

News for  
Eastern Michigan  
Faculty and Staff

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## Kirkpatrick unveils first steps in planning

By Ron Podell

The future of Eastern Michigan University depends on involvement today. From students to faculty, from administrators to alumni, and from community leaders to state legislators, everyone will have the opportunity to help shape the future direction and priorities of the University through participation in the strategic planning process.

Samuel A. Kirkpatrick's goal to develop a University-wide strategic plan began in earnest this week. The University Strategic Planning Committee met for the first time Nov. 6 and the first "focus group" meeting with senior administrators, Faculty Council and Student Government is slated Nov. 8, with other focus group meetings to follow Nov. 30 and Dec. 6 (see page 3).

"One of the fundamental characteristics of a strategic plan is that it is rich in process, but also that the product is comprehensive across the University — both academic and non-academic," Kirkpatrick said. "A strategic plan emphasizes strategies for achieving key objectives or initiatives, and is integrated with budgeting, so that individual initiatives can indeed be implemented, supported by resources and teams assigned responsibility for them."

To integrate a successful strategic plan, Kirkpatrick said there must be a change in culture and thinking in the way universities operate. For example, individual departments or divisions will have to view their unit in a broader

scope, specifically how their group affects others on campus. And more than just administrators — typically known for creating such plans — must become involved for it to work.

"We don't want to reinforce the 'silo mentality', where everything is indepen-

*"We will be empowering more people to get things done rather than having it done for them."*

**Samuel A. Kirkpatrick,**  
President  
Eastern Michigan University

dent of each other," Kirkpatrick said.

Kirkpatrick said he realizes human nature is resistant to change. But he is optimistic because groups can better control their destinies in terms of being more creative, starting new programs and securing more funding resources.

"We will be empowering more people to get things done rather than having it done for them," Kirkpatrick said. "There are many creative people at EMU who have not been given the opportunity to be creative or express their views."

"Initiating a planning process, which will be ongoing throughout the University, should provide a tremendous opportunity to clarify and update future directions, strengthen existing programs, and develop new, innovative programs and services," said Don Lopnow, assistant to the president for strategic plan-

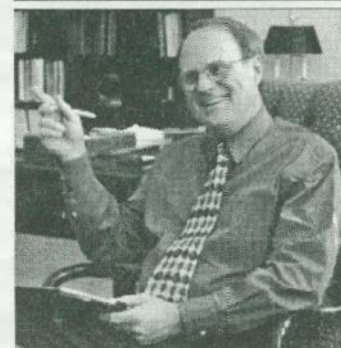
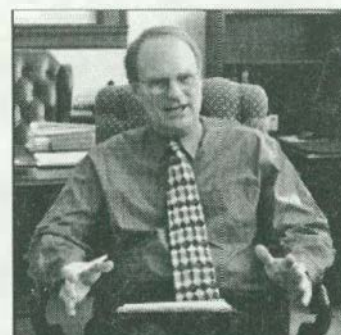
ning and associate vice president for extended programs.

Kirkpatrick didn't spell out any key objectives he wants the strategic plan to accomplish for the University, preferring to let the planning committee, focus teams and information culled from an "environmental scan," — a

look at demographic, economic, political, sociological, technical and educational trends — serve as the impetus to get the creative juices flowing.

Still, Kirkpatrick said he threw out some guideposts during his recent inauguration speech as a way to get the campus to begin thinking about strategic planning.

Some of those bellwethers include: making Eastern Michigan known as a metropolitan university by providing students with skills regional and global employers deem necessary and engaging in outreach activities; selectively increasing the number of doctoral degrees and research opportunities tailored to the needs of the state and the information age economy; improving and embracing technology to enhance learning opportunities for students and improve the delivery of campus services;



**STRATEGIC SESSION:**  
EMU President Samuel A. Kirkpatrick discusses the process and level of involvement needed to make the University's strategic plan successful.

increasing the number of students, including those who live on campus and enjoy the full college experience, working adults and those from diverse cultures; and increasing state funding, grant and donor opportunities.

Whatever the goals and objectives, they will likely be more effectively developed

**SEE PLAN, PAGE 3**

## Dugger named new College of Technology dean

By Ron Podell

John Dugger is the new dean of Eastern Michigan University's College of Technology. Dugger, a current associate professor at Iowa State and chair of that university's department of industrial education and technology from 1989-97, accepted the position Oct. 30. He anticipates starting his new position Jan. 2, 2001.

Max Kanagy has served as the acting dean of the college since June 1, 2000.

"I'm very excited about

it," Dugger said of being chosen as dean of the college. "It's a tremendous opportunity professionally. EMU's emerging



**Dugger**

Ph.D. program presents some opportunities for the leader of the College of Technology that can't be found anywhere else now in the United States.

The college has dedicated faculty and staff, with strong department leadership."

"We were looking for someone with a history of doctoral program leadership who was deeply committed to research," said Robert Holkeboer, dean of graduate studies and research, and who headed the search. "John Dugger brings to EMU an active research agenda, including a recent \$500,000 NSF grant, and a wealth of experience supervising doctoral students."

President Samuel A. Kirkpatrick who, along with Provost Ron Collins, selected Dugger, made similar comments.

"He brings a lot of experience with a major state university, has experience with doctoral programs in an interesting and interdisciplinary field, and understands the needs of business and industry," said President Samuel A. Kirkpatrick. "He is a real quality addition to our team."

**SEE DUGGER, PAGE 4**

# EMU program gets \$500,000 grant to become national model for academic service learning

By Ward Mullens

It's at work on the sand dunes near Muskegon, in a senior center in Plymouth-Canton and at subsidized housing in Ypsilanti.

It's called Academic Service-Learning (ASL) and Eastern Michigan University has received a three-year, \$500,000 Fund for the Improvement of Secondary Learning (FIPSE) grant to teach other universities how to start their own ASL program.

"What we are doing is helping them to acquire our model for academic service-learning," said Dale Rice, program director of EMU's Academic Service-Learning.

Academic Service-Learning helps train teachers how to combine the class-

# ASL

room learning with a community experience so that students get hands-on learning.

Instead of learning about sand dunes, an elementary school class at Reeths-Puffer in Muskegon went to the dunes and learned lessons related to math, science, writing and drawing.

Another example is EMU teacher education students who established an after-school tutoring program to help children in Ypsilanti's

subsidized housing learn to read.

ASL participant Tom Gibb Randall, a teacher with Romulus Community Schools, has his class learning about how people adapt to the land while helping the city reclaim a dump and turn it into a park.

"We are serving the city of Romulus and the kids know that. It puts a different emphasis on what they are doing," said Gibb Randall, whose class went to the city dump site on a weekly basis.

More than 30 institutions from across the country applied for the opportunity to take part in EMU's ASL model. The six schools that were selected were chosen based on geographical location and their readiness to participate, Rice said.

The six universities are: Catholic University of

America (Washington, D.C.), Central Washington University, Tulane University (New Orleans), University of Idaho, University of Southern Mississippi and the University of Vermont.

"We'll train more than 250 faculty and engage more than 3,000 university students at these institutions," said Rice, who began EMU's ASL program in 1994 with two faculty members.

ASL's model has three components: a faculty fellow

development program, an institutionalization process, and a training and technical assistance program, Rice said.

"In workshops, on-site training and consultation, we'll help faculty and administrators from these institutions help their students learn course content while gaining a sense of civic and social responsibility," Rice said.

"The student will become better informed and more effective citizens as a result. It's a win-win teaching method," said Rice of ASL. "It's the kind of learning that lasts."

The Office of Academic Service-Learning is a unit of EMU's Institute for the Study of Children, Families, and Communities.

For information, call 487-6570.



Rice

## PEOPLE

### EMU reaches national audience with Newsweek, Letterman show

October is a month with the holiday known for the unusual and unexplained.

Eastern Michigan University was mentioned in at least one unusual place, the Late Show with David Letterman.

However, more traditional mentions in national publications can be explained by the hard work of EMU's faculty and staff.

**Karen Paciorek**, teacher education, was interviewed for an article for a special edition of Newsweek about child care. In an article entitled "What to look for in Pre-schools," Paciorek said that dual-in-



Paciorek



Newsweek

come families spend 13 percent of their budget on child care and single-parent families spend 29 percent.

Eastern Michigan University was mentioned on the Late Show with David Letterman, Oct. 13. The Eagles were part of Letterman's send up of his alma mater, Ball State, and its long losing streak in football.

**Chuck Achilles**, teacher education, was interviewed for an article that appeared in a recent edition of the Los Angeles Times. The article dealt with over-crowded schools and the impact on students.

**Matthew Newell**, a graduate student at EMU, was recently interviewed by the New York Times for an article about students choosing a salary over tuition.

**Allen Kurta**, biology, has been featured in several newspapers statewide for his research on bats.

The Ann Arbor News, the Lansing State Journal, the Huron Daily Tribune (Bad Axe),

Cadillac News, Manistee News-Advocate, Traverse City Record Eagle, Grand Haven Tribune, Jackson Citizen Patriot and The Daily Globe (Ironwood) reported on his work.

**Carolyn Dahl**, dean of continuing education, was interviewed by the Detroit News for a story about the increasing numbers of students taking on-line classes.

**Joseph Gurt**, music, was featured in an October article in the Ann Arbor News. Gurt is retiring after 33 years at EMU. Gurt was honored with a special recital Oct. 29.

The Ann Arbor News, the Ypsi Courier, the Eastern Echo, and WEMU covered the inauguration of **Dr. Samuel A. Kirkpatrick** Oct. 20.

**Sue Kattelus**, accounting, co-authored the 12th edition of "Accounting for Governmental and Nonprofit Entities." The book is considered the leading text in the nation for the governmental and nonprofit accounting courses in

accounting programs.

**Geoffrey M. Voght**, foreign languages, recently had published the article "New Paradigms for U.S. Higher Education in the Twenty-First Century" in the journal of the American Council on the Teaching of Foreign Languages (ACTFL).

**Anthony Iannaccone**, music, has been chosen as an American Society of Composers, Authors and Publishers (ASCAPLU) 2000-2001 Standard Award recipient.

**Alice Jo Rainville**, human, environmental and consumer resources, has been selected as the National Food Service Management Institute Scholar for 2000-2001.

The USDA award provides funds for 50% release time to work with scientists across the country conducting re-

search related to child nutrition programs.

**Rebecca Bowers Sipe**, English language and literature, has been selected to a leadership post within the National Council of Teachers of English. She was elected to the Secondary Section Steering Committee.

**Heather Smith Holms** and **Steve Pernecky**, chemistry, received a two-year award from the National Science Foundation (NSF) for "Novel Instrumentation For Direct On-Line Monitoring Of Biological Samples In Real-Time With High Speed Gas Chromatography."

**Ellen Hoffman**, teacher education, and **Sandra Yee**, learning resources and technology, with assistance from **Yichum Xie**, CEITA, received a two-year award from National Science Foundations (NSF) for "Teacher LIB - Digital Community and Collections for Science and Mathematics Teacher Education."



Voght

and implemented based on "cross-cutting" input from several divisions, Loppnow said. For example, academic affairs, student affairs, and enrollment services could work together on issues such as bolstering international programming and enhancing the graduate experience, he said.

Loppnow stated that the first phase of the planning process includes creating an initial planning statement, planning principles and guidelines by January 2001. The second phase, beginning in February, will entail groups developing plans, taking into consideration data provided from an environmental scan of important trends and an analysis of stakeholders, as well as institutional strengths, challenges, opportunities and threats, he said.

Over the summer, the University Strategic Planning Committee will develop recommendations on priority actions for the University, resulting in a draft strategic plan. The final plan will be distributed for campus commentary at the outset of the next academic year.

From there, the real work begins — securing the necessary public and private resources, and implementing the plan into tangible results on an ongoing basis.

## Faculty/staff campaign has \$330,000 goal

By Karen Sanborn

Watch your campus mailbox.

Materials for the 14th annual Faculty/Staff Campaign will be arriving on or about Nov. 8, according to Susan Rink, director of annual giving for the EMU Foundation.

This year's theme, "Focused on the Future" ties in very well with President Samuel A. Kirkpatrick's vision for the University, which he described during his inaugural address last month. The \$330,000 campaign goal shouldn't be a problem, if faculty and staff exhibit the same generosity as they did last year when they gave \$435,000.

Current or retired faculty and staff can designate their gifts to one or several EMU accounts, which includes everything from individual endowed scholarships to development accounts for specific departments; and from athletics to WEMU.

"I love working on the faculty/staff campaign," Rink said. "It's always very successful. With more than 700 accounts for them to support, it's a great opportunity for faculty and staff to highlight a

### Strategy Session

#### University Strategic Planning Committee Meeting

Monday, Nov. 6, 2 p.m.,  
Room G10, Boone Hall

#### Focus Group Meeting

For senior administrators (AP 10 and above), Faculty Council, Student Government  
Wednesday, Nov. 8, 1:30-3:15 p.m.,  
Ballroom, McKenny Union

#### Focus Group Meeting

All-campus  
Thursday, Nov. 30, 3 p.m.,  
Ballroom, McKenny Union

#### Focus Group Meeting

For alumni, community leaders, government leaders (state and local)  
Wednesday, Dec. 6,  
Time and location TBA

"It takes a lot to develop new actions and engage in change," Kirkpatrick said. "Some things will be easy to do and cost very little. Other things we do will be more costly and time-consuming."

particular program that is near and dear to their hearts."

The campaign is typically co-chaired by one faculty member and one staff member. This year's co-chairs are Merri McClure, executive assistant in the College of Education, and Jonathan Lin, industrial technology professor.

At a campaign kick-off breakfast Nov. 8, the co-chairs will provide the departmental representatives with a brief overview of the campaign and answer their questions, Rink said.

In addition to the campus mailing to faculty and staff, a direct-mail piece was sent to all emeritus faculty and retired staff, inviting them to support their favorite EMU accounts.

The process for giving back to the University is very simple. In fact, Rink said the most frequently used way of giving is through payroll deduction.

"If you would like your gift deducted from each and every paycheck in 2001, the deadline for making a gift to the foundation is Dec. 5, so that payroll has time to process the paperwork," Rink said.

## EASTERN MICHIGAN UNIVERSITY™

WEEK #4

\$56,509

(Total: \$13,564 raised)

WEEK #5

\$65,386

(Total: \$8,877 raised)



Our goal:  
\$105,000

Washtenaw  
**United Way**

CAMPAIGN RUNS THROUGH NOV. 10

# W5

For a more extensive listing of University events, go to the Office of Public Information home page at [www.emich.edu/public/public\\_information/](http://www.emich.edu/public/public_information/)

### WEMU wins statewide Sierra Club environmental award

WEMU's Morning Edition host, David Fair, along with Donna Southwell, were awarded the 2000 Mackinac Award for Environmental Reporting. The award, given to journalists who raise public awareness by in-depth reporting on environmental issues in Michigan and the nation, was presented to Fair Oct. 18.

### Artist Warren Robbins to visit

Warren Robbins, founder and director emeritus of the National Museum of African Art in Washington, D.C., will come to EMU Nov. 13 as part of the Visiting Artists Series. Robbins' lecture, entitled, "Unmasking Picasso," 7-9:30 p.m., auditorium, Halle Library. The event is free and open to the public. The topic of the lecture is how the traditional sculpture of Africa has influenced and affected art of the 20th century.

### Understanding memory loss

EMU faculty and staff are invited to an Alzheimer's education program, Tuesday, Nov. 28, 8-10 a.m., Tower Room, McKenny Union. A continental breakfast begins 7:30 a.m. Please register at [eldercare.registration@emich.edu](mailto:eldercare.registration@emich.edu) for this free event no later than Nov. 21 as seating is limited.

### Chemical society chapter receives commendation for efforts

The American Chemical Society (ACS) Student Affiliates chapter at EMU, under faculty adviser Jose Vites, has been selected to receive a commendation for its chapter award activities conducted during the 1999-2000 academic year. The recognition will be noted in Chemical & Engineering News, the society's national magazine. The award-winning chapters will be recognized at the 221st ACS National Meeting in San Diego, Calif., April 1, 2001.

### Child safety seats to be checked

The Washtenaw Safety Seat Coalition will conduct child safety seat checks at Snow Health Center and Rackham Children's Institute, Friday, Nov. 10, 3:30-5:30 p.m. The goal is to ensure that child restraints are properly installed in motor vehicles. The event is free and open to the public. Call 487-0892.

# JOBSLINE

An Affirmative Action/  
Equal Opportunity Employer

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 5 p.m., Monday, Nov. 13. NOTE: LATE OR INCOMPLETE FORMS WILL NOT BE ACCEPTED.

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 5 p.m.

## CLERICAL/SECRETARIAL

(Hiring Rate)

CSEN0106 CS-05 \$24,147  
Account Specialist, Financial Aid.

## PROFESSIONAL/TECHNICAL

(Hiring Range)

PTSA0120 PT-06 \$12,767-  
\$14,911 Writer I, Public Informa-  
tion (50% appointment).

## FOOD SERVICE/MAINT.

(Hourly Rate)

FMBF0128 FM06 \$8.08  
Custodian, Physical Plant, DPS,  
Bowen, Warner, REC/IM, Snow (11  
a.m. to 7:30 p.m.) Tuesday-Saturday

FMSA0111 FM06 \$8.08  
Custodian, Walton-Putnam, Phelps-  
Sellers, Cust. prorate (6:30 a.m. to  
3:00 p.m.) Monday-Friday

FMSA0107 FM10 \$8.57  
(REPOST) Cook/Stockkeeper,  
Dining Services, 9 month appoint-

ment, September 2000-April 2001  
Tuesday-Saturday, hours varied

## FACULTY

F0101 Assistant Professor,  
Photography, Art. Academic Year  
Appointment.

F0107 Assistant Professor,  
Analytical Chemistry, Chemistry.  
Academic Year Appointment.

F0108 Assistant Professor,  
Organic Chemistry, Chemistry. Aca-  
demic Year Appointment

F0144 Assistant/Associate  
Professor, Health, Environmental &  
Consumer Resources. Academic  
Year Appointment

F0153 Assistant/Associate  
Professor, Health, Environmental &  
Consumer Resources. Academic  
Year Appointment

The pay rates stated above reflect the hiring rate or range 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.

## Why I teach at Eastern Michigan University

I have always had a strong commitment to public universities such as Eastern Michigan because they tend to attract students from a working class background. Our students are mostly those for whom socio-economic mobility is dependent on an affordable education.

Having been at EMU for several years now, I have come to appreciate the quality and potential of this university. Eastern offers an opportunity for all of us to participate in the further development of an institution that aspires towards excellence. The administration and the faculty have a firm commitment to the mission of educating the next generation of American leaders and workers and, at the same time, enhancing the skills of those already in the workforce.

I'm excited about the potential for this institution to develop and deliver new doctoral programs and to take its place among peer institutions that are on the cutting edge of utilizing technology in the education process. It should be understood that we are not merely building a great university, but that we also are helping to build a community, a nation, and a world in which the full potential of all participants can be realized.



Gersham Nelson, Ph.D.  
Department Head,  
History and Philosophy

### DUGGER, from page 1

Dugger received the College of Education's Medalion for Outstanding Teaching award in April 2000; was the principal investigator on 20 grants totaling nearly \$970,000; serves as an adviser to 17 doctoral candidates; has had 28 published or accepted articles and co-authored one book, "Exploring Technology," and has been a consultant, visiting lecturer, or visiting professor in Jamaica, Newfoundland, China and Taiwan.

Dugger received his Ph.D. in industrial education from Texas A&M University, his master's degree from Virginia State University and his bachelor's degree from Virginia Polytechnic Institute and State University.

"John is a high-energy person and I expect he will hit the ground running in January as we attempt to secure final approvals for the new Ph.D. in Technology, as well as institutional approval from our institutional accrediting association, NCA, to offer multiple doctoral programs," Holkeboer said.

The dean search heated up in August. Originally, there were eight semifinalists, all interviewed via teleconference at the Ypsilanti Marriott Aug. 25.

From there, four finalists, including Dugger, were chosen and interviewed on campus in September.

"The search committee did a superb job, especially considering our self-imposed time pressures," Holkeboer said. "We were determined to find a dean by January 1 — not just any dean, but the best available candidate in the United States. I think we succeeded."

EASTERN MICHIGAN UNIVERSITY™