGE EXPERIENCE—Sue H. Green liked the college atmosphere so much when she was a student here that she decided to stick around when it came to her career. Green earned her bachelor's degree in education from WMU and was working on a master's degree in graphic arts when she became a graduate assistant in the programming area of what is now the Bernhard Center. The director of the area retired, and Green stepped into her shoes. That was 25 years ago. Today, Green is the Bernhard Center public relations program director and the Center Board adviser. She works with student volunteers on the Center Board to plan entertainment for the Center Stage in the Bronco Mall. She also helps the board coordinate service activities for the building, such as decorating for the holidays, planning its annual photography contest and maintaining the ride board. She's responsible for furnishing the center's showcases and display areas, and working with other departments and student groups that use them for organizational information. She's also the contact person for groups that want to set up sales, solicitation and distribution tables in the center. In addition, she's responsible for special events coordination and creation of various promotions for other areas of the Bernhard Center. "I like the fact that every day brings an ever-changing list of requests from the students and staff coming into my office for help," Green says. "I enjoy working with University colleagues very much, but I really love working with college students."



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 ser-

vices staff member for assistance in securing these positions.

(R) **Business Manager** (Term Ends 9/30/94; Tentative), P-05, Student Affairs, 93/94-077, 9/7-9/13/93.

(R) **Secretary III**, S-06, Career Services, 93/94-074, 9/7-9/13/93.

(R) **Admissions Officer**, P-04, Admissions and Orientation, 93/94-061, 9/7-9/13/93.

(R) **Activity Therapist I** (Term Ends 9/30/94), P-02, Center for Developmentally Disabled Adults, 93/94-076, 9/7-9/13/93.

(N) **Utility Food Worker** (2 Positions) F-1, Dining Services, 93/94-081, 9/7-9/13/93.

(N) **Custodian** (Variable Shifts; 5 Positions) M-2, Physical Plant-Building Custodial and Support Services, 93/94-080, 9/7-9/13/93.

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

Media

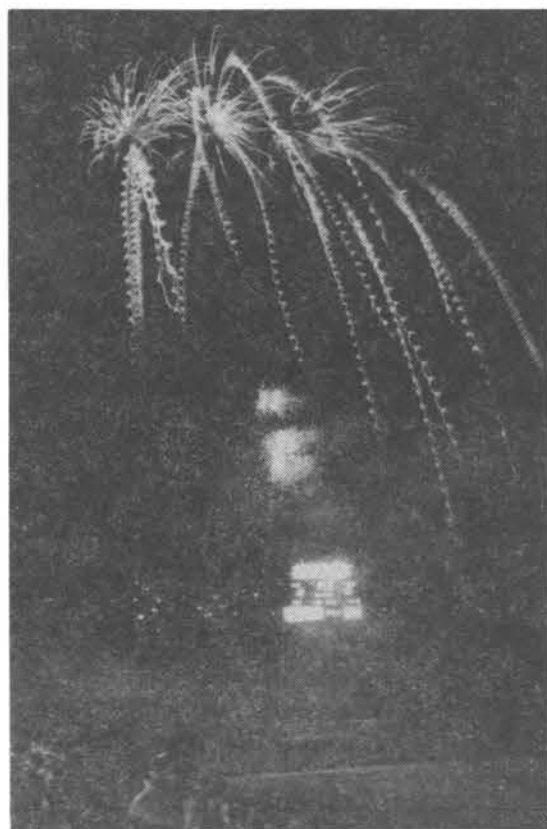
William S. Kern, economics, discusses the North American Free Trade Agreement on "Focus," a five-minute interview produced by news services. "Focus" is scheduled to air Saturday, Sept. 11, at 6:10 a.m. on WKPR-AM (1420).

Pawlak invited overseas

Edward J. Pawlak, social work, has been invited by the Childhood Burn Foundation of the Republic of China to visit Taiwan for 10 days in December. He will present two lectures and tour four hospitals to learn about their programs and to meet with their social work staff.

Vander Meer on state board

Jon H. Vander Meer, telecommunications, has been appointed to a two-year term on the board of the Michigan Association for Distance Learning. The group is comprised of educators, communications professionals, business and industry partners and others interested in the promotion of distance learning technologies and services in Michigan.



Light it up!

Portable lights and fireworks brightened the sky Sept. 2 during the first night game at Waldo Stadium. Festivities began with a 5:01 party at Hyames Field featuring food and entertainment. A total of 29,084 spectators (above) turned out to watch the gridiron contest between WMU and Youngstown State University. It was the fifth largest crowd in University history and the best attendance for an opening game. YSU overcame a 13-3 deficit with two touchdowns in the final 11 minutes to beat the Broncos 17-13. Following the fireworks on the field, fans were treated to a spectacular display (left) in the sky over Waldo Stadium. The events were all part of CommU-niverCity Day, a joint effort by the University and the Kalamazoo County Chamber of Commerce to boost ticket sales and support for WMU athletics.

Three to receive alumni awards

A real estate executive, a fast-food marketer and a physician will receive Distinguished Alumni Awards from the WMU Alumni Association this fall.

The WMU alumni to be honored during Homecoming weekend are: Richard G. Carlson, managing director of national real estate services for the international accounting firm of Deloitte & Touche in Chicago; Linda Steinman Kravitz, vice president of national marketing for the McDonald's Corp. in Oak Brook, Ill.; and Jack Lewis Moore, an anesthesiologist at Kaiser Permanente Medical Center in Bellflower, Calif.



Carlson



Kravitz



Moore

The trio will be honored at a Saturday, Oct. 9, dinner in the East Ballroom of the Bernhard Center. The event will begin with a reception at 6 p.m., followed by dinner at 7 p.m. Persons wishing to attend should make reservations at \$25 for Alumni Association members or \$30 for non-members by Friday, Oct. 1, with the McKee Alumni Center at 7-8777.

The award program, established by the Alumni Association in 1963, is celebrating its 30th anniversary this year. Since its inception, 88 WMU alumni have received the organization's most prestigious honor.

In observance of the anniversary, the Alumni Association has established a permanent display recognizing all award recipients. The display consists of individual plaques with a pictorial etching and brief biographical sketch of each recipient. The exhibit, located on the second floor lobby of the Bernhard Center, will be formally dedicated during the Oct. 9 dinner.

Carlson joined the Chicago office of what was then Touche Ross & Co. after earning his bachelor of business administration degree from WMU in 1971. He was a member of the WMU Alumni Association board of directors for seven years, serving three terms

as treasurer and two terms as president. In 1986, he was elected to the WMU Foundation board of directors. He is currently vice chairperson of this board and serves on its executive and investment committees. He and his wife, Pam, are members of the WMU President's Circle of major donors.

Kravitz majored in speech and communication at WMU. After earning her bachelor's degree in 1968, she enrolled in a graduate program at the University of Michigan, where she earned a master's degree two years later. She joined the McDonald's Corp. in 1979 as a marketing manager was promoted to her current position this past August. A nationally recognized authority on programs targeted to children and young adults, Kravitz oversees McDonald's marketing programs related to youth and families, including the development of Kids Happy Meals.

Moore graduated from WMU in 1959 with a bachelor's degree in biology. He continued his education at Howard University, where he earned a master of science degree in pharmacology in 1964 and a medical degree three years later. In 1970, he was hired as a staff anesthesiologist by the Kaiser Permanente Medical Center. Two years later, he became chief of the anesthesiology department, a position he held for 12 years. He also served as the department's education chairperson for nearly a decade.

Curtis-Smith selected for 15th time as ASCAP winner

Curtis Curtis-Smith, music, has been selected for the 15th time to receive an American Society of Composers, Authors and Publishers (ASCAP) award.

The awards, valued at \$1,500, are presented annually by ASCAP to assist and encourage writers of serious music. An independent panel of music authorities selects award winners based upon the value of their catalogs of original compositions and the performances of those works in areas not surveyed by the society.

A faculty member since 1968, Curtis-Smith has received some 75 grants, awards, commissions and prizes from organizations such as the National Endowment for the Arts, the American Academy and Institute of Arts and Letters and the Arts Foundation of Michigan. His honors include a Guggenheim Fellowship and the Koussevitzki Prize at Tanglewood.

An accomplished pianist, Curtis-Smith has received national and international acclaim for his unusual and imaginative pieces. He has written nearly 100 compositions for a variety of instruments.

Tang book emphasizes growing importance of transfer pricing in the '90s

An issue that has become increasingly important as companies globalize is the subject of a new book by a WMU faculty member.

"Transfer Pricing in the 1990s: Tax and Management Perspectives" was written by Roger Y.W. Tang, accountancy, who holds the Upjohn Chair of Business Administration in the Haworth College of Business. The 168-page book was published by Quorum Books of Westport, Conn.

Transfer pricing is the process for determining the prices of goods and services transferred among organizational units. The entities involved can be departments, divisions or related companies of a corporate family.

"The issues of transfer pricing are very complex," Tang says, "and the stakes are extremely high because more than 40 percent of international trade is trade between related entities. More than \$360 billion of U.S. foreign trade in 1992 represents intrafirm trade."

Tang discusses recent changes in transfer pricing regulations introduced by the U.S. government and its major trading partners.

"Transfer pricing is an important issue in international trade, of which a substantial and rising share is composed of multinational intrafirm transfers," Tang says. "A small change in the transfer prices for intrafirm trade can have significant impact on tax revenue and customs duties collected by the U.S. government. The U.S. balance of payments can also be affected by a minor change in multinational transfer prices."

The book provides readers with current information on U.S. transfer pricing policies from a study Tang conducted in 1990. A survey of Fortune 500 companies formed the backbone of the study. The findings presented in the book include the magnitude of intracompany transfers, the extent of usage of transfer prices, and transfer pricing methods used in practice.

Tang compares current practices with

those contained in a study conducted in 1977 and published in another book he wrote, "Transfer Pricing Practices in the United States and Japan."

He concludes that a multidisciplinary approach is the best way to look at transfer pricing policies. "The crucial fact is that a single transfer price will meet all the needs of an organization only rarely," he says. "The appropriate transfer price depends on the economic and legal circumstances and the objectives of the firm."

With the U.S. Congress showing an increased interest in transfer pricing and tax authorities in other countries adding new regulations and stepping up surveillance, Tang predicts that the debates over transfer pricing will be heightened in the next decade.

"As multinational corporations expand their operations around the globe, the focus of transfer pricing will be shifted from domestic issues to tax and international issues," he says.

Calendar

Thursday, September 9

*Admission charged

(thru Oct. 29) Exhibition, "Wind Dance," watercolors and photo panels of air installation pieces by Linda Talbot Rizzolo, Kalamazoo artist, Department of Human Resources, 1240 Seibert Administration Building, weekdays, 8 a.m.-noon and 1-5 p.m.

(and 10) Exhibition, MFA candidate group show, Student Art Gallery, East Hall, weekdays, 10 a.m.-5 p.m.

(thru 27) Exhibition, 12th annual Alma College Statewide Print Competition, Gallery II, Sangren Hall, weekdays, 10 a.m.-5 p.m.

(thru 27) Exhibition, ceramic sculpture by Marcia Polenber, faculty member and gallery director, Central Michigan University, Space Gallery, Knauss Hall, Mondays thru Thursdays, 11 a.m.-4 p.m.

Reception for graduate and nontraditional students, North Ballroom, Bernhard Center, 4-6 p.m.

Public forum for candidate for dean of students, Diane K. Swartz, associate dean of student affairs, Lynchburg (Va.) College, 208 Bernhard Center, 4 p.m.

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

*(thru 11) University Theatre production, "Sight Unseen," Shaw Theatre, 8 p.m.

Friday, September 10

Soccer, WMU vs. Valparaiso University, Waldo Stadium, 4 p.m.

*Guest jazz artist concert, Gene Bertoncini, guitar, Dalton Center Lecture Hall, 8 p.m.

*(thru 12) Kalamazoo Film Society showing, "Like Water for Chocolate" (Mexico, 1993), directed by Alfonso Arau, 2750 Knauss Hall: Sept. 10-11, 8 p.m.; and Sept. 12, 2:30 p.m.

Saturday, September 11

(and 12) Women's tennis, Bronco Invitational, Sorenson Courts, 9 a.m.

(thru 29) Exhibition by WMU Department of Art faculty and staff members, Dalton Center Multi-Media Room, Mondays through Saturdays, 10 a.m.-4 p.m.; opening reception, Monday, Sept. 13, 4-7 p.m.

Sunday, September 12

Soccer, WMU vs. Wright State University, Waldo Stadium, 2 p.m.

Open house, Miller Auditorium, 2-5 p.m.

Monday, September 13

(thru 24) Exhibition, comic and mail art, South Gallery, Student Art Gallery, East Hall.

Public forum for candidate for dean of students, Terry E. Borg, director of student services, University of Wisconsin at Rock County, 210 Bernhard Center, 4 p.m.

Wednesday, September 15

School of Music Convocation Series concert, "Why Is Music?," Juan Roederer, Dalton Center Recital Hall, 2 p.m.

Reception for Philip R. Popple, new director of the School of Social Work, the Oaklands, 4-6 p.m.

Thursday, September 16

Public forum for candidate for dean of students, H. Preston Herring, associate vice president for student affairs, Rochester (N.Y.) Institute of Technology, 210 Bernhard Center, 4 p.m.

University film series, "The Crying Game" (Ireland/England, 1992), directed by Neil Jordan, 3750 Knauss Hall, 6 and 8 p.m.