

News for
Eastern Michigan
Faculty and Staff

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EMU explores changes in accreditation process

By Ron Podell

Eastern Michigan University is looking at moving its reaccreditation process from one that occurs once every decade to one that is ongoing.

The University plans to apply, tentatively this December, for reaccreditation through the Academic Quality Improvement Program (AQIP).

Through AQIP reaccreditation, an institution identifies three or four "action" projects and engages faculty, staff and administration in evidence-based work that capitalizes on an institutional opportunity for improvement, critical problem-solving or innovation, said Don Loppnow, senior executive, strategic planning and continuous improvement.

"The AQIP process is a slightly different way of doing work we're already doing," Loppnow said. "It's (accreditation) an approach that is more evidence oriented incorporating continuous improvement processes."

The projects would be process oriented such as measuring outcomes, improving a particular curriculum, or boosting customer service, Loppnow said.

Reaccreditation through AQIP makes sense for EMU because one of the University's six major directions emphasizes improving institutional effectiveness, Loppnow said.

Launched in July 1999, AQIP attempts to infuse the principles and benefits of continuous improvement into

the culture of colleges and universities by providing an alternative process through which an already-accredited institution can maintain its accreditation from the Higher Learning Commis-



**Academic
Quality Improvement
Project**

The Higher Learning Commission NCA

AQIP Application Timeline

AQIP Application	Dec. 12, 2003
NCA Decision	Feb. 9, 2004
Strategy Forum	April 14-17, 2004

sion of the North Central Association of Colleges and Schools (NCA). AQIP distinguishes itself from traditional reaccreditation through its concentration on systems and processes both as the basis for quality assurance and as the lever for enabling institutional improvement.

Loppnow stressed that an institution of higher education must have already been accredited by NCA in order to seek reaccreditation through AQIP. EMU received its most recent 10-year reaccreditation from NCA in 2000.

Most AQIP members are currently community colleges and smaller universities, such as Northern Michigan University and University of Wisconsin

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Broadbanding implementation set for APs, CCs

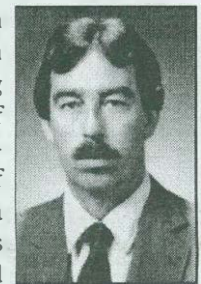
By Ron Podell

Starting Dec. 1, a new broadband compensation program will go into effect for the administrative professional (AP) and confidential clerical (CC) employee groups.

This program involves shifting from the salary grade structure established 30 years ago to a broader pay structure that is aligned with the University's desire to pay competitive rates and reflect employees' growth and contributions.

As of Dec. 1, salary grades for the approximately 260 APs and 15 CCs will be replaced in all data files, communications, and human resources programs and processes with the new designations under the University's broadband system.

Initially, there will only be a small number (less than 15) of APs and CCs who will have their salaries adjusted, as those employees currently fall below the new established broadband ranges to which the position has been assigned, said Craig Reidsma, director of compensation programs. For example, if the salary range for a particular job is \$50,000-\$100,000 and the employee is making \$45,000, that would be rectified by bringing the individual's salary up to the \$50,000 amount, Reidsma said. There's been budget money set aside for these salary increases, he said.



Reidsma

Broadbanding is a salary administration system in which jobs are clustered in logical groups based on the nature of the work and the federal regulatory requirements. Pay is determined by market factors affecting those distinct groups of jobs. An individual's proficiency level and performance level also may influence actual pay with the market rate as a reference. Market rate considers the job market(s) from where applicants for a job traditionally come and can mean within higher education and/or the private sector.

The program developed at the University, beginning in January 2002, consisted of designing the broadband structure itself and a market study to determine competitive pay levels for EMU jobs in the structure. The jobs have been categorized into eight main job bands, including: management-academic, management-institutional, professional, coordination, advising, technical, administrative assistance and functional supervision. Each main job band has several job groups that combine jobs having a substantially similar function.

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WE SHOW WE CARE



WOOD SPLITTERS: Teri Papp (center) readies another piece of wood for the wood splitter while Kevin Devine looks on at Camp Crawford, a Girl Scout camp in Milan. Loretta Dixon (far left) and Cathie McClure (far right) assist. The four were just a few of the more than 200 EMU employees who participated at 18 locations during Washtenaw's United Way Day of Caring Sept. 9.

Foreman receives American Humanics research grant

■ **Chris Wood Foreman**, director of EMU's Humanics Program, recently received the 2003 Jeanette a n d Jerome Cohen Innovation and Research Grant. Foreman, who was selected from 25 directors nationwide, received the \$2,000 grant at the American Humanics Campus Director Professional Conference in Kansas City, Mo.

Foreman will use the grant to research operating guidelines for members of the EMU Advisory Board. The model will be used as a model for all American Humanics university members.

The Cohen grant program supports the curriculum, enrollment and development of American Humanics programs nationwide. The award aims to encourage research in non-profit management education, generate new ways to help students achieve required professional competencies and develop new approaches for attracting students to the program.

EMU's American Humanics program, which

began in 2001 and has 25 students, prepares students to work in a leadership role with a non-profit organization.

The program focuses on developing skills — motivating volunteers, writing grants, interacting with people and working with youths — that are specific to running a non-profit agency.

■ **Gretchen Reeves**, associate professor of associated health professions, was recently selected as the keynote speaker at the National Alliance for Pediatric Occupational Therapists in New Castle, England Sept. 4. Her keynote program focused on the integration of mind and body for children.

■ **Norbert Vance**, director of Scherzer Observatory, was recently included in an article about Mars' viewing opportunities in the Aug. 22 edition of the "Detroit Free Press." Vance also was a guest on WAAM-AM 1600 Aug. 23 to discuss Mars, which, from Aug. 24-30, was closer to the Earth than it had been in 57,000 years.

■ **Rob Citino**, a history professor, was in New York Aug. 14 to film a pilot for a

new series, "Hard Target," for the History Channel.



Citino

place in December 1944.

Citino's numerous publications on the German army, most recently his book, "Quest for Decisive Victory," have made him one of the nation's recognized authorities on military operations in both world wars.

■ **John Texter**, professor of polymers and coatings, College of Technology, was recently elected vice chair of the 2005 Chemistry of Supramolecular Assemblies Gordon Research Conference in New Hampshire.

Texter will automatically become chair of the same conference in 2007, when the conference will be at a site in Europe.

■ **Martin Shichtman**, professor of English language and literature, recently completed a two-week seminar on literature and the Holocaust conducted by the United States Holocaust Memorial Museum's Center for Advanced Holocaust Studies for college and university faculty.

The seminar, conducted from June 2-13, provided an in-depth examination of Holocaust literature, both fiction and non-fiction, and how it can be used in Holocaust education.

The center for Advanced Holocaust Studies was established in 1998 to promote the growth of the field of Holocaust studies and ensure the training of future generations of scholars specializing in the Holocaust.

■ **McKenny Union and Campus Life** recently won three awards of the 10th Annual Graphic Design Competition of the Association of College Unions International.

EMU student **Lindsey Carty** won first place for "union homepage design by a student." EMU student **Melissa Hession** won two awards, including third place for her four color brochure design; and honorable mention for "T-shirt Design: Martin Luther King, Jr., Celebration."

The contest, which drew more than 200 entries, showcases the best marketing and promotion ideas from college unions and student activities programs.

■ **Jeff Armstrong**, assis-

tant professor of health, physical education and recreation, was mentioned in the June 23 issue of the *New York Times* in connection with his research on dietary supplements.

■ EMU's "Team Hawaiian Punch" netted the "Best Campsite Award" during the American Cancer Society's Relay for Life June 21. The 24-hour walk-a-thon attracted more than 750 participants to University Park. Walkers raised \$81,000 for research.

■ **Lidia Lee**, an audiologist in the College of Education's Clinical Suite, is the author of "Evidence of Acclimatization in Person with Severe-to-Profound Hearing Loss" which appeared in a recent issue of the *Journal of the American Academy of Audiology*.

■ **Madonna Emond**, an EMU student from Livonia, was recently crowned Miss Michigan for 2003.

She received a \$12,000 scholarship for this recognition, in addition to \$15,000 in scholarships received for winning other related competitions. She has worked closely with the Special Olympics.



Emond



Foreman



Vance

EMU BY THE NUMBERS

Eastern Michigan University was the first university in the nation to offer room service to its students. This popular service, which began in 1994, is available to residents in Hill, Hoyt and Pittman halls Monday-Thursday, 7-11 p.m. Here are some of the more popular orders (by daily number of orders taken):

Fried shrimp.....150

Fried Chicken...100

Chicken Wings...50

Grilled Chicken..20

Prime Rib.....3



SOURCE: Dining Services

Computer science professor dies

Former EMU librarian Sattinger also passes away

Mildred (Millie) Lintner, professor of computer science at Eastern Michigan University from 1986-2003, died Sept. 5. She was 61.

Lintner, a resident of South Lyon since 1986, received her bachelor's and master's degrees from Temple University, another master's degree from Bowling Green University and a doctorate from the University of Michigan.

Before coming to Eastern Michigan, she worked at East Carolina College, Coppin State College, California State College and Bowling Green State University.

"Millie had a critical wit, endless energy and an unfailing joy of teaching and concern for every student, whether in her classroom or as academic advisor," said Hartmut Hoft,

computer science department head.

Lintner, who was the recipient of a 2003 Distinguished Faculty Award from EMU, enjoyed horticulture, and antique doll collecting and restoration.

She was a Friend of the Salem-South Lyon Library and served as the president and board member of the Brighton Library.

She is survived by her husband, Bill of South Lyon; a son, Sean of New Boston; four daughters, Leslie Williamson of Ann Arbor, Heather Lindberg of Minnesota,



Lintner

SEE OBITS, page 4

Ghosh in the machine

EMU professor Subhas Ghosh developing electronic textile technology for military uniforms, other uses

By Ron Podell

Imagine being in a military firefight and not knowing whether your fellow soldiers are unharmed, injured or even possibly dead. That understandable confusion could become much clearer with the use of fiber optic sensors embedded in the uniforms of fellow soldiers.

Subhas Ghosh, professor of human, environmental and consumer resources at Eastern Michigan University, is currently developing a way to house such technology in military uniforms through federal grants from the Defense Advanced Research Projects Agency (DARPA) in Arlington, Va., and the U.S. Army. With the \$50,000 grant, Ghosh is developing woven fabric structures where flexible, electronic textile sensors can be embedded, and remain protected and functional in military uniforms.

During a military battle, the embedded sensors can help directionally locate vehicles, gunshots or voices of fellow soldiers. The sensors can even measure body temperature of military comrades during battle, a feature that could possibly save lives.

"If the temperature monitored is very cold, it means that the soldier is not alive anymore," Ghosh said. "If the temperature's warm, it means he's still alive and the sensors can help you locate where he's at."

The sensors in the "smart clothing" also can detect chemicals, such as nerve gas, and even provide feedback to control the aerodynamic shape and direction of a parachute to better manage the delivery of supplies and weapons, said Ghosh, a textile scientist who came to EMU in July 2002.

"The sensors, with feedback control, navigate a parachute in the right direction," Ghosh said. "You can drop dry materials and food for armies at strategic locations."

Embedded sensors are made of glass in hair-

like, fiber form and are placed in the military uniform. Sensors are configured differently for various applications and are connected to transistors, actuators, and logic and power sources. The connectors resemble small buttons on the military jacket, Ghosh said.

Small devices are placed in the uniform to collect information that can be transmitted via a wireless device. These fine sensors are configured differently for different kinds of measurements, Ghosh said.

Ghosh is conducting the project with an EMU graduate student, Cathryn Amidei, and Keith Furrow, from Luna Innovations in Charlottesville, Va. Massachusetts Institute of Technology (MIT) was the only other institution to receive such a grant, Ghosh said.

Another part of this grant is geared to use conductive fibers, along with regular textile yarn, to create military uniforms for both medical data collection and communication, Ghosh said.

"The military timeline is they want this as soon as they can get it," Ghosh said.

Ghosh is awaiting another grant from the Air Force Missile Defense Agency, one that entails building a fiber optic communications ribbon for



MILITARY MACHINE: Subhas Ghosh, professor of human, environmental and consumer resources, displays one of the textile samples he is developing to house electronic textile sensors in military uniforms.

missiles. The \$14,000 grant, if obtained, would be used to develop the ribbons, which would be designed to allow the military to better track whether a missile rocket remains on its charted course.

"I would develop a belt that can house and protect fiberoptic cable," Ghosh said. "You would make this functional by putting in the material in such a way that it resists vibrations and heat (from the missile), yet remains functional."

Ghosh has an extensive research background in fibers and textile products. Since 1996, he has been awarded grants totaling \$761,500, with many projects directed toward developing new products or improving manufacturing processes.

He is currently developing a poly (trimethylene terephthalate) fiber and tex-

tile products for Shell Chemical Company and a polylactic acid fiber and textile products for Cargill Dow Polymers LLC.

He has been recognized in "Textile World" magazine in the annual "top 10" for service and dedication to the textile industry. Ghosh also has received the Director's Partnership Award from the National Textile Center, U.S. Department of Commerce.

Ghosh earned his Ph.D. in fiber science and his master's degree in textile technology (weaving), both from the University of Manchester in Manchester, England. He earned his bachelor's degree in textile technology from Calcutta University in India. He is a fellow of the Royal Textile Institute in England.

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sin-Stout, Loppnow said. But recently, larger institutions such as Kent State University (one of EMU's peer institutions), Ohio University and Southern Illinois University have become AQIP members, he said.

"In business, health care and K-12 education, there has been a focus for some time on continuous improvement," Loppnow said. "Now, that philosophy is being adopted in higher education."

Currently, the University Continuous Improvement Advisory Committee is pursuing the institutional assessment phase of the application process, Loppnow said. Once that assessment is complete, the University will fill out and submit a 12-question application to become a member of AQIP.

Of the three or four action projects the University must identify for improvement, at least one of the projects

STEP BY STEP	
The four steps through which institutions participating in AQIP will progress are listed below.	
Once	Interest exploration and comprehensive self-assessment, both required initially to enter AQIP.
Annually	Provide AQIP with an annual update, a short summary of quality progress due Sept. 21 of each year.
Every 3-5 years	A cycle consists of an institution attending a strategy forum and conducting a systems portfolio appraisal, and can involve an on-site evaluation.
Every 7 years	Formal reaffirmation of reaccreditation will be a simple validation process. No special visit or report will be required. Prior to its reaffirmation of reaccreditation, an institution must, in the previous seven years, have hosted at least one on-site evaluation.

must be related to "helping students learn," under AQIP criterion. The University also must provide evidence to support the rationale for selection of the projects and establish a continuous improvement process — including selection, implementation and

monitoring — for each project.

Factors a University must consider when selecting AQIP projects include:

- Broad institutional significance.
- Relationship to mission and strategic plan.
- Insights from institutional as-

essment process. What is the evidence that supports the need to undertake the project?

■ Integration of strategic planning outcomes.

■ Insights from prior accreditation findings.

■ Assessments by University Continuous Improvement Advisory Committee, University Strategic Planning Committee, Dean's Advisory Council (DAC), Leadership EMU and the Faculty Council.

■ Recommendations from the University Continuous Improvement Advisory Committee.

"This approach looks at continuous improvement more holistically, across systems," Loppnow said. "No area is an island unto its own. It's a broad systems' perspective for continuous improvement."

For more information, go to www.AQIP.org.

JOBLINE

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, September 22. 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)

CSEN0404 CS04 \$23,113 Customer Service Representative, Registrar's Office.

CCAA0401 CC06 \$26,333 Administrative Secretary, Academic Human Resources.

FOOD SERVICE/MAINT.

(Hiring Rate)

FMBF0404 FM12 \$9.44 Groundsperson, Physical Plant, 6 a.m.-2:30 p.m., Tuesday-Saturday.

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After those initial employees' salaries who are below the range are adjusted, the next step will be to look at salaries of APs and CCs whose salaries may be within the broad-band range, but not at adequate levels based on the concepts of the broadbanding system, Reidsma said.

This will be a determination and adjustment process that departmental administrators will administer with training and consultation from

Human Resources and, depending on available budget resources, may require periodic and/or long term adjustment strategies.

Training sessions for all administrators will be scheduled during October and November to provide an overview of the broadbanding program, the impact the change will have on employees, and a description of the structure including its three components: job bands, job groups

and job levels.

"As part of the whole effort of decentralization of decision making and accountability on campus, I envision this salary administration system will allow Human Resources staff to work in a more collaborative role with divisional administrators," Reidsma said.

The whole concept of broadbanding will allow administrators greater autonomy and discretion to reward employees who add value to their current role by increasing their skills and taking on additional responsibilities, said Susan Patalan, interim executive director, human resources.

Professional/Technical (PT) employees were included as part of the initial broadbanding project as those jobs were classified among the approximately 680 that were initially reviewed and evaluated by a cross-University team of 12 employees with guidance and direction from the project consultants (Suzanne Dibble of Professional Skills, Inc. and Cynthia Holste Pepper of DRT Consulting, Inc.). The issue of implementing broadbanding for PTs will be broached in October when the University sits down to negotiate a wage reopener with UAW 1976, Reidsma said.

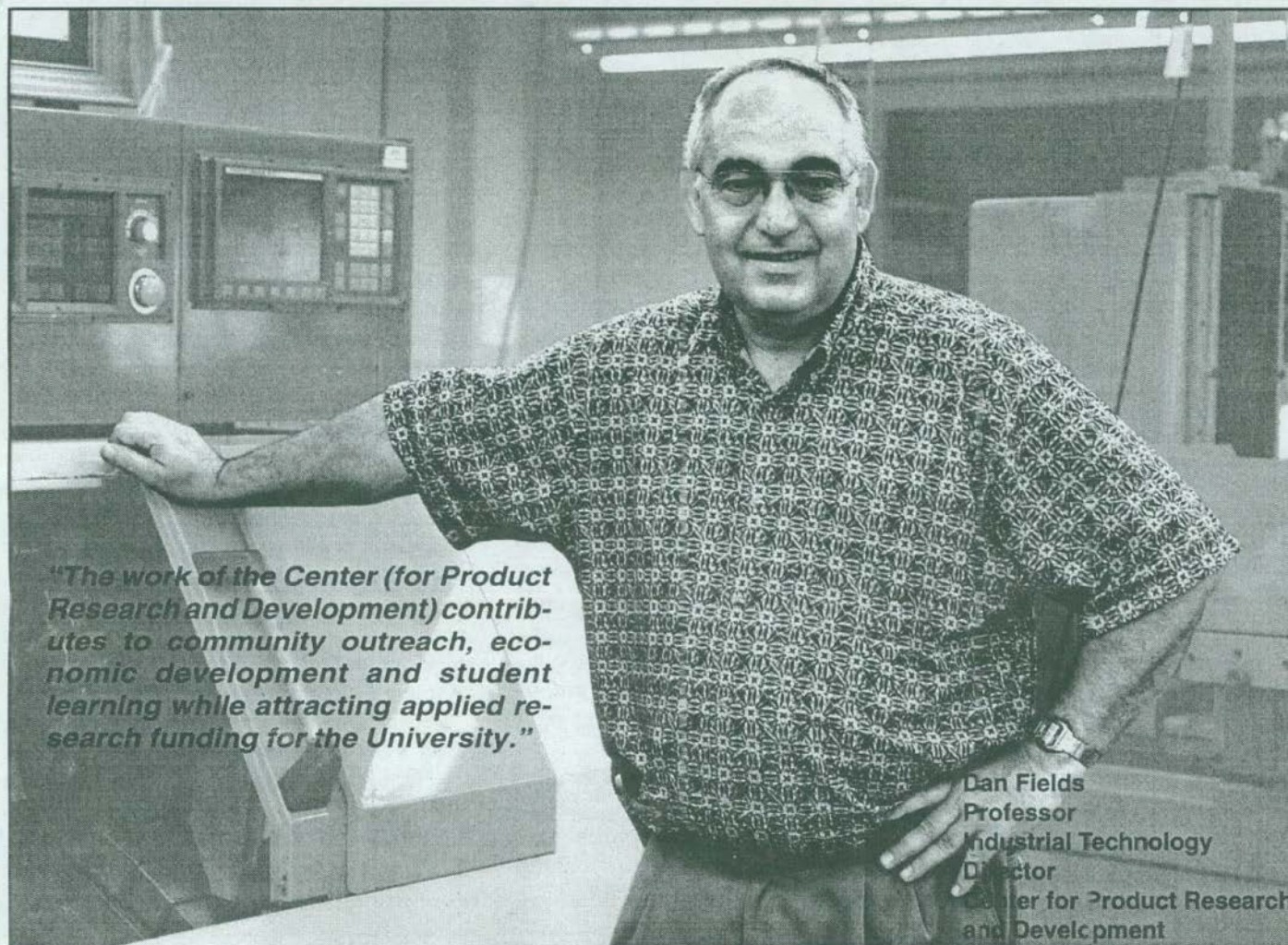
OBITS, from page 2

Amelia Lintner of South Lyon, and Megan Lintner of Texas; and three grandchildren, Zev, Ian and Ross.

Barbara Sattinger, former EMU librarian, died Aug. 27 at the Northwoods at Rosewood Gardens Health Care Facility. She was 88.

A native of Toledo, Ohio, Sattinger received her bachelor's degree in biology from Ohio State University, and earned master's degrees in public health and library science, both from the University of Michigan. Before coming to EMU, she had worked at the University of Michigan as a bacteriologist.

Sattinger served as a peer counselor at the Turner Geriatric Clinic in Ann Arbor and as an active member of Hadassah and the League of Women Voters. She was a long-time bird watcher and volunteered at the Michigan Humane Society.



"The work of the Center (for Product Research and Development) contributes to community outreach, economic development and student learning while attracting applied research funding for the University."

Dan Fields
Professor
Industrial Technology
Director
Center for Product Research
and Development

Why I teach at Eastern Michigan University

In 1986, I traveled from the foundry town of Muskegon, Mich., to Ypsilanti in pursuit of a career change. I'm a third-generation foundry worker and have been everything from a laborer to a division director of training and development.

I love casting and worked at Textron's casting division. I also was teaching part-time at Western Michigan University when I decided to change careers. I discovered that Eastern Michigan University was the best fit.

Since then, the challenges have kept me here. I have an opportunity to play a key role in several aspects of the University. As a faculty member, I implemented the master's degree in quality. Also, EMU's first engineering programs were approved during my five years as head of the Industrial Technology Department.

Currently, as director of the Center for Product Research and Development, I work with teams of faculty and students to solve real-world product research and development problems. Our niche is working with small companies and inventors. One of the first projects for the Center was to re-engineer a V-8 engine block. Students and I worked on this project and, although I didn't have all of the answers, together we found solutions.

The work of the Center contributes to community outreach, economic development and student learning while attracting applied research funding for the University.