



# FOCUS EMU

Produced by  
Public Information  
and Publications

Volume 39, Number 22  
January 19, 1993

## Pease Auditorium renovation will begin this summer

By Kirk Carman

Renovations to Pease Auditorium are scheduled to begin by this summer thanks to a \$1 million federal grant and EMU's commitment of an additional \$1.8 million from student activity/facility fees for the project.

According to Patrick Doyle, acting vice president for business and finance, the renovation is divided into three phases with a total cost estimate of \$5.7 million. Completion of the first phase is slated for fall 1994.

Phase I, estimated at \$2.8 million, will "essentially reopen Pease," Doyle said. Phase I will include bringing the facility up to existing building codes, exterior repairs and restoration, infrastructure improvements, handicap accessibility provisions and minimal interior repairs.

Architect for the project is Quinn Evans in Ann Arbor while the construction manager is Christman Co.

of Lansing. Quinn Evans prepared the original program statement for Pease in 1987. Christman, which specializes in historic renovations, oversaw the renovation of Welch Hall.

"We are pleased that this project is moving forward," said EMU President William E. Shelton. "Pease Auditorium is a critically important facility for both instructional and cultural activities. Our ability to address the infrastructure of Pease is a result of a facilities plan initiated several years ago.

"The federal grant provides a good foundation and our ability to draw on other resources generated by the student activities fee will enable us to reopen Pease Auditorium in the near future," Shelton said.

The University has asked the Friends of Pease to raise an additional \$1.2 million in private donations for the completion of Phase II, which will renovate and restore the auditorium's interior.

Phase III, for which no funding has yet been secured, will provide improvements to the stage and a backstage addition.

The Friends of Pease group is coordinating the \$1.2 million fund drive for Phase II of the renovation through EMU's Development Office. To raise funds, the office is "selling" seats in the auditorium. For donations of \$500 to \$2,500, dependent on the seat's location, each purchaser will have his or her name inscribed on a plaque attached to the seat "purchased." Each donor also will be recognized as a member of the appropriate giving level in the University Circle.

All donations to the project, payable to the EMU Foundation, are fully tax deductible and may be made in the form of outright gifts or pledges over a five-year period.

The 1,700-seat Pease Auditorium, located at College Place and West Cross Street on the EMU campus, was built in 1914 and last renovated



New EMU Regent Carl Pursell (then serving as a U.S. congressman) and Executive Vice President Roy Wilbanks looked over the Pease Auditorium pipe organ in April 1991, shortly after the building was closed for repairs. Thanks to a \$1 million federal grant and an additional financial commitment from EMU, renovations on Pease will begin this summer.

in the late 1950s. To accommodate the installation of an Aeolian Skinner Organ in 1960, its stage was extended over the former orchestra pit and space behind the stage was taken up by equipment associated with the organ.

Pease was placed on the National Register of Historic Places in 1974

as an example of a well-proportioned, classically designed exterior enclosing a mid-sized concert hall.

For more information on the Friends of Pease fund-raising efforts, contact Sue McKenzie or Steve Ragan in University Development at 7-0252.

## Campus Capsules

### Seminar To Look At Male Dominance and Gender Roles

The Women's Studies Program will present a brown bag seminar on cryptomatriarchy, the separation of gender-related prerogatives and its impact on society's view of feminism, Wednesday, Jan. 27, from noon to 1 p.m. in Room 709 Pray-Harold.

The presentation will be given by Liza Cerroni-Long, EMU associate professor of anthropology, who specializes in the comparative study of complex societies.

### Faculty/Staff Bowling League Now Forming

A faculty staff bowling league currently is being formed to bowl Thursday nights at 7:30 p.m. in McKenny Union.

Teams or individuals may sign up. The league will bowl for 10 weeks beginning Feb. 1 at a cost of \$5 per person per week.

For more information, call Steve at 7-4283.

### Tuition Waiver Tax Information

When President Bush vetoed the Revenue Act of 1992, Section 127 regarding Employee Educational Assistance benefits expired. As of July 1, 1992, graduate tuition waiver benefits became taxable and subject to payroll tax withholding. However, an effort to extend Section 127 educational benefits is likely to occur during any discussion of tax legislation in the 103rd Congress.

Although support for an extension is evident in Congress, passage of legislation that will extend the expired tax provisions is not certain at this time. It has been typical of Congress to pass extensions retroactively. The tax treatment of graduate tuition waiver benefits will be made known by the Payroll Office as soon as more information becomes available.

### Honors Program Has Pistons Tickets

The University Honors Program currently is selling tickets to the Jan. 27 Detroit Pistons/Boston Celtics game.

The tickets are \$10.50 each.

For more information, call Jeannie at 7-0345.

### Focus EMU Now Printed On Recycled Paper

Some readers may have noticed a difference in the paper Focus EMU was printed on Dec. 22.

In keeping with the University's commitment to recycling, particularly paper goods, Focus EMU now is printed on recycled paper.

While staff in the Public Information Office had been looking at using recycled paper for some time, it was too expensive to justify using. Now, with more and more organizations requesting recycled paper, the cost has come way down.

### Graduate School Sponsors Doctoral Program Workshop

The Graduate School will sponsor a workshop on "Applying to Doctoral Programs" Wednesday, Jan. 27, from 3 to 4 p.m. in the first floor conference room of Starkweather Hall.

Dean Ronald Goldenberg and panelists from EMU's faculty will offer hints and suggestions.

All EMU students and staff considering graduate school are invited to attend.

For more information, call Dr. Jeanne Clerc at 7-0042

### Rec/IM To Offer Hatha Yoga Class

A class in Hatha Yoga, a non-strenuous physical and mental exercise, will be offered by the Recreation/Intramural Department Tuesdays and Thursdays now through Feb. 25 from noon to 12:50 p.m. in the Combatives Room of the Rec/IM.

The cost is \$35; it will be taught by Sally Misko.

For more information, call Kristi Jacobs at 7-4204.

### Benefits Updates Parts Of Tuition Waiver

EMU provides its employees and family members the opportunity to further their educations through the Spouse/Dependent Tuition Waiver benefit.

Students using the benefit may drop classes during the 100 percent drop period with no financial penalty. However, effective this semester (winter 1993), students dropping or withdrawing from classes after the 100 percent drop period will be responsible for all tuition charges, including any tuition previously waived under the Tuition Waiver program.

### Tax Deferred Annuity Meetings Planned

The Benefits Office, along with representatives from Kemper Investors Life, will sponsor two information workshops to explain the Kemper Advantage III Tax Deferred Annuity Program Wednesday, Jan. 27, from 9:30 to 11 a.m. and 2 to 3:30 p.m. in McKenny Union's Tower Room.

This program is a way to save additional money for retirement, while at the same time reducing one's current tax bill. The Internal Revenue Service allows employees of certain non-profit organizations to save a portion of their income in tax deferred plans, which reduces one's gross earning as reported to the IRS.

Employee contributions are handled through payroll deductions and no current federal or state taxes are paid on the amounts until one retires and begins to receive monthly income payments.

All full- and part-time faculty and staff are eligible to participate in the Kemper program.

### Graduate School Announces Minority Opportunities

The Graduate School currently is distributing application materials for numerous undergraduate research opportunities available to minority students at Michigan State University.

The programs include a 10-week summer research program with stipends ranging from \$3,000 to \$4,000.

For more information, call Dr. Jeanne Clerc, acting associate dean, at 7-0042.

### Rec/IM Aerobics Begins This Week

The Recreation/Intramural Department is beginning its aerobics classes this semester with a free introductory week now through Saturday, Jan. 23.

The regular classes will begin Jan. 25 and run through April 8.

The types offered include several sections of step aerobics, hi-lo combo, body sculpting, aqua aerobics, power walking and a Saturday sculpt and step class.

Registration is \$45 to attend any and all classes; power walking is \$20. You must be a Rec/IM member or currently enrolled student to sign up.

For more information, call 7-1338.

### Health Services To Hold Stop Smoking Group

University Health Services will host a self-help group for faculty, staff and students who want to quit smoking beginning Wednesday, Jan. 27.

The group will provide support and information to assist in the quitting process.

For time, location and more information, call Carol at 7-2226.

## Shelton attends NCAA convention

By Susan Bairley

Although previewed by The Associated Press as meetings which were "not expected to generate great controversy," EMU President William E. Shelton said the 87th annual National Collegiate Athletic Association convention, held last week in Dallas, carried some important proposals regarding athletic program certification and the NCAA Presidents Commission/NCAA officers operating structure.

Shelton, the only Michigan college president on the Presidents

**"...presidents should be involved in intercollegiate athletics. Presidents are the persons who ultimately are going to be held responsible for (a college athletic department's) actions."**

Commission, said athletic program certification legislation, which passed, will have far-reaching effects.

"NCAA Executive Director Dick Schultz publicly called for (program certification), as did the Knight Commission...After much debate and modification, an NCAA committee produced a proposal for a certification process that would include an institutional self-study and peer-review process, including a site visit. This would occur every five years and basically focus on four areas: academic integrity, fiscal integrity, commitment to equity,

Continued on page 4

## Composer Stephen Paulus to highlight 'Music NOW Fest'

Music and lectures by contemporary composer Stephen Paulus will be the highlight of "Music NOW Fest '93," to be held Wednesday and Thursday, Feb. 3-4, in the Ypsilanti High School auditorium.

Paulus is a highly acclaimed American composer whose compositions have been premiered by the New York Philharmonic, Philadelphia, Los Angeles, Atlanta, St. Louis, Minnesota and BBC Symphony Orchestras as well as by many prominent soloists. Paulus' second opera, "The Postman Always Rings Twice," was the first American opera ever to be presented at the Edinburgh Festival and his Violin Concerto was a prize winner in the 1988 Kennedy Center Friedheim Award. Most recently, Paulus was Composer-in-Residence with the Atlanta Symphony Orchestra.

EMU's "Music NOW Fest '93" is the Music Department's eighth contemporary music festival featuring two days of musical activity focused on the work of a distinguished living composer.

This year, "Music NOW Fest '93" will bring Paulus to EMU with the support of a Meet The Composer/Midwest Grant Award from Arts Midwest, a multi-state public/private partnership supporting the arts and culture of the Midwest.

Coordinators for the event are EMU Professors Max Plank and Anthony Iannaccone and the Music Department's Special Events Director Kristy Meretta.

The festival will begin Wednesday at 10 a.m. at the high school, 2095 Packard Road, with a talk by Paulus, who will share recorded

samples of selected compositions, followed by a question and answer session.

Also on Wednesday, EMU faculty artists will perform works by Paulus and other well-known contemporary composers at 8 p.m. in the Alexander Recital Hall on the EMU campus.

Thursday, the public is invited to attend open rehearsals of the University Choir, Chamber Choir, Concert Winds, Symphony Orchestra and Symphonic Band from 1 to 5:30 p.m. in the Ypsilanti High School auditorium, followed by a pre-concert workshop for music educators from 6:30 to 7:15 p.m.

The Festival Finale will begin at 8 p.m. featuring H. Owen Reed's "The Heart of the Morn" for symphonic band, Scott Ponzani's "Trilogy" and four pieces by Paulus.

Admission to all events, except Wednesday's finale, is free and open to the public. Tickets for the finale are \$7 for the general public and \$4 for students and senior citizens.

**Other Music Department events for January** include violinist Laura Kobayashi and pianist Susan Keith Gray who will present a recital tonight (Tuesday, Jan. 19) at 8 p.m. in Alexander Music Building Recital Hall.

The recital will feature Sonata in Three Movements by Pulitzer Prize-winning composer Ellen Taaffe Zwilich, as well as works by Leclair, Beethoven, Prokofiev and Stravinsky.

The EMU Symphony Orchestra, under the direction of Assistant Professor Kevin Miller, will per-

form the opening gala concert of the 48th Annual Midwest Conference on School Vocal and Instrumental Music Thursday, Jan. 21, at 8 p.m. in Hill Auditorium in Ann Arbor.

In that concert, Dr. Willard Zirk, associate professor of music at EMU, will perform Mozart's Horn Concerto No. 3 with the orchestra. Also, Dr. Russell Reed, music director of the Plymouth Symphony Orchestra and retired conductor of the EMU Symphony Orchestra, will guest conduct the orchestra in Smetana's "The Moldau."

The concert will be dedicated to the memory of Edwin Tower and his long service to music education in Michigan.

Finally, the EMU Chamber Choir, conducted by Dr. Leonard L. Riccinto, will be featured as part of the American Choral Directors Association Choral Hour Saturday, Jan. 23, at 10 a.m. at the Congregational Church, located at the corner of State and William in Ann Arbor.

Performing as part of the Midwest Conference on Music Education, the concert will feature works by Finzi, Verdi, Adler, Spencer, Moore and Passereau. Of special interest will be the performance of "Why Standest Thou Afar Off, Oh Lord" from Chautauqua Psalms by EMU composer Anthony Iannaccone and two pieces by W. Scott Ponzani, a graduate student at Eastern.

All events are free and open to the public.

For more information on any Music Department event, contact Kristy Meretta at 7-2255.



From left, Edmund J. Sikorski Jr., attorney and overseer of the Bonisteel Foundation, hands a \$25,000 check to Provost Ron Collins and Dr. Max Kanagy, professor of industrial technology, as part of a \$50,000 gift from Ann Arbor's Bonisteel Foundation to purchase a computer numerical control turning center for instructional use.

## Bonisteel Foundation gives \$50,000 gift

The Industrial Technology Department recently received a \$50,000 gift from Ann Arbor's Bonisteel Foundation.

The department received the gift to purchase a computer numerical control turning center for instructional use by students majoring in computer-aided manufacturing at EMU.

The turning center project was directed by Dr. Max Kanagy, professor of industrial technology, who noted that since 1988, EMU's Industrial Technology Department has received \$115,000 from the Bonisteel Foundation. This includes \$25,000 used to purchase a vertical machining center and local area network for EMU's Computer Integrated Manufacturing Laboratory in 1989.

The CNC turning center, which was purchased from Leadwell USA through the L.A. Martin Co. of

Dearborn at a significantly reduced price, was delivered in July. Faculty were trained in August and students used the CNC turning center in an introductory class last semester.

Edmund J. Sikorski Jr., attorney and overseer of the foundation, presented the Bonisteel gift to Kanagy and EMU Provost and Vice President for Academic Affairs Ronald Collins Jan. 6.

The Bonisteel Foundation was established in 1969 by the late Roscoe O. Bonisteel Sr., who lived in Ann Arbor. The foundation supports activities by tax exempt educational organizations related to metal manufacturing. The foundation trustees are the Bonisteel's three remaining children.

For more information on EMU's industrial technology classes and projects, contact Dr. Everett Israel, department head, at 7-2040.

## NCAA

Continued from page 1

and governance and commitment to rules compliance," he said.

While Shelton agrees with the Presidents Commission's support of certification, he also expressed "serious reservations" about the process.

"First of all, it certainly does represent additional time and resource matters for us. And I believe that there are other existing measures that serve to address these issues already," he said. "Certainly, it has some public relations value and it may encourage an institution to look more closely at how intercollegiate athletics functions on its campus. But at this time, when we are faced with so many challenges regarding resources, I do have some concern that it may be a burden to institutions, despite the fact that I support the concept and the issues."

Another piece of legislation,

which enhances the university presidents' role in the NCAA, was a proposal to create a joint policy board of NCAA Council officers and members of the Presidents Commission to review the association's budget, legislative process, agenda, executive director and other nonlegislative issues. It, too, passed.

"The Presidents Commission has moved since it started as a compromise, in my opinion, in 1984, to a pretty powerful spot. And the presidents across America are saying, 'We expect this commission to represent, forcefully, the CEO's positions.' Of course, my point is, the presidents should be involved in intercollegiate athletics," Shelton said. "Presidents are the persons who ultimately are going to be held responsible for (a college athletic department's) actions. If that's the case, then they ought to exert their influence in the decision-making process."

Three years ago, the Presidents

Commission took charge of the NCAA's legislative process and this year's convention reflects that direction through its structure. The commission, for example, ordered the agenda. It also identified a presidential groupings day to provide a condensed timeframe for proposal review involving college presidents. This allows them to complete their work and return to their campuses at their discretion, rather than requiring full, four-day attendance at the convention.

"There were 45 proposals for which, we believe, CEOs should participate in the decision-making process, so we put them together in about a day and a-half," Shelton said.

In addition, Shelton said, the President's Commission is encouraging a slow down in new proposals, plus legislation to ensure an adequate implementation time for new proposals before they would be subject to amendment.

## Participants

Several members of EMU's faculty and staff recently have been involved in professional activities.

The following faculty members in the Department of Economics have prepared special research reports and/or had articles published.

**Dr. Young-Iob Chung**, professor and head of the department, had the article "The Impact of Chinese Culture on Korea's Economic Development" published in *In Depth, A Journal for Values and Public Policy* of the Washington Institute.

**Dr. David Cray**, assistant professor, and Carol Hogan, lecturer, wrote the studies "Regional and Industrial Economic Impacts of the Willow Run Assembly Plant" for the Washtenaw Development Council and Ypsilanti Township; and Cray and co-authors John Anderson, a former faculty member, and **Dr. Charles Monsma**, director of



Cray



Erenburg

EMU's Institute for Community and Regional Development, and "The Economy of Southeastern Michigan: Trends and Implications" for the Greater Detroit Chamber of Commerce.

**Dr. Sharon Erenburg**, assistant professor, had the articles "Wage and Price Surprises in a Neo-classical Model with a Flexible Capital Utilization Rate" and "The Real Effects of Public Investment on Private Investment" published in

the *Southern Economic Journal*; and "The Real Effects of Short Run and Long Run Inflation and Relative Sector Price Variability: Some Empirical Evidence Using the Kalman Filter," published in *Applied Economics*.

**Dr. Alfredo Esposito**, assistant professor, had the article "Italy, 1861-1914" accepted for publication in *Regional Inequalities in Developing Economies: Past and Present*.

**Dr. Deborah Figart**, assistant professor, had the articles "Is Positive Action 'Positive'? Collective Bargaining in the Irish Civil Service" published in the *Industrial Relations Journal* and "Gender Segmentation of Craft Workers By Race in the 1970's and 1980's" published in the *Review of Radical Political Economics*.

Figart also reviewed two books:

Continued on page 3

## Phone jobs line set up for students

EMU and the Michigan Technology Council are creating a new telephone jobs line this month for graduates.

The system, called MTC-College Joblink, is scheduled for operation in February and will serve as a job bulletin board for MTC's 400 members. The Joblink will list entry-level to mid-level job vacancies for new and recent graduates, primarily concentrating on entry-level spots.

Modeled after EMU's Job-Link, a 24-hour job line sponsored by the Great Lakes Association of College and University Housing Officers that lists positions available in student housing, the EMU/MTC multiline job system will screen jobs by

type for callers, then offer the bulletin of vacancies.

According to MTC Executive Director Gae Miller, the jobs line might help stop Michigan's "brain-drain"—created when talented Michigan graduates accept out-of-state jobs.

"The MTC-College Joblink is mutually beneficial. It's something we've wanted to do for a long time," Miller said. "We've watched our great institutions produce talented graduates, then we watch the kids leave the state. Maybe this will be the answer."

Dr. Patricia Weber, chair of the MTC board of directors and direc-

Continued on page 3

## Phone books recycled equal two tons

The campus efforts to recycle telephone books this fall was a success, according to Sandie Jones, recycling coordinator in the Physical Plant.

Nearly two tons of phone books were recycled, she said, which were hauled to the Ypsilanti Recycling Project. Staff there even continued to receive the books from EMU for a month passed their posted deadline, Jones added.

She offers these other suggestions for recycling in the office and at home:

— Aside from remembering to place paper in the office recycling cartons, old forms or paper can also be used for gift wrap.

— Old Christmas cards can be cut and used for gift tags, or the fronts can be cut off and mailed to St. Jude's in Nevada, a nonprofit child care facility dedicated to helping abused, neglected and troubled children and teens. They use old Christmas card fronts for an annual fund-raising project. The address is: St. Jude's, 100 St. Jude's Street, Dept. EMIB, Bolder City, NV 89005.

— Glossy paper that doesn't contain glue may now be put into newspaper recycling bins.

— If you want to stop receiving so much junk mail at home, request a Consumer Application from the Mail Preference Service, 6 East 43rd Street, New York, NY 10017.

# Focus on Staff

## Weber helps growing businesses cope with change

By Laurie Rorrer

Change. It's the buzzword of the '90s which helped get Bill Clinton elected president. Change also is the key concept for successful business executives in today's economy, according to Dr. Patricia Weber, director of EMU's Center for Entrepreneurship.

As an office of EMU's Institute for Corporate Learning, the Center for Entrepreneurship works exclusively with presidents and chief executive officers of small- and mid-sized companies to sharpen their abilities to manage growth.

Naturally, Weber says strong leadership is essential to a company's health, and the ability to implement change is part of such leadership. However, the trick is to know when change is needed and when it's not.

"A company shouldn't change just because it is the thing to do," Weber said. "One of the problems with that is you can interrupt a successful style. (A CEO) really needs to know what is working and what is not working and address change for those portions of the organization and its operations that are not working."

"A company that doesn't change with its environment, that doesn't recognize a changing market and business conditions, is a company that is at very high risk...that may fail over time," she added.

One of the goals of the Center for Entrepreneurship is to help

companies target those areas that aren't working through careful evaluation and research.

"The Center for Entrepreneurship, as its goal, is to expand the understanding of the leadership function in rapidly growing firms," Weber said. "(We) are expanding the base of knowledge by doing research on over 300 CEOs in high

**"We are no longer looking toward the placid environment of quiet water and managing for the least ripple possible. Instead, white water, very turbulent times tend to be the typical environment for a company."**

growth companies. (We) have entered the fourth year of a longitudinal study to look at the way in which CEOs lead their companies and how they deploy their resources, and what kind of performance results from the way in which they have deployed those resources."

Business has changed so much, Weber said, that where CEOs once were responsible for establishing and maintaining steady, stable environments, their chief function now is to navigate turbulence.

"We talk a lot about managing in a 'white-water environment,'" she

said. "We are no longer looking toward the placid environment of quiet water and managing for the least ripple possible. Instead, white water, very turbulent times tend to be the typical environment for a company...change is the only constant."

One area the center is looking at in its research is the relationship between the type of environment occurring in a business versus the style of management its CEO uses. The most successful leadership style in a fast-changing environment, for example, may be the "benevolent dictator," Weber said.

"We often characterize the ideal management style as that of a very enlightened manager who might draw in the opinions and participation of all members of the workplace," she said. "But in fact, we are finding the enlightened dictator who absorbs information from all corners but reserves the opportunity to not only make specific decisions but also sets the boundaries for implementing those decisions as the most successful style in a turbulent environment."

CEOs in growing firms have become increasingly interested in looking at leadership styles, Weber said, because as their firms grow, they become more and more aware that they can't do everything themselves.

"Leaders come to a certain point where...they need to rely on other people, (and be able to) provide others with a vision of their goals,"



Dr. Patricia Weber, director of the Center for Entrepreneurship, helps CEOs of growing companies learn to cope with change. "A company that doesn't change with its environment, that doesn't recognize a changing market and business conditions, is a company that is at very high risk...that may fail over time," she said.

## Prof, local industrialist write management book

By Karmen Butterer

One wouldn't think a small company could grow too fast, but such growth can be a major stumbling block if managers fail to plan ahead, according to Lorraine Uhlaner Hendrickson, co-author of the new book "Managing the Growing Firm" (Prentice-Hall Inc., 1992) and a management professor at EMU.

Hendrickson's co-author was Ann Arbor industrialist John Psarouthakis, former owner of J.P. Industries Inc., a Fortune 500 company he recently sold to a British firm. Psarouthakis's newest venture is JPE Inc., an acquisition-based manufacturing firm he launched in 1991.

Hendrickson, founding director of EMU's Center for Entrepreneurship, and Psarouthakis, chairman of its advisory board, based the book on a management theory developed from a study of 200 Michigan firms conducted by the EMU center. Although it looks like a fairly typical college text book, the research material combined with Psarouthakis's experience launching a successful business provide a useful real-world text.

Hendrickson recommends the book for chief executive operators of small and medium sized companies who want to evaluate how well they're running their businesses. The method

they endorse is the "Dynamic System Planning Model," which breaks companies into eight elements, including market strategy, resource acquisition, resource allocation, work flow, human relations, public/governmental relations, mastery of technology and financial viability. By examining those major areas, the authors say, a company can fairly accurately evaluate its general health.

"(The Dynamic System Planning Model) presents a framework to allow company presidents to check what they're doing and make sure they're not being blindsided by any particular issue. It's an alternative approach to the strategic planning that is conventionally taught in business schools. The book is designed to focus on what major issues a company president should be monitoring as they run their business," Hendrickson said. "It's a quick mental inventory of your company. (You can ask yourself), 'What am I missing?'"

As its title suggests, the book is designed to help CEOs manage growth so their firms don't end up spinning out of control.

"Very often with a growing company, you spend a great deal of energy looking outside of your company even though

you know you should be looking inside, too," Hendrickson said. "A lot of start-up companies look at marketing strategy. But maybe they've ignored human relations. Or maybe they have a government agency that is after them they've been ignoring. The area that they have ignored often comes back as the Achilles' heel."

Hendrickson points out that the growth stage a company is in often will determine the kinds of problems it experiences and adds that very small companies need the same kind of planning mid-size companies use.

"Because of the way these issues are defined, they're relevant whether you're a one person company or whether you have 2,000 employees. You will attack the issues differently, but they are relevant universally," she said. "If you don't address the issue of work flow until it's at a crisis, it's much harder to solve than in the earlier stages."

Heading off a crisis is of particular importance in the fast-growing firm, the authors say.

"A lot of times you manage by crisis," Hendrickson said, "and this plan reduces the need for crisis management."

she said. It is very difficult to come to a point as a leader where you accept input from the outside or even from the participants in the company...That is a very different role than someone who is an individual entrepreneur, pursuing an idea on his or her own or maybe with just a few other people."

As part of the center's research project, they've developed a diagnostic tool that helps CEOs identify their own leadership styles and explore whether or not it's a successful style for that organization.

"Most importantly, it's a strategic planning tool for executive officers and their key teams that helps them evaluate the leadership changes they ought to consider," Weber said.

Many entrepreneurs don't have a talent for such planning, Weber said, because it often goes against the grain of their innovative personalities.

"(Planning) is perhaps a set of skills that argues with the very personality and orientation of someone who is an inventor or innovator. Often the most creative mind is not the most organized," she said.

"And yet, lending structure to an idea is really what helps make it successful in the long run. There have been more successful entrepreneurs who persistently pursued mediocre ideas than entrepreneurs with stellar ideas who failed to plan."

Unlike past management theory, however, Weber and her researchers

are not studying leadership styles so they can determine which kind is best overall, but rather to recommend which kind a particular organization should employ.

"Organizations have to deal with the reality that change in their operations is what is most predictable, the fact that they are going to confront change and be required to change," she said. "What they have very little information about is what change is successful. What we are trying to do is gather enough information about the operations of the same company over time and a large enough group of companies over time that we can make some statistically valid comparisons about what strategies are effective in promoting change and delivering profitable results."

Weber said when she and her colleagues meet with company presidents to discuss change, most of them immediately want to know "how long does it take and when is it done?"

"The shock is that it's never done," Weber said. "The reality is today change is constant. We've got to learn to create systems that function effectively in a dynamic environment, not a static environment. We have to think differently about how we organize our companies and about what we expect to be a regular operating environment. What we need to learn to do in our culture is become comfortable in an environment where change is constant."

## Joblink

Continued from page 2

tor of EMU's Center for Entrepreneurship, said EMU's Career Services Center Director Michael Erwin took the initiative, "working diligently with systems and technology," to coordinate the jobs line service with MTC. She, too, is excited about the opportunities it will

provide for employers and prospective employees.

"For small to medium-sized companies (who have little to no recruitment budgets) this will be a tremendous service and it will give graduates an opportunity to crack into that job market," Weber said.

Once operational, the MTC-

College Joblink at EMU will be available free of charge to the general public, however, job vacancy posting services will be limited to MTC members.

For more information, call EMU's Career Services Center at 7-0400.

## Participants

Continued from page 2

"Job Queues, Gender Queues: Explaining Women's Inroads into Male Occupations," by Barbara F Reskin and Patricia A. Roos, for the Eastern Economic Journal; and "Between Feminism and Labor: The Significance of the Comparable Worth Movement," by Linda M.

Blaum, for the Labor Studies Journal.

**Drs. Raouf Hanna and Michael Vogt**, associate professors, had the article "Time Series Analysis of the Dollar/Won Exchange Rate" published in the Seoul Journal of Economics.

Participants will be continued in next week's issue of Focus EMU.

**Top 10 Correction**

In our article last week about the Top 10 EMU stories for 1992, we inadvertently left out two EMU athletic teams who also won Mid-American Conference Championships last year.

In addition to men's swimming and men's cross country, EMU's men's and women's track and field teams won 1992 MAC Championships.

Coach Bob Maybouer's women scored 138 points to second place Kent State's 122 and Mireille Sankatsing was named the MAC Meet's Outstanding Performer with wins in the 800- and 1,500-meter runs. Maybouer was named Co-Coach of the Year along with Toledo's Jill Lancaster.

Bob Parks' men scored 149.5 points to second place Western Michigan's 135.5, with Dominic Middleton pulling a first place run in the 5,000 meters and EMU runners landing 1st, 4th and 6th in the 1,500 meters. The men also clocked a University of Toledo track record of 0:40.31 in the 400-meter relay for first place.

Focus EMU apologizes for omitting the accomplishments of these outstanding athletes and their coaches from our Top 10 list.

FOCUS EMU is published weekly during the fall and winter semesters for faculty and staff at Eastern Michigan University. The deadline to submit copy for consideration is 5 p.m. Tuesdays for the following week's issue. Please send submissions to: Editor, Focus EMU, Office of Public Information.

**Kathleen D. Tinney**, assistant vice president, Executive Division  
**Susan Bairley**, acting director, Public Information  
**Debra McLean Fitzgerald**, editor, FOCUS EMU  
**Dick Schwarze**, photographer  
**Kirk Carman**, student intern  
**Tiffany Anteau and Becky Minsley**, student writers  
**Jennifer Falvey**, student photographer  
**HP Patterson**, phototypesetter



This publication is printed on recycled paper.

# 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 4:45 p.m. on the expiration date. **NOTE: LATE OR INCOMPLETE FORMS WILL NOT BE ACCEPTED.**

The Employment/Affirmative Action Office announces the following vacancies. The expiration date for applying for these positions is Monday, Jan. 25, 1993. **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-Harrold, Rec/IM Building, Physical Plant, Mark Jefferson, Hoyt Meeting Center, Dining Commons I, University Library, Pierce, and the Owen College of Business.

Vacancy information also may be obtained by calling our 24-hour Jobs Line at 487-2462. Employment/Affirmative office hours are Monday-Friday 9 a.m. to 4:50 p.m. TDD phone number is 4870127.

**PROFESSIONAL/TECHNICAL**

(Minimum Bi-Weekly Salary)\*

PTSA9311 - PT-07 - \$942.85 - Coordinator, Rec I/M and Pro Shop, Rec I/M

**CLERICAL/SECRETARIAL**

(Minimum Bi-Weekly Rate)\*

CSAA9328 - CS-04 - \$587.76 - Secretary II, Student Teaching, Ability to work in high volume, customer service environment, word processing experience and/or ability and willingness to learn

CSAA9329 - CS-04 - \$587.76 - Secretary II, Social Work, grant duration, word processing experience and/or ability and willingness to learn

**FOOD SERVICE/MAINTENANCE**

(Minimum Hourly Rate)\*

BPBF9307 - FM-06 - \$6.53 - Custodian, building preference Goodison, M-F, 4 p.m. - 12:30 a.m.

BPBF9308 - FM-06 - \$6.53 - Custodian, building preference Goodison, M-F, 4 p.m. - 12:30 a.m.

BPBF9309 - FM-06 - \$6.53 - Custodian, building preference, Paint Research/Utility, M-F, 5 a.m. - 1:30 p.m.

BPBF9310 - FM-06 - \$6.53 - Custodian, building preference, Physical Plant, M-F, 5 a.m. - 1:30 p.m.

BPBF9311 - FM-06 - \$6.53 - Custodian, 50 percent, building preference, Pray-Harrold, M-F, 4 - 8 p.m.

\*The pay rates stated above reflect the probationary rate for a newly hired EMU employee. Current bargaining unit members will be paid according to pay rates specified by the current UAW 1975 and AFSCME contracts.

An Affirmative Action/Equal Opportunity Employer

**1993 Holiday Schedule**

Following are the official University holidays for calendar year 1993. Ordinarily on these days, all offices and departments are closed and no classes are held.

- Good Friday ..... Friday, April 9
- Memorial Day ..... Monday, May 31
- Independence Day Observance ..... Monday, July 5
- Labor Day ..... Monday, Sept. 6
- Thanksgiving Day ..... Thursday, Nov. 25
- Designated Day After Thanksgiving ..... Friday, Nov. 26
- Seasonal Day ..... Thursday, Dec. 23
- Designated Day Before Christmas ..... Friday, Dec. 24
- Christmas Day Observance ..... Monday, Dec. 27
- EMU Seasonal and Designated Days ..... Tuesday, Dec. 28  
 Wednesday, Dec. 29  
 Thursday, Dec. 30
- Designated Day Before New Year's ..... Friday, Dec. 31

# Research

**Annenberg/CPB Math and Science Project**

The goal of the Annenberg/Corporation for Public Broadcasting Project is to help implement widespread reform of math and science education by focusing its resources on addressing the need for communication and education among the various adults who will determine the shape of math and science education. Proposals will be funded under four initiatives: 1) Visualizing Reform - Creating a Library of Visual Examples of Science Teaching; 2) Building Telecomputing Bridges to Reform for Rural Teachers; 3) Improving Public Communication about Math and Science Education; and 4) Sharing Information More Effectively.

Due dates for proposals vary by initiative. The deadline for the first two initiatives is June 8, 1993. Proposals for initiatives three and four are due April 1, 1993. Further information is available by calling the Office of Research Development at 7-3090.

**Informal Science Education Projects**

The National Science Foundation is inviting proposals for support projects that will give people of all ages an understanding of science, mathematics and their applications. Projects may involve broadcast, film and print media: science and natural history museums, science-technology centers, aquaria, nature centers, botanical gardens and arboreta and zoological parks; and science clubs and other community centered activities. Projects should reach large audiences and have regional or national impact.

Proposals are due Feb. 1, 1993 or Aug. 1, 1993. For further information, contact the Office of Research Development at 7-3090.

**Exploratory Environmental Research Projects**

The Environmental Project Agency is inviting applications to conduct exploratory research that focuses on any aspect of pollution identification, characterization, abatement or control or addresses the effects of pollutants on the environment. Grants typically run about \$100,000 a year for two or three years and can range from \$40,000 to \$150,000 a year.

Proposals are due Feb. 1, 1993 or Aug. 2, 1993. For further information, contact the Office of Research Development at 7-3090.

**Crime Victims**

The Justice Department's Office for Victims of Crime will invite applications in a variety of areas, including projects to train tribal justice officials to handle child abuse cases in a manner that would limit psychological trauma and victim assistance professionals to aid crime victims.

Proposal deadlines are yet to be announced. For further information, contact the Office of Research Development at 7-3090.

**Studies on Human Societies and Environmental Change**

The Program on Peace and International Cooperation helps promote understanding of the relationships among economic, political, social and environmental aspects of global stability. Within this program area the foundation recently introduced the Grants for Collaboration Studies on Human Societies and Environmental Change Program, designed to support projects that look at the links between these issues from social, legal, cultural, historical and political perspectives, as well as economic and environmental viewpoints. Proposals also are accepted on the issue of economic conversion on how economics will move to a post-Cold War footing.

There are no deadlines for these programs. Selected proposals are funded by the John D. and Catherine T. MacArthur Foundation. For more information, contact the Office of Research Development at 7-3090

**Regents To Meet Jan. 26**

The EMU Board of Regents, including new members Frederick Blackmon, Mara Letica and Carl Pursell, will meet Tuesday, Jan. 26, according to the schedule below. It is expected that the board will elect its officers for 1993 at the meeting. The committee meetings and full board meeting are open to the public.

- Student Affairs Committee, 205 Welch Hall ..... 8 a.m.
- Faculty Affairs Committee, 201 Welch Hall ..... 8 a.m.
- Educational Policies Committee, 205 Welch Hall ..... 9 a.m.
- Finance Committee, 201 Welch Hall ..... 11 a.m.
- Full Board Meeting, 201 Welch Hall ..... 1:30 p.m.

# Events of the Week

**Jan. 19 - 25**

**Tuesday 19**

**WORKSHOP** — Career Services will present a workshop on the Discover career planning program. Call 7-0400 for more information or to register, 405 Goodison, 11 a.m.

**WORKSHOP** — Career Services will present a Professional Experience Program/Co-Op orientation workshop. Call 7-0400 for more information, 4th Floor Goodison, 3 p.m.

**WORKSHOP** — Career Services will present a resume writing workshop for education majors. For more information, call 7-0400, 405 Goodison, 5:15 p.m.

**MEETING** — Student Government will meet, Main Lounge, McKenny Union, 6 p.m.

**MEETING** — Women in Communication will meet, Gallery I, McKenny Union, 6 p.m.

**MEETING** — The Lesbian, Gay and Bisexual Student Association will meet, Salon, McKenny Union, 6 p.m.

**Wednesday 20**

**ROUND-UP** — A meeting will be held for all students interested in being Group Leaders for Orientation '93 in August. For more information, contact the Office of Campus Life at 7-3045, Lower Level, Eastern Eateries, 9 a.m.

**MEETING** — The Faculty Council will meet, Alumni Room, McKenny Union, 3 p.m.

**WORKSHOP** — Career Services will present an advanced interview/job search strategies workshop for education majors. Call 7-0400 to register, 405 Goodison, 5:15 p.m.

**BASKETBALL** — The women's and men's teams will host Kent State University. For ticket information, call 7-2282, Bowen Field House, 5:15 and 7:30 p.m.

**Thursday 21**

**MEETING** — The academic department administrators in the College of Arts and Sciences will meet, Gallery I, McKenny Union, 11:30 p.m.

**LUNCHEON** — The Annual President's Media Luncheon will be held. Call 7-4400 for more information, 204 Welch Hall, noon

**MEETING** — The Commission on Minority Affairs will meet, Founders Room, McKenny Union, 1 p.m.

**MEETING** — The Panhellenic Council will meet, Alumni Room, McKenny Union, 6 p.m.

**MEETING** — The Gay/Lesbian/Bisexual Student Union will meet, Reception East, McKenny Union, 8 p.m.

**CONCERT** — The Music Department will present the EMU Symphony Orchestra in concert, conducted by Kevin Miller. Call 7-2255 for more information, Hill Auditorium, The University of Michigan, Ann Arbor, 8 p.m.

**Friday 22**

**MEETING** — The Benefits Office will hold an orientation workshop for new EMU employees. Call 7-3195 for more information, 205 Welch Hall, 8:30 a.m.

**SWIMMING** — The women's and men's team will host Cleveland State University. Call 7-0317 for more information, Jones Natatorium, Olds Student Recreation Center, 6 p.m.

**Saturday 23**

**CONCERT** — The Music Department will present the EMU Chamber Choir in Concert, directed by Leonard Riccinto. Call 7-2255 for more information, Congregational Church, State and William St., Ann Arbor, 10 a.m.

**TRACK** — The men's team will compete in the University of Michigan relays. Call 7-0317 for more information, Ann Arbor, 1 p.m.

**BASKETBALL** — The women's and men's team will play at Ball State University. For ticket information, call 7-2282, Muncie, Ind., noon and 2:30 p.m.

**Sunday 24**

**WRESTLING** — EMU's team will compete at Central Michigan University. Call 7-0317 for more information, Mount Pleasant, 1 p.m.

**Monday 25**

**WORKSHOP** — Career Services will present a resume writing workshop for non-education majors. Call 7-0400 for more information, 405 Goodison, 9 a.m.

**WORKSHOP** — Career Services will present an advanced interview/job search strategies workshop for non-education majors. Call 7-0400 to register, 405 Goodison, 10 a.m.

**MEETING** — The Residence Hall Association will meet, Faculty Room, McKenny Union, 4 p.m.

**MEETING** — Circle K International will meet, Gallery I, McKenny Union, 6 p.m.

**MEETING** — The EMU Ballroom Dance Club will meet, Ballroom, McKenny Union, 8 p.m.