Haenicke calls on supporters for united front to fight for funding equity

President Haenicke has issued a "call to arms" for every constituency groups associated with WMU to unite in order to correct a major state funding inequity.

In his "State of the University" address Feb. 1 during the 14th annual Academic Convocation, Haenicke equips his audience with statistics to prove how "severely neglected" WMU has been in the state appropriation process. He asked supporters for their help in bringing this message home to the Legislature.

"I need students, faculty, staff, alumni, friends, donors, parents and the unions that represent our employee groups to speak out forcefully with me on the basis of these facts to correct this inequity," he said. "We must speak out about this, we must write letters to our legislators, we must all help to address this glaring inequity. I need the help of each and every one of you."

Instead of reviewing the past year, as he has done in previous addresses, Haenicke chose to focus on two issues. He began by discussing his goals to enhance the internationa lization of the University (see related story on this page) and in outlining his plans to preserve the financial foundation of the University by correcting the inequity in funding.

Showing slides to illustrate his points, Haenicke referred to the classification of the Carnegie Foundation for the Advancement of Teaching that places WMU in a category by itself in Michigan. The University of Michigan at Ann Arbor and Michigan State University are classified at the top as Research I, Wayne State University as Research II and WMU as Doctoral I. There are no Doctoral II institutions in the state and the other 11 public universities belong in the Comprehensive I category.

While the University is one step below the Research I institutions and two steps ahead of the Comprehensive I, the funding is sixth - behind those with higher rankings, (U-M, Wayne State, MSU) as well as two in the lower Comprehensive I (Michigan Tech and Northern Michigan).

"Of course, there are other comprehensively classified institutions in the state of Michigan that are financed at a lower level than our Doctoral I institution," Haenicke said. "In fact, the way the floor for any institution in the state be raised to a minimum funding level of $3,500 per student regardless of classification.

"That leaves this University at a level at which $500 below the lowest funded university in the state," he continued. "In other words, we are expected to run a Doctoral I institution with $500 more than the lowest funded institution in the state on the Comprehensive I level."

Haenicke said this level of funding does not take into account WMU's diverse range of doctoral programs, significant research, large percentage of graduate enrollment and complex future needs.

"It just simply is an inequity and a crying shame," he said. "We have to speak up and not tolerate that any longer."

Haenicke said his argument is not only that of the state institutions is overfunded. It is that WMU is seriously underfunded.

"In Michigan, the problem comes from the decreasing support of higher education by the state," Haenicke said. "In 1985-86, state appropriations accounted for 70.7 percent of the University's general fund revenue, while tuition was 29.1 percent. By 1993-94, the state's share of the pie had decreased to 55.2 percent and tuition had grown to 42.1 percent.

"The students pay a significantly larger share of their education than ever before in the history of our state in public education," he said. "This is something about which we have to be very mindful. I know we are very mindful of it every time we discuss tuition increases with our Board of Trustees."

Haenicke said that, contrary to popular belief, the state is involved in funding not just public higher education. Michigan ranked first in the country in 1992-93 in providing state aid to private colleges and universities, he said. It ranked 20th in its support of public universities.

He showed a chart demonstrating that the average tuition cost in 1992-93 at a public university was more than 30 percent less national average. The average tuition cost at a private state institution was $2,400 less than the national average.

"Logically, one would expect that since the public institutions are too expensive, being above the average, and the private institutions are relatively inexpensive compared to the national average, help would come for the student in the public school," Haenicke said.

However, state aid paid to those at public universities was $51 per student, while it was $668 per student in the private schools. Total state aid at private institutions was $57 million, compared to $2 million at public institutions.

"I leave these thoughts with you without further comment," Haenicke said.

Despite such inequities in funding, WMU has been able to make some progress in such other areas as faculty salaries, library acquisitions, graduate assistantships, research support and construction, Haenicke said.

He used charts to demonstrate that WMU ranked first in average salary in 1992-93 among Michigan public institutions at the associate professor level and third at the assistant professor level. But he noted that the University ranked sixth only at the full professor level, which he said will require attention.

Between 1989 and 1992, all faculty members received at least a 17.6 percent salary increase, Haenicke said. A total of 86 percent received a salary increase between 17.6 and 30 percent and the remaining 14 percent received increases of up to 41 percent.

Haenicke also shared budget increases in several selected academic areas between 1986-87 and 1992-93: library acquisitions, 152 percent; graduate assistants, 126 percent; research, 127 percent; and computing, 80 percent.

These are costs the University can control, he said. The budget increases were derived from decisions to strengthen particular academic areas and cut others to keep the University's control and are escalating rapidly, adding up to millions of dollars.

"We need increases in postage, student minimum wage and costs to implement".

Haenicke wants to help the Legislature correct this inequity by providing them with relevant data. He said he had already been in contact with the University's Legislative office in Lansing.

Haenicke said he would speak throughout the state and at the University. "I'm going to be speaking continually throughout the state on this issue," he said. "I will be speaking to the students. I will be speaking to the faculty. I will be speaking to the administration. I will be speaking to the board of trustees."

"I'm going to be talking to the Legislature. I'm going to be talking to the Governor. I'm going to be talking to the Republicans and the Democrats in the Legislature. I'm going to be talking to the governor. I'm going to be talking to the mayor of Detroit. I'm going to be talking to the Governor of Michigan."

Haenicke said he would speak out about this, we must write letters to our legislators, we must all help to address this glaring inequity. I need the help of each and every one of you."

Convocation on air on cable

The 14th annual Academic Convocation will air on Kalamazoo Community Access Television at these times: 2 p.m. Friday, 4, on Channel 33; 1:30 p.m. Thursday, Feb. 10, on Channel 32; and on Channel 31 on Feb. 11 and Feb. 13, on Channel 31. It will also air on Channel 7 of EDUCABLE, the University's cable television system, at these times: 9:30 a.m. Friday, Feb. 4; 4 p.m. Friday, Feb. 8; and 6 p.m. Wednesday, Feb. 9.

Logically, one would expect that since the public institutions are too expensive, being above the average, and the private institutions are relatively inexpensive compared to the national average, help would come for the student in the public school," Haenicke said.

However, state aid paid to those at public universities was $51 per student, while it was $668 per student in the private schools. Total state aid at private institutions was $57 million, compared to $2 million at public institutions.

"I leave these thoughts with you without further comment," Haenicke said.

Despite such inequities in funding, WMU has been able to make some progress in such other areas as faculty salaries, library acquisitions, graduate assistantships, research support and construction, Haenicke said.

He used charts to demonstrate that WMU ranked first in average salary in 1992-93 among Michigan public institutions at the associate professor level and third at the assistant professor level. But he noted that the University ranked sixth only at the full professor level, which he said will require attention.

Between 1989 and 1992, all faculty members received at least a 17.6 percent salary increase, Haenicke said. A total of 86 percent received a salary increase between 17.6 and 30 percent and the remaining 14 percent received increases of up to 41 percent.

Haenicke also shared budget increases in several selected academic areas between 1986-87 and 1992-93: library acquisitions, 152 percent; graduate assistants, 126 percent; research, 127 percent; and computing, 80 percent.

These are costs the University can control, he said. The budget increases were derived from decisions to strengthen particular academic areas and cut others to keep the University's control and are escalating rapidly, adding up to millions of dollars.

"We need increases in postage, student minimum wage and costs to implement".

(Continued on page four)

Four goals designed to international education

To build on what he called the University's "significant tradition" in international education, President Haenicke set forth four goals for the continued enhancement of international education at the University during his annual "State of the University" address Feb. 1.

He told his audience at the University's 17th annual Academic Convocation that WMU should:

• Increase the number of international students, from about 1,750 students currently enrolled to 2,000 students.

• Provide increased opportunities for domestic students to study abroad, bringing the number to 300 students a year and helping them to pay the difference in costs.

• Recruit faculty members with international expertise, hiring three to five of them a year with funds set aside for that purpose.

• Provide opportunities for current faculty members without an international dimension to add to study abroad of their own.

"We have a significant tradition in this University with our orientation toward international affairs," he said, noting the requirement established almost 30 years ago for study of the non-Western world. "We are, indeed, a pioneer in this field.

"I now propose that we should again build on these strengths," he said, adding that he already has had the help of dozens of faculty members and administrators. "The internationalization of our institution should become one of our major goals in the decade of the '90s."

He cited the global marketplace and a world in which many WMU graduates will find employment with multinational corporations, among the reasons. "The global village is already all around us," he said. "It will be the unusual student who works for an American firm that has only American customers and an American resource base.

Haenicke also cited what he called the economics of higher education. "Part of the American higher education system already has become economically dependent on international talent," he said. "That includes an increased percentage of graduate students and faculty members from other countries, who add to the richness we already have on our own shores.

"International students and faculty members on our campus provide an important cultural contact for our domestic students," he continued. "They are a valuable cultural resource, which we do not yet fully exploit.

"At the same time, when the number of domestic students is declining, there is great interest in international students to come to American campuses and fill the ranks where we have vacancies.

"By the same token," he said, "we should provide many more appealing options for our domestic students to study abroad. It is an enormously enriching experience to be immersed in the language and culture of another country, and then to come back and integrate that experience into one's studies and future work.

"But others still want and ask for this opportunity," he said. "I would like to have opportunities similar to what we provide for our students provided for our faculty to study abroad for some length of time, to deepen and intensify the international aspect in their research endeavors.

"Again, we are pointing back to a rich history of this institution when, at WMU, attracted one student to write an essay on the quality of experience for our faculty," he concluded.

"All of this is a very exciting prospect," he said. "And I believe we will be enormously successful in this venture."
Crews work round the clock to stay out of snow

“It’s no snow job when landscape services crew members talk about the challenges of their jobs during the kind of weather we’ve had this winter.”

“Basically, we have people here doing snow removal on the streets and parking lots 24 hours a day, seven days a week,” says Paul MacNellis, manager of that division in the physical plant. “Our crews are responsible for clearing 16 miles of road, 125-plus acres of parking lots, 39 miles of sidewalks and 75,000 square feet of steps, handicap ramps and platforms that we can’t get to with our equipment.”

When Mother Nature plays tricks like she has this winter, MacNellis and his staff do their best to keep up. The division has a priority scheme that determines what areas get attention and when. The schedule is modified to accommodate the equipment and staffing. Basically, the scheme dictates that faculty/staff parking lots get cleared first, commuter lots next and residence halls lots last. The order is determined by how early the lots begin filling.

“Faculty/staff lots start filling up around 7 or 7:30 a.m.,” MacNellis says. “Commuter lots get filled after 9 or 10 a.m. As soon as we get cars in a lot, it becomes very difficult to plow.”

Crews begin working in the middle of the night at 3 a.m. or even earlier for some. Twelve people are spread out on the 24-hour shift handling the heavy equipment detail. We work until six or seven o’clock in the morning, and then the crew comes in at 3 p.m. to plow the sidewalks and spread salt on them. They are followed by 21 people who push man-made snow from the walks and690 the snow. That brings the total to 28 for the day. Another crew of six workers comes in at 9:30 a.m., and then a crew of two comes in to add the steps, handicap ramps and platforms.

“Our goal is to get everything accessible by 8 a.m.,” MacNellis says.

But during periods of heavy snowfall, that doesn’t always work. The recent weather is a case in point.

“In some areas, we would go around and remove the snow, but it would snow again before we could get to all of it,” MacNellis says. “So we would have to start over on our priorities and some things weren’t getting done. We eventually got to everything, but it took three or four days to get something done on the priority lists.”

Plow crews and sidewalks were more of a concern last week when snow-filled parking lots, MacNellis says. The 3 a.m. crew came on at 3 a.m., and then the weather played havoc with their work.

“The problem was that the cold spell from the weekend carried over into the Monday, the asphalt and the earth,” he says. “The air can warm up rather quickly, but the concrete and the asphalt will not warm up until they were putting the salt down, and it was starting to melt the accumulated snow and ice. As it started to melt, it would dilute the salt and would wash away from the walkways. Once the pavement was exposed, it would freeze even though the air temperature was above freezing. We worked very long hours and answering a lot of trouble calls.”

MacNellis says his workers practice something called “smart salting” – using enough salt that it works properly, but trying to keep the environmental impact low. This year’s snowy conditions, how the weather affected their toll on the University’s rock salt supply.

“Last year, we used about 700 tons of rock salt for the campus during the winter,” MacNellis says. “This year, we’ve gone through nearly that. During this recent ice storm, we used about 750 tons of salt.”

He has investigated other chemical solutions that are more environmentally friendly, however, have found the costs prohibitively high. One alternative is calcium magnesium acetate, which is environmentally safe and breaks down into macro nutrients that are actually good for the soil. However, a ton of CMA runs about $975, compared to $27 for a ton of rock salt.

“This year, we purchased 1,000 tons of rock salt at the beginning of winter and paid $27,000,” MacNellis says. “That would have been $97,000 for CMA and I just don’t have the budget for it.”

MacNellis says he and his crews are open to suggestions and willing to revise their priority lists to accommodate people. One housekeeping professional was so concerned with salting the sidewalks that he made a suggestion to keep the ice under control.

Merlino Trio selected for prestigious competition

The Merling Trio, a resident faculty ensemble in the School of Music, has received an invitation to compete in the prestigious International Chamber Music Award Competition.

The group is one of only three or four American entrants to advance to the competition finals which are scheduled for April 4 at Florence Gould Hall in New York City. The ensemble is comprised of violinist Renata Artman Knific, cellist Bruce Uchimura and pianist Susan Wieriana Uchimura. Susan Uchimura compares this competition to the Tchaikovsky Competition for pianists. "In the world of chamber music, this competition is not only the national award, but the international award," she says.

Each year, the Naumburg Foundation of New York awards $10,000 to two or three emerging chamber music groups. Previous winners have included the Merling Trio.

Ziring embarks on speaking tour of South Asia

Lawrence Ziring, political science, will spend two and a half weeks in South Asia this month under the auspices of the U.S. Information Agency.

Ziring is one of two Americans invited to present papers at the South Asia Regional Cooperation Conference organized and sponsored by the Bangladesh Institute of International and Strategic Studies. The conference, "South Asia at the Crossroads: Cooperation," is one of several programs on Ziring’s itinerary.

While in Dhaka, he also is slated to speak at the Pakistani National Press Club before traveling to Chittagong to address the Central Women’s University. In Pakistan, where he will deliver a series of lectures in Karachi, Lahore, Islamabad and Peshawar.

A long-time scholar of South Asia, Ziring has published numerous books and professional articles on the region and its people. His recent publications include "Bangladesh," "From Mujib to Ershad" and "Pakistan’s Foreign Policy," both published by Oxford University Press.

Ziring completed a three-year term as president of the American Institute of Pakistan Studies in September. He also finished his assignment as director of the WMU Institute of Government and Policy in December, a position he occupied for 14 years.

Feb. 8 workshop to focus on intellectual property rights

President Haeneckie plans open house for Feb. 8

President Haeneckie will conduct open office hours from 10:30 a.m. to 12:30 p.m. Tuesday, Feb. 8, to provide students, faculty and staff members with the opportunity to stop by and visit with him on any topic of concern.

Haeneckie plans to be available in his office, 3060 Seibernt Administration Building.

Individuals may visit without making an appointment. However, they will not be seen unless others are waiting. In that case, a time limit of 10 minutes will be imposed.

Pamphlets call the Office of the Presi- dent at 2-3351 to make sure Haeneckie is on campus prior to visiting during the allotted time.

Names for top senate offices to be nominated tonight

The nomination of candidates for presi- dent and vice president is on the agenda for the next meeting of the Faculty Senate at 5:30 p.m. Thursday, Feb. 3, in the Fetter Center.

Other items include: remarks from Pro- vost Nancy S. Barrett; a report on de- velopments in the libraries from Dean Lance Query, University libraries; a report on the Medallion Committee from the chairperson of the Lee Honors College from. Thomas Lawson, chairperson of religion and of the Medallion Committee, and Jane G. Reich, Lee Honors College; and a discussion of the current state of the two Martin Luther King Jr. Law Lectures.

Senators are asked to note the change in meeting time from 7 p.m. Light refreshments will be available starting at 4:30 p.m.

The Merling Trio, a resident faculty ensemble in the School of Music, has received an invitation to compete in the prestigious International Chamber Music Award Competition.

The group is one of only three or four American entrants to advance to the competition finals which are scheduled for April 4 at Florence Gould Hall in New York City. The ensemble is comprised of violinist Renata Artman Knific, cellist Bruce Uchimura and pianist Susan Wieriana Uchimura. Susan Uchimura compares this competition to the Tchaikovsky Competition for pianists. "In the world of chamber music, this competition is not only the national award, but the international award," she says.

Each year, the Naumburg Foundation of New York awards $10,000 to two or three emerging chamber music groups. Previous winners have included the Merling Trio.

Ziring is one of two Americans invited to present papers at the South Asia Regional Cooperation Conference organized and sponsored by the Bangladesh Institute of International and Strategic Studies. The conference, "South Asia at the Crossroads: Cooperation," is one of several programs on Ziring’s itinerary.

While in Dhaka, he also is slated to speak at the Pakistani National Press Club before traveling to Chittagong to address the Central Women’s University. In Pakistan, where he will deliver a series of lectures in Karachi, Lahore, Islamabad and Peshawar.

A long-time scholar of South Asia, Ziring has published numerous books and professional articles on the region and its people. His recent publications include "Bangladesh," "From Mujib to Ershad" and "Pakistan’s Foreign Policy," both published by Oxford University Press.

Ziring completed a three-year term as president of the American Institute of Pakistan Studies in September. He also finished his assignment as director of the WMU Institute of Government and Policy in December, a position he occupied for 14 years.

Feb. 8 workshop to focus on intellectual property rights

Patent rights and copyright protection will be among the topics discussed by two legal experts during an "Intellectual Property Workshop" to be conducted at Western’s Bernhard Center at 1:30 p.m. Tuesday, Feb. 8.

The luncheon workshop, set for 11:30 a.m. to 1:30 p.m. in the President’s Dining Room at the Bernhard Center, will be sponsored by the Office of the Vice President for Research. The event will be of particular interest to faculty, administrators, and some student workers, attorneys, administrators and other staff members who are responsible for intellectual property rights.

The workshop will feature attorneys David G. Boullett and T. Murray Smith of the Kalame征 Firm. Boullett and Tanis, P.C., which specializes in patent and trademark law. They will discuss such topics as: patent rights under government contracts; utility models and design patents; copyright in the creative arts; and copyright protection for musical or dramatic compositions, films, video and au- dio tapes and cassettes.

There is no charge for the workshop. To register or for more information, persons should contact Bobbe Hampton at 7-8296 by Friday, Feb. 4.
**On campus**

**HEALTHY OUTLOOK** — There's a lot happening these days in the College of Health and Human Services and that's what keeps Linda C. Dolby's job exciting.

The University's Distinguished Service Award winner, Janet L. Pisaneschi, Dolby says her biggest challenge is keeping up with her calendar. With the launching of the new baccalaureate program in nursing and the anticipated move of the college's clinics to the new Miahoge Center on Kalamazoo Center for Medical Studies building on Kalamazoo Street, Dolby says the new clinic's location is probably the luckiest person because I've never had a job where I didn't like the people I worked with," she says. "I really like the people in the college — they're easy to work with."

**Human resources**

Seminar set on pay, performance system

The University's pay and performance system for non-bargaining employees will be the topic of a brown bag lunch at noon Tuesday, Feb. 8, in Red Room B of the Bernhard Center.

Present Lauren A. Summerville, human resources, will explain policies and procedures related to the implementation of the current system and will answer questions.

All employees are invited to attend this session, one in a series of seminars sponsored by the Administrative Professional Association, the Clerical/Technical Organization and the Employee Aids Committee.

**Zest for Life**

Zest for Life is seeking recruits for its Corporate Olympics teams.

The YMCA Community Corporate Olympics Steering Committee has made several changes for the September event. Two of the most noteworthy are the shortening of the games from five to three days and the introduction of sponsored teams.

Activities include both time-predicted and racing events in running, walking, swimming and biking as well as cheerleading, banner making and an obstacle course fitness challenge.

If you participated in a Zest for Life Corporate Olympics team in 1993, you will automatically remain on the mailing list. If you haven't participated or took the 1993 season off and would like more information, call 7-3262 to be put on the mailing list.

Registration information will be sent out later this month. Let the Zest for Life Corporate Olympics help you reach your fitness potential!**

**Jobs**

The following list of vacancies is currently being posted through the Job Opportunity Program by employment services in the Department of Human Resources. Interests may submit all 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 employment services staff member for assistance in securing these positions.

**Media services**

Media services is sponsoring a copyright teleconference for faculty and staff from 1 to 4 p.m., Wednesday, Feb. 16, in 3304 Sangren Hall.

Originating from Durham, N.C., this live broadcast will focus on copyright relating to education and multimedia. Content will include discussions of printed material, software, music and audiovisual materials. Faculty and staff attending will receive a copy of the right creative works by instructors.

Participating panelists are: Bennett Linch, Pornography in the Society of Composers, Authors and Publishers; Mark Traughon from the Software Publisher's Association; and Laura Gayasay, professor of law at the University of North Carolina at Chapel Hill. An opportunity for viewers to call in questions will also be included.

A videotape will be available after the broadcast in the University's video/educational library for loans to faculty and staff unable to attend.

Employees are encouraged to register, persons may call Sara L. Wick, media services, at 7-5001 or e-mail her at saral.wick@wmich.edu by Monday, Feb. 14. Seating is limited.

**Award nominations due**

Faculty and staff are reminded that nominations for the 1994 Distinguished Service Award are due Friday, March 11. For guidelines or more information, persons may contact Geraldine A. Coakley, assistant dean and chairperson of the Distinguished Service Award Committee, at 7-4195.

**Library services**

The Maybee Music and Dance Library announces the availability of the Music Index on CD-ROM.

The Music Index on CD-ROM is the primary index to periodicals and other serial publications in music, providing citations to articles and reviews in more than 400 publications from 20 countries.

The Music Index on CD-ROM provides a variety of search possibilities, including integrated printed version. Searching may be done using six fields: subject, author, title, periodical, date and keyword. In each field, search terms may be combined, or searched individually or combined into a "browse" list of words and entries in the index. Searches may be combined, and Boolean operators may be used in keyword searching.

The Music Index on CD-ROM is produced by Harmonic Park Press (formerly Information Coordinators) in Warren and the international publishing firm, Chadwick-Huxley. Currently, it covers the years 1981-1993 and is updated annually. The music and dance library will retain the printed version of the Music Index, including all volumes from its inception in 1949 and the current monthly issues, in its reference collection.

At the beginning of the month the monthly print issues provide indexing through May 1993.

The work station for the Music Index on CD-ROM is located adjacent to the PENDER terminals in the music and dance library, 3080 Dalton Center. Instructional and referral guides are provided at the workstation.

For additional information about the index or to schedule group or individual instruction, persons may contact Gregory Fitzgerald, music and dance library, at 7-5236.
HONORED AT CONVOCATION — Participants and award recipients at the 14th Annual Academic Convocation Feb. 1, were from (left): (seated) John A. Yellich of Thornton, Colo., president, the WMU Alumni Association, who presented Edward J. Lamberson, engineering and applied sciences, with the 1993 Alumni Distinguished Service Award; (standing) Lyman E. Stelma, biology, and David P. Karsten, theatre, with Alummi Teaching Excellence Awards; (standing) Provost Nancy S. Barrett, who presented John A. Tanis, physics, and Joseph W. McKean, mathematics and statistics, with Distinguished Faculty Scholar Awards; Richard Y. St. John of Kalzamoo, chairperson of the Board of Trustees, who presented Distinguished Service Awards to Arvon D. Byile, chairperson of paper and printing science and engineering, and John A. Kameld, student financial aid and scholarships; and President Haenick.

"State of the University" (Continued from page one.)

The americans With Disabilities Act. Also adding stress on the University's budget are other factors like health care costs, which have risen 112 percent since 1986-87. In order to deal with increasing demands on the University's budget and decreasing support from the state, Haenick said he is calling upon constituency groups to plug WMU's case before the Legislature and to generate support from others.

"I am sitting with many of our colleagues to develop a strategy, a campaign, to bring these facts before the Legislature, our friends and our supporters," he said. "This can no longer be a one-man kind of campaign. I have been saying these things for years on end in Lansing but it has always been considered to be self-serving and it is.

"I am not embarrassed or ashamed to put the interests of our University at the top of my agenda," he continued. "As I said before, I am not concerned that other institutions are financed too well. I think even these funding levels are deserved and they should be that way. The point that I make is that ours is way out of whack.

"Join me on this campaign," he concluded. "Join the fight. Speak up for Western and let us demand our fair share for our University.

Targowski develops computer network for Poland

A WMU faculty member has just com­
pleted a design work designing a $30 million com­
puter network to help Poland manage its labor market programs.

Andrew S. Targowski, business in­
formation systems, has spent the past year working with Christopher O'Leary of the Upjohn Institute for Employment Research in Kalamazoo to develop an information manage­
ment system guidelines for the Polish Min­
istry of Labor and Social Policy.

According to Targowski, when Poland was liberated in 1989 and turned to a market driven economy, the country also went from full employment to a 15 percent unemployment rate. Lacking the structure and equip­
m ent for such problems, they are creating a system to monitor the labor market programs. In 1966 he installed the first IBM system for the nation. Their proposal was selected over the proposals put forward by Lybrand.

"I taught them the methodology here and they have become great proponents of the system," Targowski says. "We are going to create the future leaders to run Poland's labor market system.

Now that the design work is completed, Polish authorities will begin the bid process for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs that O'leary and the Upjohn Institute Lybrand.

The University will play host to some 300 persons to staff an information table and for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs. In 1966 he installed the first IBM system for the nation. Their proposal was selected over the proposals put forward by Lybrand.

"I taught them the methodology here and they have become great proponents of the system," Targowski says. "We are going to create the future leaders to run Poland's labor market system.

Now that the design work is completed, Polish authorities will begin the bid process for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs that O'leary and the Upjohn Institute.

The system Targowski and O'Leary de­
signated will provide services to 9,000 users at 570 labor offices in Poland. It will include 12,000 networked computers and will sup­
port additional connection in active labor market programs that O'Leary and the Upjohn Insti­
tute have designed to utilize the equipment. The training program will focus on increasing the skill level of Poland's unemployed.

Both Targowski's design work and the implementation of O'Leary's labor programs have been funded by the World Bank. Targowski and O'Leary began their work in Poland in 1993. Four Polish labor officials came to WMU for the spring 1993 session to take Targowski's BIS 602 class, which focuses on foundations of systems planning and the integration of business and system strategy. They also enrolled in English classes and took part in an internship program at the Upjohn Institute. Those four persons to staff an information table and for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs that O'leary and the Upjohn Institute.

The University will play host to some 300 persons to staff an information table and for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs that O'leary and the Upjohn Institute.

The system Targowski and O'Leary de­
signated will provide services to 9,000 users at 570 labor offices in Poland. It will include 12,000 networked computers and will sup­
port additional connection in active labor market programs that O'Leary and the Upjohn Insti­
tute have designed to utilize the equipment. The training program will focus on increasing the skill level of Poland's unemployed.

Both Targowski's design work and the implementation of O'Leary's labor programs have been funded by the World Bank. Targowski and O'Leary began their work in Poland in 1993. Four Polish labor officials came to WMU for the spring 1993 session to take Targowski's BIS 602 class, which focuses on foundations of systems planning and the integration of business and system strategy. They also enrolled in English classes and took part in an internship program at the Upjohn Institute. Those four persons to staff an information table and for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs that O'leary and the Upjohn Institute.

The University will play host to some 300 persons to staff an information table and for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs that O'leary and the Upjohn Institute.

The system Targowski and O'Leary de­
signated will provide services to 9,000 users at 570 labor offices in Poland. It will include 12,000 networked computers and will sup­
port additional connection in active labor market programs that O'Leary and the Upjohn Insti­
tute have designed to utilize the equipment. The training program will focus on increasing the skill level of Poland's unemployed.

Both Targowski's design work and the implementation of O'Leary's labor programs have been funded by the World Bank. Targowski and O'Leary began their work in Poland in 1993. Four Polish labor officials came to WMU for the spring 1993 session to take Targowski's BIS 602 class, which focuses on foundations of systems planning and the integration of business and system strategy. They also enrolled in English classes and took part in an internship program at the Upjohn Institute. Those four persons to staff an information table and for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs that O'leary and the Upjohn Institute.

The University will play host to some 300 persons to staff an information table and for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs that O'leary and the Upjohn Institute.

The University will play host to some 300 persons to staff an information table and for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs that O'leary and the Upjohn Institute.

The University will play host to some 300 persons to staff an information table and for purchase of the hardware and software called for in Targowski's plan and for imple­
mentation of training programs, Targowski, who visited Poland twice in 1993, may travel to that nation as often as once a month during the early part of the implementation process.

Targowski came to WMU in 1980. He is a native of Poland and served as head of the Warsaw Computer Service Bureau and later as head of Poland's computer development programs that O'leary and the Upjohn Institute.