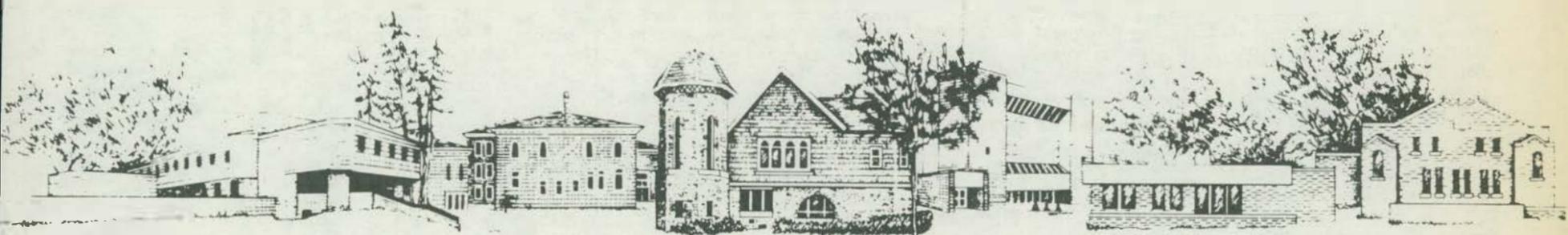


Inside: EMU's 1990 Distinguished Faculty are profiled



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FOCUS EMU

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COB students can ride AATA buses free

EMU students with classes in the Owen College of Business Building will be able to ride Ann Arbor Transportation Authority buses between campus and the Owen Building without charge during the spring and summer semesters.

Thanks to a plan devised through EMU's Public Safety Department and AATA, students will be able to show their EMU student identification and obtain free bus tokens each day from either the booth at EMU's Washington Street parking lot or the Parking Department. Students then can ride buses on Routes 3, 4 or 5 to get to and from campus.

The Route 3 bus will pick up students on Forest Street across from Sill Hall, while the Route 4

and 5 buses stop at Washtenaw and Summit streets. Both have return stops at College Place and Forest and College Place and Cross streets.

Students will need to present a token every time they ride and buses will run every half hour between 7:21 a.m. and 6:51 p.m. and between 6:30 and 7:30 p.m. Buses will run hourly after that with the last bus leaving the College of Business at 10:20 p.m.

"This will service the students without putting an empty bus out there," said Cindy Hall, associate director and captain in EMU's Public Safety Department.

Students should direct any specific questions regarding the service to the AATA bus drivers, she added.

NCA final report outlines EMU's strengths and areas of concern

By Debra McLean

EMU recently completed a rigorous re-accreditation process which resulted in high praise from the accrediting body as well as recommendations on concerns about the University which must be addressed during the next decade.

In granting a full, 10-year re-accreditation, including accreditation for EMU's first doctoral program, a visitation team from the North Central Association of Colleges and Schools lauded EMU's Learning University initiative for its "focus on a creative learning environment for total student development."

The NCA is a voluntary association of colleges and schools that, through its accreditation process, seeks to regulate and ensure quality while respecting the diversity and

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autonomy of the nation's universities. Extraordinarily influential, NCA accreditation amounts to a universally recognized stamp of approval for a university's academic

programs. EMU has held NCA accreditation since 1915.

Highly laudatory, the final NCA report on re-accreditation outlined both EMU's strengths and areas of concern and offered recommendations on addressing those concerns.

"Some of the concerns are typical (at most institutions) and some are distinctive to our current situation," said George McCloud, executive counsel to the president who oversaw the NCA re-accreditation process. "The overall process resulted in a 10-year re-accreditation. If they thought the institution had serious problems they wouldn't have said, 'We'll see you again in 2001,' but they did. It shows that they have confidence in this university's ability to manage its own affairs."

In issuing its final site visit report, the NCA listed among EMU's strengths the commitment of the board, administration, faculty and staff to the pursuit of quality; a clear sense of purpose as a public university serving Southeastern Michigan; initiation of an atmosphere conducive to change in developing the Learning University; commitment to service in the region; stimulation of regional development by the establishment of a "nationally unique" Corporate Education Center; enhancement of physical facilities for a variety of

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Campus Capsules

Focus EMU Publication To Become Biweekly

The next issue of *Focus EMU* will be published Tuesday, May 14, when *Focus EMU* begins its biweekly spring/summer publication schedule.

Focus EMU will be published every other week on Tuesday until the start of the 1991 fall semester. The deadline for submission will continue to be Tuesday by 5 p.m. for the following Tuesday's issue.

The spring/summer publication schedule will be as follows: May 14 and 28; June 11 and 25; July 9 and 23; and Aug. 6 and 20.

Focus EMU will resume its regular weekly publication schedule Tuesday, Sept. 3.

Blue Cross Changes Telephone Numbers

Blue Cross and Blue Shield recently changed their customer service telephone numbers; the Ann Arbor Office no longer handles EMU claims and service questions.

The new telephone numbers by area code are: (313) 1-800-637-2227; (517) 1-800-258-8000; and (616) 1-800-972-9797.

Those service lines are open for calls between 8:30 a.m. and noon and 1 and 5 p.m.

Social Security Earnings And Estimate Statements Available

The Benefits Office would like to remind employees that they can request an earnings and brief estimate statement from the U.S. Social Security Administration at any time to verify the amount of credited service.

Getting such a statement prior to retirement allows employees the opportunity to correct any errors.

To request a free estimate, call the Benefits Office at 7-3195 for a form.

EMU Gerontology Committee To Host School Arts Day

EMU's Gerontology Program Community Advisory Committee will present its first "Traveling Young at Art Show" Friday, May 10, from 10 a.m. to 3 p.m. at Kettering Elementary School in Ypsilanti.

The show will bring together more than 20 senior citizen artists and performers from Ann Arbor and Ypsilanti who will share their skills and talents with students, 6 to 11 years old. Included will be a woodcarver, oil painters, storytellers, a quilter, potter and the Domino Senior Choir.

Student groups will circulate among the various artists during the day with a full-school assembly and community sing-along scheduled to conclude the day's events at approximately 2 p.m.

"The advisory committee wanted to sponsor an annual project which celebrated later years through the arts and was intergenerational," said Elizabeth Oates Schuster, assistant professor and EMU gerontology program coordinator. "We're really excited about the event and the school principal, Vivian Lyte, is a real crackerjack who's given us her wholehearted support and has gotten the entire school involved."

For more information, call Schuster at 7-0393.

WEMU Airing 'Car Talk' Sock Hop Contest

The National Public Radio show "Car Talk," WEMU Radio's most popular show, is holding its second annual Car Talk Sock Hop Contest. Hosted by Tom and Ray Magliozzi, the comedy automotive advice program airs on WEMU (89.1 FM) Saturdays from 10 to 11 a.m.

The annual contest will culminate this year in a '50s- and '60s-style sock hop June 22 at the Magliozzi's Good News Garage in Cambridge,

Mass. The contest winner, chosen in a random drawing June 8, will receive roundtrip air transportation to Boston and chauffeur service to the sock hop in Tom's '63 Dodge Dart convertible.

To enter, send a postcard with your name, address, daytime phone number and the station you listen to "Car Talk" on. Tom and Ray also would like listeners to complete the following sentence in 25 words or less: "One Way to Improve Your Otherwise Lousy Show is..." although that isn't required to enter.

Send submissions to Sock Hop Contest, Car Talk Plaza, 630 Commonwealth Ave., Boston, MA, 02215. Entries must be postmarked by June 1 and entrants must be at least 21 years old.

"Car Talk" is produced by NPR member station WBUR-FM in Boston and is heard by more than 1.1 million listeners each week on 276 NPR stations. Tom and Ray also have a syndicated column through King Features Syndicate that appears in more than 115 newspapers and their book "Car Talk" has just been released as a Dell Trade Paperback.

Huron Hut Selling Logo Merchandise At 50% Off

Due to the impending change in EMU's Huron name and logo, the Huron Hut in Bowen Field House currently is selling all of its merchandise carrying the name and/or logo at 50 percent off regular prices.

Among the items available are t-shirts ranging from \$3.99 to \$5.49, sweatshirts ranging from \$7.99 to \$9.49, golf shirts for \$10.99, golf sweaters for \$12.99 and other various spirit items ranging from 99 cents to \$3.

The Huron Hut is open 8 a.m. to 5 p.m. Monday through Friday. For more information, call 7-0351.

WEMU Show To Feature Supt. Michael Emlaw

Superintendent of the Washtenaw County Intermediate School District Michael Emlaw will be the featured guest on a WEMU-FM (89.1) call-in show Friday, May 10, from 9 to 10 a.m.

Emlaw will discuss the WCISD's "Education For Employment" program for which voters will be asked to approve a 1.5 mill property tax increase in June. He then will field listeners questions related to the EFE program and other educational issues.

WEMU, Eastern Michigan University's public radio station, hopes to periodically produce similar call-in programs as major community issues arise.

For more information, call WEMU at 7-2229.

Campus Notaries Sought By Benefits Office

The Benefits Office would like to identify any member of the campus community who is a notary public, as the office frequently gets requests for documents to be witnessed.

Any notaries public on campus are asked to contact the office at 7-3195 to provide their names, phone numbers and campus addresses.

10th Annual Technology Lecture Series Begin May 8

The College of Technology will present its 10th annual spring lecture series beginning with Dr. Donald Brown, communications professor at the University of Minnesota, who will discuss "The Battle of Systems for Media Communications" Friday, May 8, at the Corporate Education Center, 1275 Huron in Ypsilanti.

For more information, call Dr. Felix Kaufmann, IDf lecturer, at 7-1161.

WEMU staff win AP awards

EMU's public radio station, WEMU-FM (89.1), recently won an individual reporting award and an honorable mention in a statewide Associated Press Broadcast News Awards competition for non-commercial radio.

WEMU News Director Clark Smith took the top honors for general excellence in the "Individual Reporting" category.

WEMU also received an honorable mention in the "Best Newscast" category for a June 1990 broadcast by anchor/reporter David Frickman. WGUV Radio in Grand Rapids won the top award in that category.

In addition, WEMU-FM recently was named "Best Radio Station" by the Ann Arbor Metro Times in a poll of its readers. In that same contest, readers judged the annual Frog Island Music Festival, co-sponsored by WEMU, as the best local outdoor activity.

A National Public Radio affiliate, WEMU offers a programming mix of jazz music; local, state and national news; and sports coverage.

Okopny becomes noted professor in three short years

By Jay Harkness

Dr. D. Robert Okopny has been a professor at EMU for less than three years, but has already made a strong impact on his students. As evidence, he was named one of EMU's Distinguished Faculty for 1991, receiving the Teaching I Award.

Okopny, associate professor of accounting, was cited for his teaching philosophy to "increase all students' knowledge of the topics he teaches, treat every student fairly and as an individual, and to motivate all students to increase their levels of effort." He also was cited for "increasing all students' abilities to use common sense and providing a comfortable atmosphere for participation and the exploration of higher goals."

A key point in Okopny's teaching philosophy is enthusiasm. "A teacher needs to be enthusiastic and excited to be in class," he said. "Even if I'm very tired, after about five minutes, the adrenalin gets pumping. I'm still going after the class is over."

Okopny admits, however, that while many students like the way he teaches, no teacher can have a style that pleases everyone. "Outgoing people tend to enjoy teachers who are outgoing, but it's the same the other way," he said. "Being

flexible, adapting, while maintaining high standards is important, along with being able to change if something doesn't work."

Okopny is head of the internal auditing program in EMU's Accounting Department, which is one of only 12 in the country and the only one offered at a Midwest

"Teaching is a lot of fun. I can honestly say that I can teach until I die."

—Okopny

university. The program began with a competitive grant from the Detroit Chapter of Internal Auditors and was put into place last September.

Okopny also is part of a faculty group attempting to implement an international accounting program. Staff from EMU's Division of Continuing Education, along with faculty from the Marketing, Accounting and Finance departments, including Okopny, traveled to Davos, Switzerland, recently to set up the program there. It would include classes on EMU's campus, with a short stay attending classes in Switzerland.

Okopny brought a lot of professional experience with him when

he joined EMU's faculty in 1988. He formerly worked in the auto industry, beginning at Ford Motor Co. in 1973, where he worked two-and-a-half years as a financial analyst. After a brief stint at a steel company in Ohio, he was hired by Chrysler Corp., where he stayed four years, two spent abroad in seven countries including England, Germany, Italy and Spain, as an international and domestic auditor and warranty forecaster.

A lay-off from Chrysler in 1980 prompted Okopny to return to school and he enrolled at Texas A&M University. There, he earned a master of science degree in accounting and a doctorate in business. He moved on to Louisiana State University, where he began teaching and remained four-and-a-half years before joining EMU.

Next year, Okopny will be first vice-president of the Detroit Chapter of Internal Auditors, a 500-member group. His main involvement with the group is to make Eastern heard and "make sure companies head to EMU" to recruit students, he said.

Although he spent several years in industry, Okopny believes he's found his calling in teaching. "Teaching is a lot of fun," he said. "I can honestly say that I can teach until I die."



EMU photo by Brian Forde

Dr. D. Robert Okopny, associate professor of accounting, recently won EMU's Teaching I Distinguished Faculty Award and believes enthusiasm is a key to good teaching. "A teacher needs to be enthusiastic and excited to be in class," he said. "Even if I'm very tired, after about five minutes, the adrenalin gets pumping. I'm still going after the class is over."

Brabec introduces undergrads to the world of research

By Debra McLean

A frequent criticism of university professors involved in research is that they tend to forget about students. Driven by investigative zeal and the publication demands of funding agencies, many seem to move further and further from the classroom, eventually leaving it altogether in favor of a laboratory or library.

EMU's Dr. Michael Brabec is different. A chemist, Brabec is a researcher of considerable reputa-

tion in toxicology and received EMU's 1990 Distinguished Faculty Award for Scholarly/Creative Activity. While he currently is a professor and acting head of the Chemistry Department, Brabec won the award because he continues an exhaustive research schedule in EMU's toxicology lab, publishes extensively and presents his research at conferences throughout the year.

Brabec is different, however, because he believes research should be an integral part of the college

experience for undergraduate students. Rather than seeking ways to escape from the time demands required of teaching, Brabec encourages his young, inexperienced students to join his research team.

"What I'm trying to do is teach, or at least lay before these students, examples of what research is and that it's not necessarily performed by people in ivory towers or by people who are prodigious, intellectual giants," he said.

While the students eventually do become useful assistants in the lab, Brabec's motivation in involving them in his research is touchingly paternalistic.

"Many of our students come here I think with some degree of lack of confidence... they lack the self confidence to jump into what they see would be a very unknown and challenging area," he said. "Many of our students are the first generation (in their families) to attend college, so what I try to teach them is that (research) is exciting and they're fully capable of doing it and that they shouldn't be content necessarily at stopping with their bachelor's degrees. Of the students who come through my lab, most do go on to graduate school."

"If you look at other institutions in this state," he continued, "by and large undergraduate education is neglected, but undergraduate education is more than filling 'X' number of classrooms."

Brabec also is motivated, however, as are many other science educators, by the alarmingly low numbers of college students seeking careers in science today.

"We have insufficient numbers of people entering the field," he said. "We have to recruit science majors out of our service courses—courses we teach that meet the requirements for some other program—and that may be the only science course those students will see in their curriculum unless we encourage them that, 'Yes, you can enter chemistry or physics or math and you can do well and find good jobs.'" Involving the young students in research is one way to convince them of that, he said.

Brabec joined EMU in 1985 after

seven years on the faculty and six years as a researcher at the University of Michigan. He still maintains professional ties with U-M, collaborating on much of his research with a colleague there. While he admits the U-M offers "a great resource" for researchers at EMU, Brabec also believes that Eastern

"What I'm trying to do is teach, or at least lay before these students, examples of what research is and that it's not necessarily performed by people in ivory towers or by people who are prodigious, intellectual giants."

—Brabec

Michigan offers a unique opportunity for researchers that the bigger schools don't.

"My philosophy is that an institution of this type won't compete in the same arena, obviously, as U-M... but that the president has given us the directive to construct the Learning University and (that) it should have as a component, that perhaps will make it unique, the opportunity for students to do research or some creative activity during their undergraduate careers," he said.

The larger schools aren't likely to do that because they have so many experienced graduate students, who require much less training and supervision, looking for research opportunities.

"You have to worry about productivity, there's no question," Brabec said. "I have research grants and if I expect those grants to continue I have to publish and show results. But if you do this well, you can do it in a way that you have a team of people, graduate students and undergraduates, and it's a viable experience for the graduate students to be able to assist in the training of the undergraduates. And for the undergraduate students, the graduate student

becomes someone they can identify with and say, 'Wait a minute, I can do that. If that's what it takes to become a (college) professor, I can do that.'"

Another issue researchers face when collaborating with students is appropriately citing the students when the work gets published. In receiving the EMU research award, Brabec was recognized for his diligence in acknowledging the contributions of students in his research.

"There's always a question about intellectual property and (there have been concerns) about professors publishing papers that perhaps were the result of the work of a student and not citing that student's contribution, but that's self-defeating," he said. "A professor who acquires that sort of reputation for exploitation is not going to attract students to work with him... being listed as a co-author on a paper is a carrot you hold to attract students to your research."

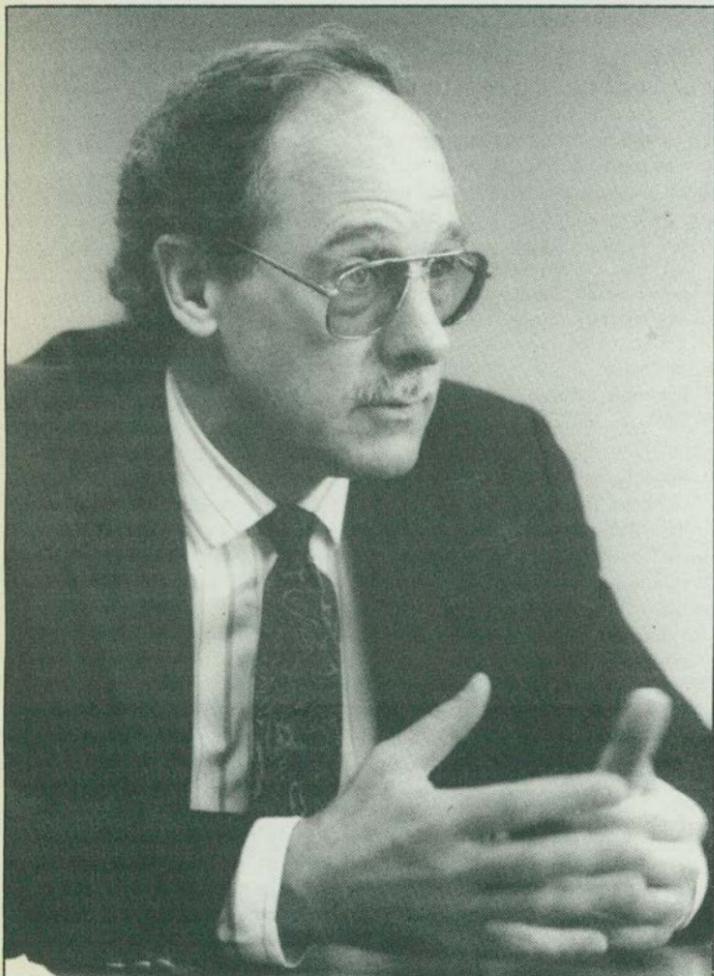
Because of the shortage of people entering science professions, Brabec's views on involving undergraduates in research are quickly being adopted by research funding agencies, many of which now require an "educational component" for the projects they fund. For example, Brabec recently applied for a special supplement to a grant to fund a minority student assistant.

"(Funding agencies) are very interested in an educational component," he said. "In fact the project director (for that grant) called me and said, 'Now it's clear that this will be a person working in the lab and they won't simply be washing test tubes?' The idea is to bring underrepresented minorities into the mainstream of science."

Finally, Brabec believes that rather than taking away from his teaching, involvement in research contributes to his presence in the classroom.

"If a faculty member isn't doing something creative outside of the classroom, I don't understand how they can be creative in the classroom," he said. "You always have

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Dr. Michael Brabec, professor and acting head of the Chemistry Department, won EMU's 1990 Distinguished Faculty Award for Scholarly/Creative Activity, and was noted for always involving undergraduate students in his work. "Many of our students are the first generation (in their families) to attend college, so what I try to teach them is that (research) is exciting and they're fully capable of doing it," he said.

Martin enjoys long-term association with University

By Monica Moore

When college freshman Nora Martin wandered into EMU's Rackham building in 1959, she didn't know she would spend the next three decades earning advanced degrees in special education and an expert reputation as a consultant and lecturer. The time investment paid off, however, and this winter Martin, professor of special education at EMU, won the University's 1990 Distinguished Faculty Teaching II Award.

In spite of all her accomplishments, Martin says she was surprised to learn she had won the award.

"I couldn't move," she said. "I was delighted. I really felt good, because it's from a university where I was a student." Martin earned both her bachelor's and master's degrees in special education from EMU.

Her interest in special education was sparked that day in 1959 when she walked into Rackham, which at that time housed a lab school for mentally impaired children. Before the end of her first semester in college, Martin was filling in at the lab school as a substitute teacher for the mentally impaired.

Though she initially wanted to be a psychiatrist, Martin was strongly influenced by Dr. Agnes Rogers, who taught special education at EMU until her retirement in 1972.

"There was something about the two of us . . . we just met. The lady taught me everything I know. She really molded me and taught me about mentally impaired kids," Martin said, adding that "everybody told me that I teach just the way she did." When Martin received her doctorate in 1973 from the University of Michigan, she dedicated her dissertation to Rogers.

Through the years, Martin has watched EMU's Special Education Department grow and develop an excellent reputation. Martin has been a key part of that develop-

ment, and says one of the changes she is most pleased with is the mainstreaming of special education children into regular classrooms.

"We have this concept now of inclusion, where we're saying all

"Progress can be a special thing. You have to really be patient when you're measuring progress (in special education students). Some things don't look like they're getting better, but you have to see that it is getting better. The way we measure progress is what's so 'special' about special ed."

—Martin

children are included and regular educators and special educators have the same responsibilities. That really has changed, because when I started here they were always separate," she said.

Martin also is pleased that, in general, people are beginning to be more aware of the many diverse aspects of special education—including the needs of "shadow children," her term for children with special education needs that are not initially obvious.

"At one time, when you said 'special ed' people automatically saw a wheelchair. . . I think people nowadays are more in tune with those hidden handicaps," she said.

At EMU, Martin teaches several methods classes and does all the student placements for students specializing in mentally impaired special education. She finds this aspect of her job the most rewarding. "I like mentoring students from the very beginning," she said.

Martin also is involved in several issues outside the University that

are being confronted by special educators. Among them are the needs of crack-cocaine babies, some of which have already entered school or will be of school age within the next few years. According to Martin, it's difficult for teachers to determine what special needs these children will have.

"We're seeing a little bit of the hyperactivity that you see in learning disabled kids, but we're also seeing some emotional effects. So we don't know how much of it is emotion or how much environmental—which I'm sure plays a role," she said, and added that the issue will probably be resolved by special educators. Other topics included in her extensive lecture circuit are multiculturalism, self-esteem of special education children and stress reduction programs.

The issue of stress reduction is particularly important in a field where the burn-out rate is traditionally high, she said, noting that the way special educators deal with stress often determines their longevity in the field.

"If you get so drained, you're not going to be as effective as an educator," Martin said. "It's that whole sympathy/empathy thing. You have to have empathy instead of sympathy, because if you understand, you can keep your sympathy in some kind of control. I think that's the big difference. People have to work on it."

Another issue that Martin considers challenging for special educators is the assessment of their students' progress compared to how mainstream teachers assess their students.

"Progress can be a special thing. You have to really be patient when you're measuring progress. Some things don't look like they're getting better, but you have to see that it is getting better. The way we measure progress is what's so 'special' about special ed," she said.

To learn how to deal with all that stress, Martin encourages her students to maintain a sense of



EMU photo by Brian Forde

Dr. Nora Martin, professor of special education, won this year's Distinguished Faculty Teaching II Award and finds helping her students find that first job to be the most rewarding aspect of her work. "I like mentoring students from the very beginning," she said.

humor and admits that she maintains her own by watching her favorite TV show, NBC's "Nightcourt". "If you don't laugh and don't know how to laugh, watch 'Nightcourt'. If 'Nightcourt' doesn't make you laugh, you can't laugh," she tells her students.

In addition to "Nightcourt",

books and movies help Martin reduce her own stress level. But what does she do on those days when even "Nightcourt" can't cheer her up? She falls back on the bottom-line advice she gives her students: "If you can't change the situation, change the way you react to it," she said.

Miller's 'just do it' philosophy wins him service award

By Kate Sanborn

Dr. William A. Miller, EMU professor of philosophy, must have deserved to win EMU's 1990 Distinguished Faculty Award for Service to the University, because he's done so many things at EMU he can't even remember them all.

"I had to compile a list when I was going to be nominated for the award and it took me a long time to go back and dig out all the records to see what the heck I had done," he said.

He is currently acting director for the Honors Program and has served on numerous EMU committees since joining the University in 1971. With all that he's done, however, Miller maintains a very humble attitude.

"I never did it because it was anything I looked on and said it was going to get me somewhere, I just did it," he said of all his committee assignments. "It wasn't like I sat back and said, 'Oh gee whiz, what is this going to do for me?' I just happened to be there and people asked me if I'd do it and I did it. Some of the things I have done are fairly high profile jobs and I've met a number of people in doing them. They are things that get you in the eye of the public."

In receiving the award, Miller was cited for offering "remarkable" service, both in quality and quantity. "There was a whole bunch of things that I felt in receiving the award," he said. "The awards have been around going on 15 years. Fewer than 20 people have been recognized (for University service)

"I like to get students involved and make them the focal point of classroom activity. Anything that gets students involved is a better teaching technique (because it) guarantees students will talk to me so I will not be allowed to lecture."

—Miller

and you can't help but feel marvelous when something like that happens to you. I owe a lot of thanks to people who felt that I had contributed."

Within the Department of History and Philosophy, Miller first served on a committee to revise the philosophy major and was on section and department personnel and finance committees, which led to his being named head of the philosophy section seven years ago. "It was a long-term position. It involved increasing our numbers and changing our major," he said. "I did all kinds of things which I think will have some kind of fairly lasting effect."

At the college level, Miller has served on the Dean's Advisory Council, Council on Personnel and Finance, Grade Grievance Review Board, Council on Instruction, Committee to Select McAndless Distinguished Professor and Com-

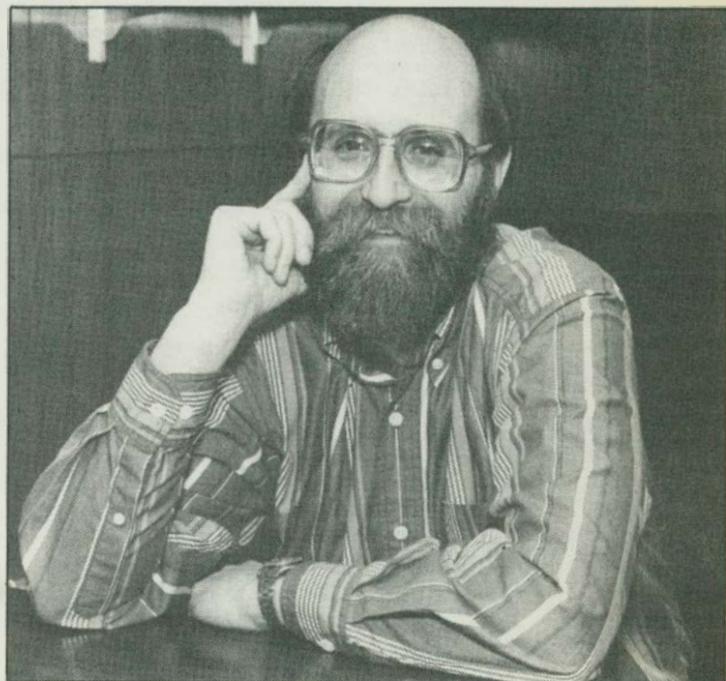
mittee on Reorganization of the College Input System.

He has participated in University-wide activities such as the Leadership Workshop, University Judicial Board, New Student Orientation, Summer Institute, Bargaining Council and the Faculty Center for Instructional Excellence Advisory Committee.

Miller also recently completed a term as EMU Faculty Council president during which he worked to strengthen the relationship between faculty and the administration. "It was a job that I can look back on and say we got some things done. I had a good group of people to work with," he said. "I felt we did a good job of making people aware that the Faculty Council is there and it is something that can work. One of the major things we got done last year was expanding so now Faculty Council represents each department. It basically deals with any and all academic matters. It's supposed to be the representative body of the faculty at the University level."

Miller recently served on the College of Arts and Sciences Dean Search Committee. "It had been a long time since the College of Arts and Sciences had a permanent dean," he said. "There was an unsuccessful search the year before. It was a tough job to do but at the end I was very pleased with the job that had been done."

Miller also won a grant from EMU's Faculty Center for Instructional Excellence for innovative teaching in 1989. The annual grant program is designed to encourage



EMU photo by Brian Forde

Dr. William A. Miller, professor of philosophy, received EMU's most recent Distinguished Faculty Award for Service to the University and attributes it to a simple philosophy of his own: "You get a job and you do it. You get it finished and you feel good about it."

faculty to develop innovative teaching strategies which reflect awareness of current research about effective teaching and learning.

For his project, Miller had his Introduction to Philosophy students write weekly papers on philosophical problems, then compare and

defend their views with those of their classmates.

"I like to get students involved and make them the focal point of classroom activity. Anything that gets students involved is a better teaching technique (because it)

Continued on page 4

NCA report

Continued from page 1

University needs; the doubling of external grants and contracts between 1986 and 1990; an "increasingly well managed" budget; "aggressive" energy management systems and promising developments in recycling; and its forcible and direct response to institutional concerns cited by the visitation team in 1981.

Among the concerns cited were: enrollment pressures requiring the development of an enrollment management plan; grading practices which may indicate inflation in localized academic areas; inadequate library and athletic facilities; and academic "program proliferation."

"They didn't ask us for any (progress) reports (on those areas), so they know we know what we're doing," McCloud said. "We understand what our situation is and we have sufficient plans to address those things. They simply wanted to remind us of what they believe is most important."

Other areas cited for attention included overuse of part-time faculty in some academic areas; further development of University Computing; the need to develop a "more focused" mission statement; development of an accurate and up-to-date budget accounting and reporting system; and non-competitive stipends for graduate assistants.

"A lot of the things they reminded us of have to do with resources and that isn't because of something we're doing, it's because of the larger economic situation in the state of Michigan," McCloud said. "For example, the Library is very much a concern of theirs, but that's a money issue that is beyond our immediate control. It's a big issue, no doubt about it. That Library doesn't belong on this campus; it belongs at a small community college."

EMU has increased its base budget commitment for book and journal acquisitions to an annual level of approximately \$1 million. The University plans to continue enhancing such acquisitions, including earmarking \$20,000 per year for the next five years for acquisitions in support of the new doctoral program in educational leadership.

EMU also has submitted a funding proposal to the State of Michigan for the renovation and expansion of the Library.

In citing its concern over grading practices, the visitation team said grade inflation may be occurring in some colleges and departments. EMU already has begun investigat-

ing grading practices through the endorsement of a policy on monitoring grading by the academic Dean's Advisory Council.

"We, just as any other institution, have to make sure we're attending to our grading practices and that we protect the efficacy of the system, so an 'A' one year means the same thing as an 'A' five years later," McCloud said. "There is some localized evidence that grading practices may be leading to some inflation and the deans and the Provost's Office are looking at it very closely."

Regarding enrollment management, the NCA report concluded that "under existing and projected state funding conditions, it is obvious that the University has reached capacity limits in all three areas (faculty, support budgets and facilities) and, therefore, enrollment control needs to be seriously considered."

A three-person senior management team, headed by EMU Provost and Vice President for Academic Affairs Ronald Collins, currently is re-evaluating admission and enrollment policies. In addition, the Program Design Task Force of the President's Commission on the Learning University is investigating several features of the student population, including reasons why students are increasingly taking more than four years to complete their studies.

"The (three-person team) will come up with a short-term enrollment management method and the

Program Design Task Force is looking at the long term," McCloud said. "They're surveying students and we're going to have a lot more information that we haven't had. If we want to know why the students are taking longer to finish, we ought to ask the students, and the preliminary evidence is that to a large extent it's economic."

Conversely, the NCA team stated that another area of concern, academic program proliferation, probably resulted from past efforts to boost enrollments and suggested that the Strategic Planning Office begin to work more closely with Academic Affairs to review academic programs.

"They are saying that we ought to step back and ask ourselves whether or not we've diversified as far as we should," McCloud said.

As such, the Strategic Planning Office will be reviewing all academic programs and providing independent input on each one directly to the provost.

While EMU's next NCA re-accreditation will occur in 2001, the team requested a "focused visit" in 1995-96 to review the new doctoral program in educational leadership.

"It's very typical to do that when you go to a new degree level," McCloud said. "They're not being critical, they're being helpful. These people (on the visitation team) are our colleagues and this is a very collegial process. They want to help us have the best programs we can."

Miller

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guarantees students will talk to me so I will not be allowed to lecture," he said. "With philosophy you learn more by talking about it than by sitting and listening and having someone lecture to you."

Miller also is chair of the Academic Program Design Task Force, which is looking at factors that influence how smoothly students can proceed through their University years. "The road is a kind of bumpy one and people have a tendency to elongate their stay," he said. "It takes students 5.3 years on average to get through college. We want to discover what slows them down and make it a smoother passage."

Though he teaches about much loftier philosophical positions, Miller's personal philosophy is, "You get a job and you do it. You get it finished and you feel good

about it." That attitude, he believes, is why he won the Distinguished Faculty Award for Service to the University.

Brabec

Continued from page 2

to understand where the students are coming from and what you have to do to make the material interesting and learnable for them. You can stand up and give an eloquent lecture filled with beautiful phrases and examples, and that's nice, but few of us do that to the extent that we capture the whole audience. You have to be prepared to make sure that the student feels it's important to you that they're in that classroom learning the material."

Research

Young Scholars Program

The National Science Foundation is inviting applications for science and mathematics summer enrichment projects to encourage promising students in grades eight through 12 to consider advanced study and careers in science, math and engineering. Under an early-alert initiative, NSF will fund year-round activities for students in grades seven, eight or nine in the priority math and physics areas.

NSF is particularly interested in summer residential and commuter projects or weekend academic-year projects. Projects must include research-related activities that introduce students to scientific methods and techniques, career exploration activities to heighten student awareness of career opportunities and academic requirements, an introduction to ethical issues, academic year follow-up for summer programs to reinforce the enrichment experience and a project assessment component. Early-alert projects may be designed exclusively for ethnic minorities, women and such other groups as rural residents and student with disabilities.

Applications are due Aug. 5, 1991. Application materials will be available from Michelle Barnes in mid-May. For further information, call Michelle at 7-3090.

Follow Through Program

The purpose of this program is to serve the needs of children primarily from low-income families in kindergarten through grade 3 who have had Head Start or similar quality preschool experiences by providing grants to: (1) local educational agencies to operate local projects; (2) public and private nonprofit agencies, institutions and organizations to serve as sponsors and provide technical assistance and training on model Follow Through approaches to local projects; and (3) public and private nonprofit agencies, institutions and organizations to conduct research to develop model Follow Through approaches to meet the special needs of children who are eligible to participate in Follow Through programs.

The Department of Education has set the following deadlines for this program: Local Project and Sponsor Project applications are due May 15, 1991; Research Grant proposals are due June 17, 1991. Contact Cheryl Kozel at 7-3090 for further information.

Openings

To be considered for vacant positions, all Promotional Openings Application Forms MUST BE SUBMITTED directly to the Employment/Affirmative Action Office and received no later than 5 p.m. on the expiration date.

The Employment/Affirmative Action Office announces the following vacancies. The expiration date for applying for these positions is Monday, May 6, 1991. Detailed job descriptions may be reviewed in Room 310 King Hall. Posting Boards across campus also highlight necessary and desired qualifications. Locations of these boards are main traffic areas in: King Hall, McKenny Union, Roosevelt Hall, Business and Finance Building, Sill Hall, Pray-Harrod, Rec/IM Building, Physical Plant, Mark-Jefferson, Hoyt Meeting Center, DC I, and the University Library.

Vacancy information may also be obtained by calling our 24-hour Jobs Line at 487-2462.

CLERICAL/SECRETARIAL

- (Minimum Biweekly Salary)
- CSBF91039 - CS-03 - \$541.22 - Account Clerk, Student Accounting
- CSSA91022 - CS-03 - \$541.22 - Clerk, Admissions
- CSAA91050 - CS-05 - \$679.02 - Library Assistant III, LR&T

FOOD SERVICE/MAINTENANCE

- (Minimum Hourly Rate)
- FMBF91056 - FM-10 - \$6.24 - Custodian/Housekeeper Group Leader, Mon.-Fri., 4:00 p.m. - 12:30 a.m., Custodial
- FMBF91057 - FM-16 - \$7.28 - Special Grounds Equipment Operator, Mon.-Fri., 7:00 a.m. - 3:30 p.m., Grounds
- FMSA91030 - FM-06 - \$5.92 - Custodian, Mon. - Thurs., 6:30 a.m. - 3:00 p.m., Housing

FACULTY

- FAAA91070 Assistant Professor, Nursing Education, Fall 1991
- An Affirmative Action/Equal Opportunity Employer

Events of the Week

April 30 - May 6

Tuesday 30

- MEETING — UAW Local 1975 will meet, Gallery II, McKenny Union, noon
- MEETING — AFSCME Local 1666 will meet, Oxford Room, McKenny Union, 7 p.m.

Wednesday 1

- CLASSES BEGIN — Classes for the 1991 spring semester will begin today, all campus, 8 a.m.
- MEETING — The Strategic Planning Committee will meet, Gallery I, McKenny Union, 10 a.m.
- MEETING — The Ypsilanti Kiwanis Club will meet, Hoyt Hall, Room B, 11:30 a.m.
- MEETING — UAW Local 1976 will meet, Regents East, McKenny Union, 12 noon
- MEETING — UAW Local 1975 will meet, Faculty Room, McKenny Union, 12 noon
- MEETING — The EMU Faculty Council will meet, Alumni Room, McKenny Union, 3 p.m.

Thursday 2

- TENNIS — The women's team will travel to Bowling Green, Ohio, to play in the Mid-

- American Conference Championships, Bowling Green, Ohio, to be announced
- MEETING — The Optimist Club will meet, Guild Hall, McKenny Union, 7 a.m.

Friday 3

- WORKSHOP — The Benefits Office will present an orientation workshop for new EMU employees. Call 7-3195 for more information, 205 Welch Hall, 8:30 a.m.
- SPECIAL OLYMPICS — EMU will host the Special Olympics, Bowen Field House, 8 a.m.
- BASEBALL — The team will host Michigan State University, Oestrike Stadium, 1 p.m.
- MEETING — The EMU World Ambassador Club will meet, Founders Room, McKenny Union, 5 p.m.
- GOLF — The team will travel to East Lansing to play in the Spartan Invitational, East Lansing, to be announced.
- TENNIS — The men's team will travel to Kalamazoo to play in the Mid-American Conference Championships, Kalamazoo, to be announced

Saturday 4

- BASEBALL — The team will host Ball State University, Oestrike Stadium, 1 p.m.