

## TODAY

**LECTURE:** Carl Glickman will speak on education, 8:30 a.m., McKenny Union Guild Hall. For more information, call 487-1060.



## VIRTUAL CLASSROOMS

Juan Esteva is designing classrooms that do not have walls, but use computers and the Internet to deliver courses. **PAGE 3**

## AN EVEN KEAL

Find out what last year's Keal Award winners did with their Fellowships, Feb. 11, noon, Recital Hall, Alexander. Call 487-4330.

# FOCUS EMU

Volume 45  
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News for  
Eastern Michigan University  
Faculty and Staff

## Barriers To Learning team tackles disbursement issues

By Ward Mullens

Some people dread Mondays.

It's fair to say that Lynn Dorendorf and Gary Carlson were probably among those Monday morning mourners before they got involved with their Barriers To Learning project.

"It's a lot easier to come into the office on Mondays now," said Carlson, the manager of technical assessment and integration for University Computing.

"It's much quieter," said Dorendorf, manager, application development and support for UC.

The basement of Pray-Harrod, UC's home, is quieter thanks to a Barriers to Learning team effort to help improve EMU's disbursement flow.

Disbursement is the payment of financial aid to the student's account to pay the student's bill. Often this



process creates a refund for a student.

"The disbursement process sorts all the aid for each student and pays the appropriate charges according to the priority of the charge," Carlson said.

That means a lot of computer work. Of the more than 23,000 students at EMU, more than 50 percent

receive financial aid in some form. And in any given weekend, there could be as many as five different semesters of aid being disbursed.

"Monday mornings were not a good time at University Computing," said Dorendorf, who was the team leader for the BTL project.

"Every Monday morning it was a horse race to see if we could finish disbursement before we had to bring the system on-line," Carlson said of the old process.

Time was a big issue because the same computer system being used to disbursement is also used by students, faculty and staff six days a week.

The computer system at University Computing is on-line for general use by students, faculty and staff

**Please see BTL, PAGE 3**

## FOOD FOR THOUGHT

### Staff, students work to take a bite out of area hunger

By Monica Wroblewski

"If I can help someone along the way, then my living won't be in vein," are the lyrics of a spiritual song. They are also the words which motivated Larry E. Gates, associate director of dining services, to help organize the 2% Solution program at EMU.

"Often Michael Crabb, director of dining services, and I would talk about feeding the people of our community and helping mankind overall," said Gates. "Then we thought, it would be nice if we could find a way to prepare extra entrees by producing 2 percent above the food we already cook for the students and then give these extra meals to the community."

After the legalities were worked out, the first meal of the 2% Solution program was served on Feb. 11, 1992, at the Brown Chapel AME Church in Ypsilanti.

"I'll never forget that day," said Gates. "In line for food, there was a recent graduate from EMU. I recognized him."

The 2% Solution helps feed the hungry in Ypsilanti and Ann Arbor through the joint efforts of EMU's residence hall students, dining services and the American Federation of State, County and Municipal Employees (AFSCME) labor union. Residence hall students who are on the meal plan and participate in the 2% Solution sign a contract that donate their lunch the first Wednesday of each month in the semester. Students can sign up at any time of the year and for as long as they want.



**PART OF THE SOLUTION:** Kalamazoo freshman Rob Noble gets information about the 2 Percent Solution from Garden City freshman Rebecca Taub and Nancy Wolfe, donor agency coordinator.

Students usually agree to skip three or four lunches each semester.

The cost of these skipped meals are then applied toward the production of additional meals. Once the donations have been sorted, the AFSCME staff of dining services volunteer their time and energy to make additional entrees which are then distributed through Food Gatherers, a nonprofit food rescue program serving Washtenaw County.

"It is not difficult for us to make extra servings of a hot entree. We place the extra meals into containers provided to us from Food Gatherers and then we freeze the meals. Either once or twice a week Food Gatherers come to EMU to pick up the meals and give them to the community," said Gates. "We have an ongoing

**Please see SOLUTION, PAGE 4**

### Nutrition office broadens scale of health service

By David Mitchell

After a day filled with staff meetings, classes and strategic planning, some Eastern Michigan University faculty and staff find themselves at one of the fast food restaurants in McKenny or at a drive-up window.

Although faculty and staff might not want to give up fast food, there is now a place on campus they can go to keep an eye on nutrition.

The Office of Nutrition Services recently opened its doors to help faculty, staff and students win their respective battle of the bulge or to plan strategically to avoid such weighty issues.

The office is open Thursday and Friday, 9 a.m.-4 p.m., and is located in 108 Roosevelt Hall. The cost per visit is \$5. To set up an appointment or for more information call 487-6572.

"Our goal is to provide faculty and staff with solid advice on weight loss and nutrition therapy," said Professor George Liepa, head of the Department of Human, Environmental and Consumer Resources.

"We are excited about providing health advice and nutritional resources on campus," said Theresa Han-Markey, lecturer in the human nutrition and dietetics program.

Services range from providing educational materials on weight management to establishing personal nutrition programs.

Nutrition assessments are conducted to analyze food intake and results are interpreted with recommendations given for a healthier diet. All test related information is strictly confidential.

Faculty and staff will benefit from

**Please see NUTRITION, PAGE 2**



**Han-Markey**

# Esteva taps into technology to help create 'virtual classrooms'

By Monica Wroblewski

Imagine teaching a course without classrooms or chalk boards.

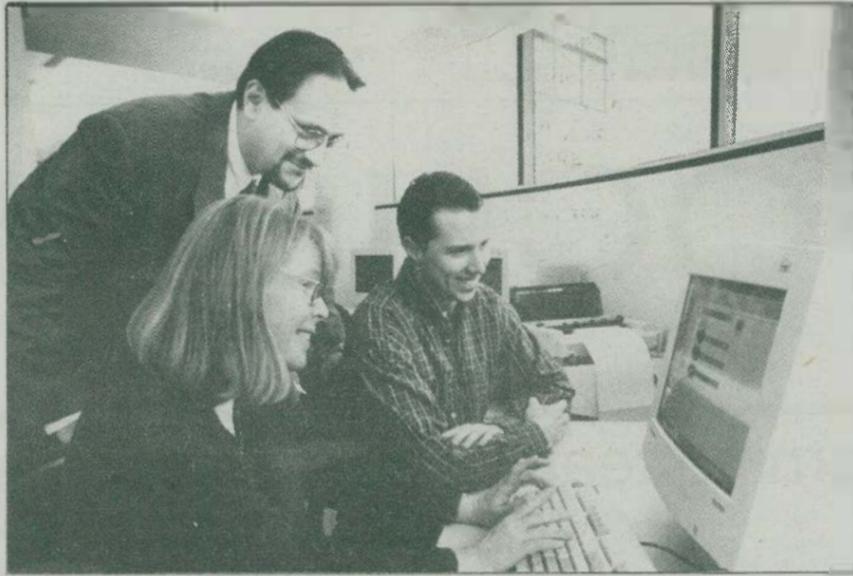
Instead, lectures, tests, and handouts are posted on a classroom Web site.

"The teaching profession is going to change enough for you to develop a virtual classroom," said Juan Esteva, associate professor, finance and computer information system at EMU's College of Business.

Esteva help develop the virtual classroom idea five years ago while experimenting with different learning tools to enhance his students classroom experience. The result was the virtual classroom.

"Generically, the virtual classroom is a teaching and learning environment located within a computer communication system. Rather than being built of steel and concrete, it consists of a set of grouped communication and work 'spaces' and facilities that are constructed in software," said Esteva. "This site becomes the classroom; students will receive instructions, ask questions, conduct analyses, resolve problems and complete projects, all through the classroom Web site."

Esteva has been working on a virtual classroom prototype for two years. "I've been researching such questions as how do you use the Internet as a teaching classroom? How do you improve learn-



**CLASS ACT:** Juan Esteva (standing) looks over the virtual classroom with graduate students Mark Holt and Susan Johnson.

ing through the use of computers? How do you change the class format so it can be taught for the students," said Esteva.

Esteva developed a pilot virtual classroom for testing, but the initial tests had some bugs. "The problem with the pilots was that I took the class lecture notes and posted them on the Web site. It was boring for the students," said Esteva. "Now I am working to make the classroom more appealing and interactive over the Internet?"

A new prototype is in the works, which Esteva plans to test this semester. There are three steps for implementing the prototype: first, integrate the computer into the classroom as a teaching aid; then, replace a classroom lecture to be taught on the Internet, and finally, pilot the course on the Internet.

"I plan to test the new prototype in my 510 information system classes. The students will visit the site for class information and then take an exam on the

site," said Esteva. "If all goes as planned, I would like to teach my 610 class in the fall by the virtual classroom. The students would register for the class and then be given a Web address and from this site, I will teach the class."

Mark Holt and Susan Johnson, seniors majoring in computer information systems, are working with Esteva to develop the new prototype.

"We're working on this project to fulfill our undergraduate honor theses. It has been challenging," said Holt. "We're developing different modules for the virtual classroom and each one will be presented in a different manner. With Dr. Esteva's guidance, we will be testing these modules with the students in the 510 information system courses this month."

Although virtual classrooms might be the wave of the future, there are limitations.

"There are many limitations to the virtual classroom. For example, how do students make notes on the Web pages? How do students go back to previous pages for reference with ease? How do students highlight pertinent information on the site?" said Esteva. "There are also social implications to the virtual classroom, such as, the number of professors on staff to teach the virtual classroom and who owns the copyright of the program."

## SERVICE ANNIVERSARIES

These are the employees who are celebrating milestone anniversaries with the University in February:

### 30 years or more

- Marvin Johnson (36 years), HPER&D
- Monroe Friedman (34 years), psychology
- Ronald Oestrike (34 years), HPER&D
- Igor Beginin (30 years), fine arts
- Lois Whitehead (30 years), library

### 20 years

- Patricia Tee, registrar's office
- Jacqueline Wiley, benefits

### 15 years

- John Preston, interdisciplinary technology

### 10 years

- William Lynn, Dining Commons One
- Robert Beaudry, custodial services
- Bridget Laundra, university relations
- Brenda Gruden, foreign student services

## EASTERN MICHIGAN UNIVERSITY

*The Learning Edge*

FOCUS EMU is published weekly from September to April and biweekly from May to August for Eastern Michigan University faculty and staff. The deadline to submit copy for consideration is 5 p.m. Tuesdays for the following week's issue. Please send all submissions to: Editor, Focus EMU, Office of Public Information, 18 Welch Hall. Please direct any questions to (313) 487-4400. Submissions may be faxed to (313) 483-2077.

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## PRESIDENTIAL BID



**HAVING A BALL:** Darrell Cooper and President Shelton look over the items on display at a silent auction. The auction was part of the Beaux Arts Ball, Jan. 31. More than 200 friends of Eastern Michigan University attended the ball. The event raised money for the Thelma McAndless Foundation. As a result of the Beaux Arts Ball, the McAndless Endowment went over \$420,000.

## NUTRITION, from page 1

state-of-the-art Microsoft Windows Software provided by the SensorMedics Corporation.

One of the most popular functions of the Office of Nutrition Services is bioelectrical impedance.

"Bioelectrical impedance is a four-minute painless test given to determine the percentage of body fat," said Liepa. "The procedure is followed up with a complete interpretation of the results. Determining body fat is the most sought after health test on campus."

And if you think nutrition services is for those with a weight problem, guess again. One of the goals of the program is prevent weight problems and help people learn to eat better. Aside from working with students, staff and faculty, the staff of the Office of Nutrition Services also is working with Eastern basketball team.

"We are also working with the basketball and track teams as part of their conditioning programs," said Han-Markey.

In addition to providing services to the EMU community, student dieticians who work in the office also benefit from the latest research in nutrition and health services.

"Career training benefits students in the Student Nurses Association, Student Occupational Therapy Association and the Department of Human, Environmental and Consumer Resources," said Amy DeGraff, president of the student dietetic association.

The hands on training prepares EMU graduates for career positions in the health care industry, DeGraff said.

The office was established in 1996 by the undergraduate dietetics program in the Department of Human, Environmental and Consumer Resources to improve the health and well being of the campus and community.

"Through hard work we have come a long way," said Elizabeth King, dean of the College of Health and Human Services. "I am very proud of the services that our office provides."

**CAMPUS CAPSULES**

**State of Education Address**

The State of American Education Address by U.S. Secretary of Education Richard W. Riley is Tuesday, Feb. 17, 2-3 p.m. The address will be broadcast live via satellite from Seattle and can be seen in Room 217 Library. Riley is scheduled to be the April 1998 EMU Commencement speaker. Call 487-3200.

**Keal awardee presentations**

The 1997 Keal Awardees will give presentations Wednesday, Feb. 11, noon-1:15 p.m. in the Recital Room of Alexander Hall.

The Keal Awards are given to faculty women for conducting original research, publishing research results, attending professional conferences to report results and/or enhance professional advancement, and taking courses needed for professional advancement. Call 487-4330.

**Library assistance**

The Faculty Center for Instructional Excellence is sponsoring an "Introduction to the New On-Line Catalog System, VOYAGER," Thursday, Feb. 12, 10:30-11:30 a.m., 311 Library. No pre-registration is required and refreshments will be served. Call 487-1386.

**Getting involved**

National African American Parent Involvement Day is Wednesday, Feb. 11, 8:30 a.m.-4 p.m., McKenny Union Ballroom. There will be informal fireside chats with faculty and families throughout the day. The formal program begins at 4 p.m. Dr. Elizabeth Allen, professor of nursing at the University of Michigan, will be the keynote speaker. This event is free and open to the public.

**Clerical workshops**

Three clerical workshops are being offered Wednesday, Feb. 25. Subjects include "Understanding the Financial Resource System," "Purchasing in a Nutshell," and "Essential Business Writing." Sessions for "Understanding FRS" are from 8-11:30 a.m. or 1-4 p.m.; The "Purchasing in a Nutshell" session is 11:30 a.m.-1:30 p.m.; and "Essential Business Writing" sessions are 8-11:30 a.m. or 1-4:30 p.m. Anyone interested can register via e-mail [Register@HR\_Develop@HumRes] No phone registrations please. Call 487-4249 for information.

**Play hard!**

"Play Hard, Party Hard," will be presented by Intercollegiate Athletics, Tuesday, Feb. 10, 7:30 p.m., Pease Auditorium. Carolyn Cornelison will be the speaker. The program emphasizes student-athlete experiences and addresses how competitiveness can carry over to free time. Call 487-2233.

**Going abroad**

The Office of Academic Programs Abroad is hosting a Study Abroad Fair, Tuesday, Feb. 17, 11 a.m.-1 p.m., McKenny Union Main Lounge. Refreshments will be served and prizes will be given away. Call 487-2424.

**A key workshop**

Pamela Ruitter-Feenstra, professor of organ at EMU, and organ builder Susan Tattershall will present the workshop "Organs in Mexico," Saturday, Feb. 14, 10 a.m.-4 p.m., Organ Recital Hall. Participants will see, hear and play historic instruments which Tattershall has restored. The workshop, which is free, is in preparation for a Feb. 20 trip to Mexico, which Feenstra and Tattershall will lead. A few spots remain for the trip.

**Administrators conference at EMU**

The College of Education is hosting the Fifteenth Annual School Administrators' Conference, Tuesday, Feb. 10, 8:30 a.m.-1 p.m., McKenny Union Guild Hall. Conference registration is \$30 (\$40 with lunch) for individuals not affiliated with the Collaborative School Improvement Program or the Comer Schools Project. This event is free for EMU faculty. Dr. Carl Glickman, chair of the Program for School Improvement at the University of Georgia and author of *Supervision of Instruction, Renewing America's Schools and Revolutionizing America's Schools*, is the guest speaker.

**Scholarship applications**

Applications are being accepted for the fall 1998 Alumni Association Scholarship Awards. Scholarships are available to children and grandchildren of EMU alumni who will be entering EMU as freshmen in the fall 1998 semester. Scholarship criteria and application forms are available in the Office of Alumni Relations, 13 Welch Hall. Applications must be received no later than Friday, March 6. Call 487-0250.

**Federal aid deadline approaching**

The deadline to submit applications for 1998-99 Federal Student Aid, which includes college work study, is Feb. 15. Call 487-0455.

**Listen up**

An organ recital and a performance by the Arianna String Quartet are the next noteworthy events on the EMU Music Department program. Students from EMU, the University of Michigan and Concordia College will perform an organ recital Feb. 13, 8 p.m., Organ Recital Hall, Alexander Music Building. The Arianna String Quartet will perform works by Mozart, Britten and Schubert, Sunday, Feb. 15, 4 p.m., Pease Auditorium. These events are free and open to the public. Call 487-2255.

**All that jazz...**



**ON HIS TOES:** Performers from the River North Dance Co. will visit Pease Feb. 14.

**River North Dance Co. comes to Eastern**

Chicago's River North Dance Company, known for its distinctive jazz dance, will be in concert 8 p.m. Saturday, Feb. 14, at Eastern Michigan University's Pease Auditorium.

Tickets are \$12 for adults, \$6 for EMU students, \$10 for senior citizens and students from other universities and are on sale at the EMU Box Office, 734/487-1221.

For more information contact EMU's Campus Life Programs, 734/487-3045.

The multicultural group will entertain with innovative choreography, eclectic music and dynamic dancing.

Founded in 1989, River North Dance Company is dedicated to showcasing Chicago's strong jazz dance traditions. The company's performances are notable for its varied, eclectic, entertaining repertoire set to some of the most recognizable music of this century, said Melissa Ginotti, program coordinator for EMU's Performing Arts and Concerts Series. Ginotti said the company will bring 13 highly trained, dynamic professional dancers, who will exhibit grace, humor, passion and technical ability for the audience in Pease.

The *Chicago Sun-Times* summarized the group, writing: "River North puts on a program that entertains everyone from the hard-core dance fan to the MTV crowd."

**BTL, from page 1**

from 7:30 a.m., Monday until Saturday evening. That means University Computing has to process disbursement jobs from midnight on Saturday until 7:30 a.m. Monday (31 hours). The disbursement computer jobs could take as many as 50 hours.

Dorendorf said that there were occasions when disbursement was not finished by Monday morning and offices around campus could not access a student's records and couldn't do their work on their computers.

"They would have to put signs out that said 'system down,'" Dorendorf said. "It affected a lot of other offices' productivity and ability to service when this occurred."

Another reason it was important to get the disbursement jobs done on time was so that student refunds could be made quickly. Without the system, the distribution of refunds would have to be done manually, which obviously causes delays. And if a student was owed a refund and couldn't get the money, Student Business Services might have to advance the students the funds.

"One solution was on-line disbursement," Carlson said. But that was cost prohibitive.

**ON THE TEAM**

The Barriers To Learning disbursement flow project team members:

- Student Accounting:** Robert Allen, Carol Norton and Lillian Tusson
- Financial Aid:** Elaine Kinloch, Pat Woolley
- Computer Operations:** Maggie Goodwin and Paul Toth
- University Computing:** Lynn Dorendorf, Debbie Foss, Debbie Wright, Mark Holbrook and Gary Carlson.

"Our alternative became finding a way to speed up the process to do it in the time we had," said Carlson.

The Barriers to Learning team, which was made up of members of University Computing, Financial Aid and Student Business Affairs, tackled the problem in two parts.

"Part one to meet increasingly tight regulatory requirements and part two was to improve things from a student service standpoint," Carlson said.

Dorendorf said the team of 12 people analyzed the process of how the jobs were being done.

"We looked at questions such as 'why do we do this,' and 'why was this done this way,'" said Dorendorf. "We went through each job and looked at how much time it took and monitored it. We identified those jobs which took the longest to run and came up with ideas

for improvement."

"Once the changes were made, there was a dramatic improvement in some jobs, minimal improvements in other jobs and a few jobs which actually took longer after we changed the process," Carlson said.

The biggest difference was evident in the time it took to run just one semester of disbursement. In the old process, one semester of information would take five and half hours. In the new process, it takes 10 minutes.

Carlson said that the process that used to take 50 hours and would consume much of the available processing window, can now be consistently completed in 18 hours without shuffling other workload.

While Financial Aid and Student Business Services played integral parts in helping to streamline the disburse-

ment process, Dorendorf said one of the key roles the two departments played was their willingness to delay the completion of important in-house computer projects in order to address this problem. This gave University Computing the time it needed to complete its part of the project.

"One of the values of the Barriers To Learning process was that it gave us an opportunity to focus on the whole process. We all had ideas on how to improve certain aspects, but unless we attacked the whole problem we would only be solving part of it," Carlson said.

Dorendorf said her experience with the BTL project was very positive.

"We had a pretty big group. I was a little nervous that there would be a lot of time wasted or that we would raise too many questions. But we pulled together and made it through," she said.

While few people on campus may know of the changes that have helped eliminate disbursement processing problems, the impact of the efforts of BTL team are evident.

Students can now get refund checks in a more timely manner, other business offices are less impacted by work getting shuffled, and things are a lot more quiet in the basement of Pray-Harold on Monday morning.

**SOLUTION, from page 1**

standard program; the meals are made throughout the school year. As we speak someone is in the kitchen cooking a meal."

"What is really amazing about this program is that it takes every single individual in dining services and housing to pull this off and as a team I have been very inspired," said Gates.

From 1992, EMU students donated 9,959 meals, which have accounted for approximately 129,000 meals for the needy of Washtenaw County. In 1997, 877 EMU resident hall students signed up to donate their lunches.

"The 2% Solution has been a great experience. As a student it is not easy to go into the community to help, but with this program it is very easy for us to make a difference," said Susan Seidl, a freshman majoring in Spanish and world business. "Every year I am at EMU, I will participate. I only wish I could do it more than three times a semester."

Gates and Crabb formed the collaboration with Food Gatherers because at a time when the 2% Solution program was being developed they were the only organization in town that had a food rescue program. "We started working with Food Gatherers with the traditional 'we have some food left over and would like to donate it' but when we approached them with the 2% Solution program they were very excited to participate," said Gates.

Food Gatherers was Michigan's first food rescue program



Gates



Crabb

and the first to be founded by a for-profit business, Zingerman's Delicatessen in Ann Arbor. The mission of Food Gatherers is to help alleviate hunger in Washtenaw County by reducing food waste through the rescue and distribution of perishable and nonperishable food. The program also works to coordinate with other hunger relief providers and helps educate the public about hunger and developing new food resources.

"Eastern is the only school in the area that has this kind of program," said Nancy Wolfe, donor and agency coordinator for Food Gatherers. The students at EMU get to make a difference in the community they live in. The meals would not be there if they did not make these donations. Each day a different Church and organization needs these meals to feed the needy."

The extra meals help a lot of different people, not just the homeless.

"We see people who have jobs but the money they make goes toward rent, health care, transportation and clothing, so they need a hot nutritious meal," said Wolfe. "The program means many different things to me, but the most important thing that I have learned from the 2% Solution program is that many people are in situations not of their choosing. Life presents certain situations when we need support."

## Why I work at Eastern Michigan University

**E**astern Michigan University is a great place for the TLC business. Eastern not only shows Tender Loving Care for students, it supports TLC through the program named for it — The Learning Center.

At The Learning Center, we're developing the University's first campus-wide network of learning assistance and referrals. TLC links our students to the academic resources that already exist and is developing new resources where needed.

That's important to me both professionally and personally. As a staff member, I find people at Eastern really care about students. We're given opportunities to introduce new perspectives and new programs to help them succeed. And as the mother of an Eastern freshman, I want my daughter exposed to caring attitudes and new perspectives. I believe that Eastern will give her a learning edge to succeed now and in the future.

That's also why I work at Eastern Michigan University, because I happen to believe that a little TLC goes a long way.



W. Anne McKee '87,  
Assistant Director,  
The Learning Center

EASTERN MICHIGAN UNIVERSITY  
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**JOBSLINE**

[www.emich.edu/public/hr/employ.htm](http://www.emich.edu/public/hr/employ.htm)

To be considered for vacant positions, all Promotional Openings Application Forms **MUST BE SUBMITTED** directly to the Compensation/Employment Services Office and received no later than 4:45 p.m., Monday, Feb. 16. **NOTE: LATE OR INCOMPLETE FORMS WILL NOT BE ACCEPTED.**

The Compensation/Employment Services Office announces the following vacancies.

Vacancy information may also be obtained by calling our 24-hour Jobs Line at 487-0016. Compensation/Employment Services office hours are Monday - Friday 8 a.m. to 4:45 p.m.

**CLERICAL/SECRETARIAL**

(Minimum Bi-Weekly Salary)

CSAA9834 CS-04 \$371.18  
Secretary II, AmeriCorps. 50% Appointment Grant Duration.

CSAA9835 CS-04 \$742.35  
Secretary II, Office of Academic Services. Grant Duration.

CSAA9836 CS-04 \$742.35  
Secretary II, Teacher Education. Excellent Communication Skills, strong background of ISIS (or equivalent), familiarity with database programs (Filemaker Pro), experience in an academic department. Must be a good independent worker.

CSAA9837 CS-04 \$742.35  
Secretary II, Mathematics. Experience working in an academic department, ISIS, and Macintosh Computer.

CSBF9812 CS-05 \$838.86  
Collection Specialist, Student Accounting. Some evenings are required.

CSAA9833 CS-05 \$838.86  
Senior Secretary, Nursing Education. Proficiency in Microsoft Word, Excel and Access.

CSAA9832 CS-06 \$914.83  
Administrative Secretary, Graduate Studies and Research. Knowledge of On-Time, ISIS, Access and Microsoft Word.

**FOOD SERVICE/MAINTENANCE**

(Minimum Hourly Salary)

FMBF9821 FM-06 \$7.35  
Custodian, Physical Plant (Pray Harrold). Hours: Sunday through Thursday, 11 p.m. to 7:30 a.m.

**PROFESSIONAL/TECHNICAL**

(Minimum Bi-Weekly Salary)

PTBF9805 PT-06 \$922.57  
Accountant I, Accounting (Non-Academic). Hours: Monday through Friday, 7:30am to 4:30pm.

PTSA9811 PT-06 \$922.57  
Manager, Student Media, Student Media.

PTAA9836 PT-08 \$1,209.55  
Manager, Travel Study Abroad, Continuing Education. Be able to direct, in person, Fall 1998 European or Asia Cultural History Tour. Highly irregular schedule and working conditions.

**ADMINISTRATIVE/PROFESSIONAL**

(Minimum Semi-Monthly Salary)

APUR9805 AP-09 \$1,510.04  
Business Process Consultant, University Computing.

APUR9804 AP-13 \$2,503.38  
Director, Academic Human Resources, Human Resources.

**ATHLETIC COACHING**

(Minimum Semi-Monthly Salary)

ACPR9806 AC-13 \$1,555.60  
Assistant Head Football Coach, Athletics.

The pay rates stated above reflect the probationary minimum rate for a newly hired EMU employee. The pay rate or salary for current employees will be established according to the respective employee group union contract, and/or University salary administration policy guidelines.

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