



# FOCUS EMU

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## ICARD economic forecast predicts moderately growing 1994 economy

By Susan Bairley

While citing the elimination of property tax-based school funding without a definite plan for replacement funding as a "black cloud of uncertainty" for Michigan's economy, Eastern Michigan University economist David Cray says Michigan and the United States are at "economic crossroads" that could signal a moderately stronger economy in 1994 and 1995.

Nationally, President Clinton's deficit reduction bill, his plan to "reinvent" government, health care reform and passage of the North American Free Trade Agreement, all will have significant economic impacts, Dr. Cray said. And in Michigan, improved vehicle sales, General Motors Corp. plant closings, NAFTA and school finance reform place the state at similar economic crossroads.

In the Institute for Community and Regional Development's 1993

fall *Regional Economic Forecasts for Michigan*, Cray notes that "Michigan is benefiting from the rebound in the motor vehicle industry while other states suffer from cutbacks in the defense and computer sectors, and slow growth in their export sales. As a result, Michigan's unemployment rate was below that for the United States for several months earlier this year," he wrote, and that is a "major turning point" after two decades of Michigan unemployment significantly exceeding U.S. rates, he added.

Although Cray believes the passage of NAFTA will mean gains in the U.S. motor vehicle industry, Michigan will be absorbing GM plant closings at Willow Run and closings at other facilities in the state during the next few years.

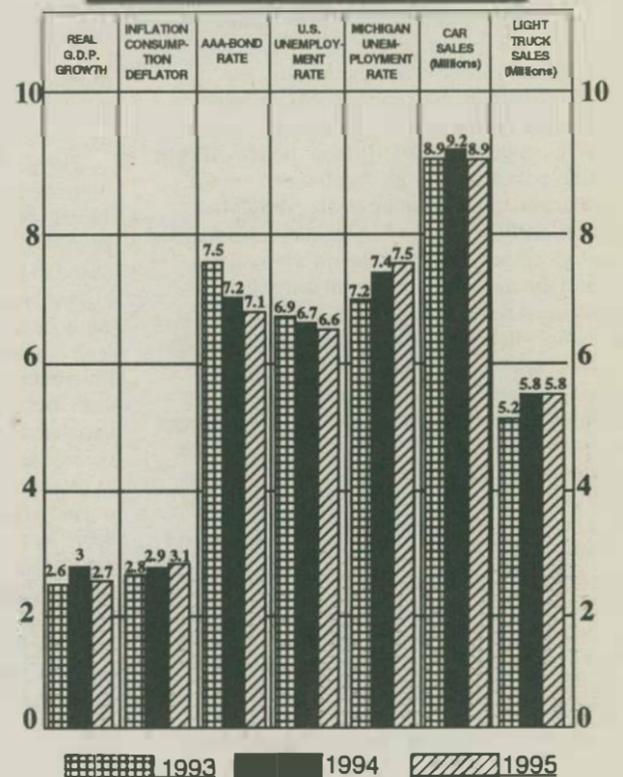
Citing school finance reform and the election of Detroit Mayor Dennis Archer as signaling changes in "two important areas

that have seen little change in the past 20 years," Cray said, "If the new mayor can improve intraregional cooperation within the Detroit metropolitan area, the quality of life and the business climate of the region could be enhanced."

With regard to school finance reform, Cray is optimistic about the long-term benefits derived from the reduction in Michigan's heavy emphasis on property tax, but said, the tremendous uncertainty created by not having immediately identifiable replacement funding, "is probably having a negative influence on the business climate in the short run." He also said, one long-lasting negative effect of reduced property tax reliance will be the "cyclically sensitive" nature of sales and income taxes, which, if used to generate replacement funding for schools, will "worsen the boom

See Economy, page 4

### ECONOMIC FORECAST SUMMARY



SOURCE: EMU Regional Economic Forecasting Service

## CAMPUS CAPSULES

### King Day Celebration Theme Contest

The EMU Bookstore will award a \$100 gift certificate for the best theme and/or t-shirt design for the 1994 Martin Luther King Jr. celebration on campus.

Ideas must be submitted to the Office of Campus Life, 11 McKenny Union, by 5 p.m. Friday, Dec. 17. For more information, call 7-3045.

### King Humanitarian Award Of \$1,000 To be Given

The Martin Luther King Jr. Humanitarian Award, a \$1,000 award, will be given to an EMU student who has demonstrated community service and a commitment to the ideals of King.

Students may apply themselves or be nominated by someone else.

Information and applications are available at the following offices: Campus Life, 11 McKenny Union; Financial Aid, 403 Pierce; Equity Programs, 204 Pierce; and the Multicultural Center, 316 Goodison.

The deadline to apply is Jan. 5.

### LaBenne To Have Feature In The Ypsilanti Press

Dr. Wallace LaBenne, professor of Teacher Education, will have a by-line feature in the *Ypsilanti Press* beginning Jan. 1, 1994.

It will be called "Tee Shirt Shots" and will feature an "aphorism for the day." It will appear on the editorial page Sunday through Friday.

The feature also will be run in the *Saline Reporter*, *Milan News* and the *Mr. Mazoo Paper* of the Reporter Papers.

### Athletics Offers Baseball Camp

EMU's Intercollegiate Athletic Department will offer a baseball camp for 8- to 17-year-olds Saturday and Sunday, Feb. 12-13.

The camp will be taught by EMU baseball coaches and professional baseball players and will include outfield play and drills, catching and drills, strength training, bunting, base running, developing bat and arm speed, infield play and drills and sliding.

Participants will be broken up into groups according to age.

The cost of the camp is \$75 and includes a McDonald's lunch and a camp t-shirt.

Registration deadline is one week prior to camp.

For more information, call 7-0315.

### Continuing Ed Accepting Educator Nominations

The Division of Continuing Education is collecting nominations for the 1993-94 Outstanding Continuing Educator of the Year.

Award recipients are selected through a student nomination process requiring letters of support citing specific examples of the nominee's exemplary performance in the field of Continuing Education, particularly when teaching adults in non-traditional settings and formats. Nomination forms can be found in the Continuing Education Winter 1994 Course Bulletin and will be available with the regular student evaluation forms distributed in all EMU classes.

This year's award recipients will be honored at a ceremony on June 4, 1994. For more information or to receive a nomination form, call Continuing Education's Marketing and Special Programs at 7-4045.

### Madison Fellowships Available For Students

Students planning to be secondary school teachers of American government, history and/or social studies may be eligible for up to \$24,000 in fellowship money for graduate school.

The James Madison Fellowship Foundation was established by Congress in 1986 to encourage future high school teachers to undertake graduate study of the roots, principles, framing and development of the United States Constitution.

All 1994 James Madison fellows will be required to attend, at the Foundation's expense, a four-week graduate-level institute on the founding of American constitutional government at a university in the Washington, D.C., area, normally in July 1995.

Fellows will receive a stipend for their attendance. Satisfactory completion of the institute course will yield six semester hours of accredited graduate study of the Constitution.

To be eligible, students must be a U.S. citizen; agree to teach full-time in a secondary school for no less than one year for each full year of study under a fellowship; plan to receive a bachelor's degree no later August 1994 or be a full-time currently employed teacher.

For further information, call Lynn Proegler in the Honors Program at 7-0092

## 1,700 students eligible to graduate on Sunday

EMU will hold its 1993 winter commencement ceremony Sunday, Dec. 19, at 2 p.m. in EMU's Bowen Field House.

Approximately 1,250 undergraduate and 450 graduate students are eligible to participate in the ceremony.

Dr. Richard N. Robb, an Ypsilanti dentist who served on EMU's Board of Regents for 25 years, will deliver the commencement address and will receive an honorary degree from the University.

Robb first was appointed to the EMU board, at the age of 30, in 1967. At that time, he held the distinction of being the youngest person serving on the governing board of a major U.S. university.

As a regent, Robb was instrumental in structuring the board committees and bylaws and expanding the curriculum with two new colleges and a new doctoral program. He also aided in the expansion of the University's physical plant and its financial

base. Robb holds a bachelor's degree from EMU and earned his doctorate from the University of Michigan Dental School.

EMU President William Shelton will preside over the ceremony.

Grand Marshal will be Alethea K. Helbig, professor of English language and literature who is retiring this year after 27 years of service.

Music for the ceremony will be provided by the EMU Symphonic Concert Winds under the direction of Max Plank, professor of music.

The doors to Bowen Field House will open at 12:45 p.m. The processing graduates will begin at 1:45 p.m. All guests must have a ticket to be admitted.

See Commencement, page 2

**Commencement ceremony schedule — inside, page 2**

## Board gives Shelton raise and new 5-year contract

EMU President William E. Shelton received a five-year contract renewal and \$3,600 raise from the EMU Board of Regents at its regular meeting Dec. 7.

The new contract, which extends through June 30, 1998, was unanimously approved by the board and was awarded amid words of praise for the president and appreciation expressed by the EMU board.

The president's salary increase, which equates to 2.8 percent, will be awarded during the period of Dec. 7, 1993, through June 30, 1994, and will be added to his annual salary base as of June 30, 1994, making his salary \$132,000.

## PRESIDENT'S PERSPECTIVE

Following is the text of EMU President William Shelton's regular report to the Board of Regents, delivered at the board's Dec. 7 meeting.

Chair DeMattia and members of the Board of Regents, I am pleased to have this opportunity to share my report with you. It is difficult to realize that we are within two weeks of the end of the fall semester. This has been a smooth and successful semester for Eastern and thankfully there have been few surprises. Our official final enrollment was consistent with the projections used in budget planning. Coupled with the current distribution schedule of state appropriations, the revenue side of the budget is within expectations. The only remaining significant variables in budgeted expenditures are the two collective bargaining agreements which are under negotiation at this time. We are in mediation with our police officers regarding wages and fringe benefits and we will resume negotiations with the EMU AFSCME chapter in early January. As you know, we reached a tentative agreement with the unit's bargaining team, but the membership did not ratify that agreement. All other employees, both union and non-union, will receive the revised compensation provisions in their December checks, hopefully adding a bit more joy to the holiday season.



A long history of scarce resources has taught us to make every budget dollar count. This year we have taken yet another step that will ensure maximum productivity in 45 areas of university endeavor, from admissions to processing a purchase requisition. We have joined over 100 other institutions of higher education in the "Operational Benchmarking for Quality Improvement and Cost Management in Higher Education Project" sponsored by the National Association of College and University Business Officers (NACUBO). This cooperative undertaking, inspired by the principles of Continuous Quality Improvement (CQI), will enable EMU to benchmark (compare with the best in class) its performance in each of 40 functional areas (including, for example, academic affairs, career planning and placement, the library, mail, police/security) and five processes (e.g., processing an invoice payment). We will then be able to identify and contact other participating institutions and share information with a view toward continuously upgrading our efficiency and productivity. Data for this project are now being collected and will be forwarded in January to Coopers and Lybrand for

processing. Final information will then be made available to all participating institutions in April. Dr. Robert Holkeboer, director of the University Honors Program, is serving as project coordinator.

Today you have heard updates on our capital projects, namely Pease Auditorium and the library project, which include three components. I am pleased with the progress that is being made in moving us forward. All of these facilities represent immediate needs at Eastern and everyone involved in the various processes, staff and volunteers, are working diligently for their completion. I would remind you that in 1990 the University adopted a facilities plan of \$88 million which would address the majority of capital project needs for the decade. It should be noted that by the end of 1993, we will have received or secured promise of funding for over 90 percent of those projects. And, with the continued efforts of our staff and volunteers, I expect that we will soon achieve the remaining 10 percent. It was an ambitious plan and the University family has responded with enthusiasm and creativity.

The Eastern Michigan University Foundation has submitted its 1993 Annual Report for your consideration today. To say the least, it was a very good year for our development efforts. The \$3.3 million raised in private contributions represents the second highest total in the history of the University. The value of our endowments grew significantly through both additional contributions and an aggressive investment strategy. Raising money is not an end unto itself. Rather, the real indication of success is translated as the difference that support has made in the institution and its constituents. I encourage you to read the section in the Annual Report on the impact of those gifts to Eastern. Frankly, the decision to create a separate Foundation is surpassed only by the outstanding results achieved by the organization. While there is cause to celebrate this year's success, I want to reiterate the comment made by Executive Vice President Wilbanks and that is we still have major challenges, including achieving a \$30 million endowment goal by the end of 1999. An exciting new opportunity which will help us reach that goal is the recently announced "Campaign for Scholars," a \$12 million initiative which focuses on the academic components of the University. Provost Collins has volunteered to chair this campaign and I know he would welcome your participation.

Turning to other dimensions of the institution, I am often reminded of the breadth and depth of our programs which may not be understood by the general public. During the last two weeks, I have

See Shelton, page 3

## Foundation report shows 1992-93 was a success

As reported to the Board of Regents at its regular meeting Dec. 7, 1992-93 was an outstanding success for the EMU Foundation.

During 1992-93, contributions to the foundation totaled \$3.3 million, surpassing its \$2.76 million goal by 19.6 percent and exceeding prior year contributions by 41.2 percent. Contributions to the endowment totaled \$917,223, surpassing the \$507,000 endowment goal by nearly 81 percent.

As of June 30, 1993, the value of the University's endowment asset was \$10,949,874, an increase of 30.5 percent, and the total return on investment was 15 percent, surpassing all foundation benchmarks. In addition, the foundation paid \$1.26 million to the University for gifts, scholarships, programs and capital projects in 1992-93.

The foundation's successful year provided the second highest fundraising total in the University's history. Also, approximately 36.5 percent of the foundation's goal to raise \$30 million by 1999-2000 has been achieved.

Major bequests and unitrusts for the University were: \$188,000 from the estate of Julia Taylor Senstius who was a retired special education teacher; \$165,000 from the estate of 1927 alumna Esther M. Barnard; \$45,908 from the unitrust of Virginia Seaver, an interior designer and widow of Jay J. Seaver who attended Michigan State Normal College in 1907; and \$24,624 from the estate of 1915 and '19 alumna Georgiana H. Randall.

Other major gifts included \$120,000 from Margaret Towsley to Rynearson Stadium; \$82,400

from Foundation Trustee Darrell Cooper and his wife Charlotte, \$68,000 from the McGregor Fund and \$60,000 from the World Heritage Foundation, all to the College of Business; \$55,000 from MichCon for equipment; \$40,000 from General Motors Corp. to the College of Business; \$30,000 from the Bonisteel Foundation to the Department of Industrial Technology and the Wade McCree Endowed Scholarship; and \$27,000 from Johnson Controls to the College of Business.

New scholarship endowments included: \$40,000 from the family of the late Gregory W. Stevens, a former EMU student; \$25,000 from Foundation Trustee James Applegate and his wife Helen; \$20,000 from the Lincoln Health Care Foundation; and \$20,000 from EMU Regent Carl Pursell and his wife Peggy.

Annual giving from alumni, friends and University employees also increased in 1992-93. The annual phonathons raised \$353,001, up 24 percent when compared with the previous year; gifts from employees, regents, trustees and retirees totaled \$408,738, an increase of 82 percent over 1991-92; and contributions to WEMU increased 30 percent, to \$216,599.

Fund-raising goals for 1993-94 are to raise \$3.3 million in total contributions, a 20 percent increase over the 1992-93 goal, and nearly \$1.2 million in endowment contributions, representing an increase in that goal of 131 percent.

### 1993 Winter Commencement Sunday, December 19 Bowen Field House 2 p.m. (program begins)

President ..... William E. Shelton  
Grand Marshal ..... Alethea K. Helbig  
Speaker and Honorary  
Degree Recipient ..... Richard N. Robb  
Music ..... EMU Symphonic Winds  
Max Plank, Conductor

Doors to Bowen Field House will open at 12:45 p.m.; the procession will begin at 1:45 p.m.

FACULTY — enter by the southeast door of Warner (ground floor), assemble in Rooms 117 and 119 at 1 p.m. and proceed into the field house at 1:45 p.m.

BACHELOR'S DEGREE STUDENTS — enter by southeast door of Warner, proceed upstairs and assemble in Gymnasiums B and C (street level).

ACADEMIC HONORS STUDENTS — enter by southeast door of Warner, assemble in Room 111.

GRADUATE STUDENTS — enter by the northeast door of Warner and assemble in the dance Studio and Wrestling Room.

PLATFORM PARTICIPANTS (Regents, Cabinet members, etc.), use front entrance to Warner, assemble in Room 241.

Handicapped seating is available in the Field House. Call 7-3200 for more information. Parking will be available in the parking structure and all University lots except behind Snow Health Center.

Questions regarding student records pertaining to graduation should be directed to Graduation Audit at 7-4203 for undergraduates or the Graduate School at 7-0093 for graduate students.

### Commencement, from page 1

Handicapped seating is available in Bowen Field House. Parking will be available in the parking structure and all University lots with a shuttle operating from the north campus lots. For more information on the ceremony or specific information on handicapped seating, call 7-3200.

## Report looks at 'teaching and research'

An Academic Affairs Division report on teaching and research was presented to the Board of Regents Dec. 7.

The report focuses on the role of research at EMU and cites numerous examples of recent faculty research activities, publications and presentations.

Although scholarly/creative activity is an essential part of the University's mission and one of three measures in faculty appointment, reappointment, tenure, promotion and evaluation processes, the report reaffirms that EMU's top priority is teaching.

With that established, however, the report states that research at EMU "is encouraged and supported as an integral part of the teaching and learning mission" and that the University "recognizes the contribution of scholarly and creative activity to the academy in general and to the teaching/learning enterprise in particular. Through research, both faculty and students become learners," the report notes.

While criticism of research as diminishing to the quality of teaching is focused on traditional 'research universities,' the report states that at EMU, and at many other comprehensive universities, the relationship between research and teaching is supportive vs. competitive.

"Eastern Michigan University

students are taught by regular faculty who also engage in scholarly/creative activity," the report said. "They are not taught by graduate students who take the place of faculty who spend most of their time doing research not connected to their instructional interests and responsibilities. At Eastern Michigan University the goal of faculty research is to strengthen the knowledge base and to ensure that course content is based on current knowledge in the field."

While the report asserts the

balance of teaching and research at EMU "is suited to its priorities and resources," it notes that as research expectations have increased in American higher education, so have EMU initiatives to encourage research. For many years, the sabbatical leave program was EMU's only formal support for faculty research. Now, EMU offers the Faculty Research Fellowship and Spring/Summer Research Award programs to encourage additional faculty

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## Olds-Robb Complex will be dedicated on graduation day

EMU will formally dedicate the Olds-Robb Student Recreation Intramural Complex, named for the late Lloyd W. Olds and former Regent Richard N. Robb, Sunday, Dec. 19, at 11:30 a.m. in the lobby of the Olds Student Recreation Center.

Robb, who is giving the EMU commencement address and receiving an honorary degree from the University later that day, will be present at the public ceremony.

An EMU alumnus and Ypsilanti dentist since 1964, Robb served on EMU's Board of Regents for 25 years. He was first appointed to the EMU board, at the age of 30, in 1967. At that time, he held the distinction of being the youngest person serving on the governing board of a major U.S. university.

During his 25 years at EMU, Robb chaired three of the board's



Robb

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# FOCUS ON FACULTY

## 'C-SIP' coordinators do more than talk about education reform

By Becky Minsley

While educators and politicians nationwide continue to discuss educational reform, two EMU educators are doing a lot more than talking about it.

Dr. Alison Harmon, professor of education, and Dr. Donna Schmitt, associate dean of the College of Education, oversee and coordinate EMU's Collaborative School Improvement Program, which has been improving Michigan's educational system for the last 15 years.

"In the last 10 years there have been so many documents on education. 'Nation at Risk,' started the ball rolling and since then there have literally been hundreds of plans for how to reorganize schools, how to improve education, and so on," Schmitt said. "It is interesting to look at these programs and see how the common thread to many of them is a collaboration between the people who prepare teachers—like Eastern—and the people who receive the teachers—the schools. So while some universities now for the first time are saying, 'Oh? We have to go out there? We have to bring them here?' we have been doing exactly that for 15 or 16 years."

Since 1978, the Collaborative School Improvement Program, formerly the Staff Development for School Improvement project, has worked in conjunction with area public schools to improve education at the building and/or district level. A result of Michigan legislation mandating the professional development of teachers, Eastern's school improvement program is one of several state-funded educational reform projects involving collaboration between universities and public schools, preschool through 12th grade.

At the heart of the program is a belief that teachers and administrators best understand the needs of their individual schools and districts, making them the best vehicles for educational reform. Working this year with 16 different school districts, C-SIP enables school staff to set improvement goals relevant to their particular buildings and/or districts, and then provides staff with the resources and support needed to meet those

goals.

"Nine times out of 10 the school already knows what kind of project they want to pursue when they contact us. They are already interested in school improvement, they have already begun to look at development tools, and they have pretty good ideas of what kinds of activities they think will improve the achievement of students. What they are looking for is the assistance to be able to do this," Harmon said.

Each participating school's improvement plan becomes a three-year project, chosen by school staff and agreed upon by a school staff vote of no less than 80 percent. Because educators create projects based upon the needs of their particular schools, the projects cover a gamut of educational reforms ranging from projects like the Ann Arbor Preschool and Family Center's plan for improving parent participation, to the Burton Dillon Elementary School's plan for raising MEAP test scores, to Detroit Duffield Elementary School's plan for infusing the curriculum with an African-American perspective.

Essential to the program's success is the teamwork between school staff and EMU faculty. To date, Eastern's C-SIP has a staff of 12 faculty facilitators, some of whom work with two or more projects. Each school project staff collaborates with an EMU faculty facilitator knowledgeable in the school's target improvement area. Without this match-up between facilitator and school improvement project, the project cannot happen.

"When a district or school approaches us with a project, we look to see if we have a facilitator with the skills that project will need, who can help in the content area. Plymouth, for example, came to us this year wanting help with a very technical, statistical database project. We had room for one more project, but as we looked among our facilitators, we didn't have anyone who felt comfortable working in that topic area. So we had to tell them that, for this year, we couldn't meet their needs. But we keep it on hand for next year, and should some facilitator with those skills



EMU photo by Ralf Lang

**Dr. Alison Harmon (right), professor of education, and Dr. Donna Schmitt, associate dean of the College of Education, oversee and coordinate EMU's Collaborative School Improvement Program, which has been improving Michigan's educational system for the last 15 years.**

become available, then we can do it," Schmitt said.

The overall goal, as Harmon and Schmitt explain, is school improvement that can be measured in outcomes.

"We develop the teacher, and by improving the teacher, the teacher can improve the outcome of the entire building, and the teacher can improve the outcome for students," said Harmon.

"There are outcomes for the facilitators, too, because this keeps university professors current and involved with what it is like out in the educational trenches," Schmitt added. "Biology or physics professors, for example, who work with secondary education methods classes sometimes they feel like they are more scientists than trainers of teachers. So it is nice because we have been able to pull those people into this facilitator role and they get a chance to reinforce the teacher part of their lives. I think that is good for them, and it is certainly good for us."

Another benefit of the program which Schmitt and Harmon cite is

the exchange of information occurring at the program's biannual conferences, which are attended by educators involved in the school improvement projects.

"It is really fun to watch the cross-organization that happens when we bring all of the districts together at our fall and spring conferences. Alison and I know what is going on at any one project, but the people from different projects in different districts don't know about each other, so it is kind of like the rim of the wheel where all of the different spokes meet. They come together and they begin to say, 'Hey, that is a great reading project that you are working on. Maybe we can integrate that in our language arts program!' So we begin to get some of those people in touch with each other," Schmitt said.

"We just get so excited about what happens for the teachers, and what happens for the kids," Harmon said.

Indeed, outcomes of the program are impressive. Based on

its successful project infusing the curriculum with an African-American perspective, Detroit's Duffield Elementary School recently received an important honor. The Duffield teacher serving as chairperson for the school's project received this year's Christa McAuliffe Award, enabling her to spend next year studying in Africa.

Another school collaborating with Eastern, Dearborn's William Ford Elementary School, is one of a dozen Michigan schools selected for the state's pilot accreditation program. In Ann Arbor, the Ann Arbor Preschool and Family Center's project for involving parents in education has earned the school a presentation spot at an upcoming educational conference.

For Harmon and Schmitt, win-win outcomes like those are what makes the whole Collaborative School Improvement Program so worthwhile.

"When things like that happen," Harmon said, "it makes you feel really good about the fact that Eastern was there, and Eastern was a part of that."

### Shelton, from page 2

personally observed or participated in a marvelous assortment of activities which reflect the quality of the University. Permit me to share just a few of those quality indicators. At the invitation of Professor Denise Hoyer, I observed undergraduate students in her class on labor relations participate in mock negotiations. The level of sophistication and knowledge exhibited by those juniors and seniors was impressive. I attended the Colloquium in Communications Disorders where graduate students in the Speech-Language Impaired Program presented their research projects to fellow students and faculty. Professor Kenneth Schatz and his colleagues can be highly proud of the quality of student projects. Not only did the students present a summary of their research, they also responded to questions from the audience with high levels of knowledge, expertise, and composure.

It was my pleasure to participate in the Graduate School's "Celebration of Excellence," an event which recognized the academic and performance achievements of our graduate students. Last year

Eastern had 770 students named to the National Graduate Dean's List. The quality of the institution is also reflected by other members of the University community. At a recent session on Assessment, I was delighted to hear about the creative initiatives of our faculty and academic leadership in designing measures of effectiveness. Eastern is ahead of the national movement in assessment, and I am convinced that those efforts will be recognized. Finally, I would cite one additional source which is representative of the scope of scholarly contributions by our faculty. Dr. Don Lick, head of the Department of Mathematics, annually reports on his faculty's activities similar to reports from other department heads. His 16-page report for 1992-93 reflects a fascinating spectrum of scholarly contributions, ranging from a delightful presentation by Professor John Ginther on "Math and the Mackinac Bridge" to a highly technical article by Professors Fan and Liu entitled "Pseudo-cartesian product and hamiltonian decompositions of Cayley graphs on

abelian groups." This level and breadth of scholarly activities can be found in virtually every one of our 35 academic departments. Though perhaps a bit biased, I believe the quality of our academic programs is extremely high and deserving of recognition.

Though I would prefer to conclude my report on these positive thoughts, we do have several challenges which require our attention. I am concerned about the dilemma our state leadership is currently facing regarding the funding of public K-12 education. It is imperative that adequate funding for our schools is provided and this should be the overriding concern of everyone. At the same time, there must not be a solution which diminishes fiscal support for other critical programs, namely public higher education. This concern has been discussed in detail by the Michigan Council of Presidents and we are monitoring the legislative process. Although there has been no specific action to reduce the higher education funding, we are aware of more than one proposal which would encourage such consideration. As you know, Gov. Engler

has announced that he will present his Executive Budget on Dec. 14, two months earlier than usual. Although there is ample speculation about both the strategy and content, it is difficult to draw definitive conclusions.

In my role as a member of the NCAA Presidents Commission and as the Commission's representative to the NCAA Budget Subcommittee, I am heavily involved with the legislative proposals and agenda planning for the annual convention in January. I believe there are several issues which may have considerable impact, financially and organizationally, on our institution. Certainly the gender equity legislation will bring about numerous changes in intercollegiate athletics. At every convention since the major reductions in athletic expenditures, we have been bombarded with proposals to restore program levels and to increase funding. This convention is no different and I am concerned that sooner or later persistence will pay off! There has been a remarkable stand of willpower by the presidents, but I also see

troubling signs ahead. Finally, the greatest challenge for the NCAA may be experienced in a restructuring movement. Numerous "superpower" institutions are calling for more freedom in the programs. This issue is complex, but suffice it to say it is a major issue for Eastern and the Mid-American Conference.

This is an overview of the challenges and opportunities of Eastern Michigan University. I hope it provides you with a better understanding of the strength and quality of your institution. As a reminder, the winter commencement is scheduled for Dec. 19 in Bowen Field House. At 11:30 a.m., there will be a brief dedication ceremony for former Regent Richard Robb whose name has been added to the student recreation complex in honor of his long history of service and dedication to Eastern. The public is invited to the dedication ceremony. As you know, Dr. Robb will be our commencement speaker and honorary degree recipient.

Thank you for your continued support of Eastern Michigan University. I would be pleased to answer any questions.

**Economy, from page 1**

and bust pattern" for the state's budget. "It is not clear that the state will be able to adequately cushion the schools from this pattern," he added.

Regionally in Michigan, Crary said Grand Rapids is the only region that is predicted to consistently outperform both U.S. and Michigan job growth between 1993 and 1995, with job growth roughly 1 percentage point higher than U.S. growth.

Conversely, he says, employment is predicted to be "stagnant or declining" during 1993 for Ann Arbor, Lansing, Muskegon and Saginaw, with employment being constrained by declines in manufacturing employment, and except for Muskegon, by reductions at GM production facilities. For example, despite the Ann Arbor area's long history of relatively rapid job growth, the Willow Run plant closing is predicted to keep the area's growth well below U.S. and Michigan averages in both 1993 and 1994, Crary said.

"Overall, many of the developments that are occurring should produce positive results," Crary wrote in the ICARD report. "This is reflected in our forecast, which calls for a significant strengthening of the recovery across most regions between now and 1995, although the performance falls far short of being a boom.

"The biggest area of uncertainty is the future of school financing in Michigan," he added. "The sooner this issue can be successfully resolved, the better it will be for Michigan's future."

For more information or to purchase a copy of the full report, call ICARD at 7-0243.

**Focus EMU** is published weekly from September to April and biweekly from May to August for the 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. The deadline for submissions for "Events of the Week," which is prepared monthly, is the 15th of the month prior to the month the event will occur. Please send all submissions to: Editor, **Focus EMU**, Office of Public Information, 18 Welch Hall. Please direct any questions to (313) 487-4400.

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**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, Dec. 20, 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-Harold, Rec/IM Building, Physical Plant, Mark Jefferson, Hoyt Meeting Center, Dining Commons I, University Library, Pierce and the Owen Building.

Vacancy information also may be obtained by calling our 24-hour Jobs Line at 487-2462. Employment/Affirmative Action office hours are Monday - Friday 9 a.m. to 4:50 p.m. TDD phone number is 487-0127.

**EXTERNAL APPLICANTS MAY SUBMIT AN INITIAL APPLICATION TO OUR CS AND/OR FM POOL. ONLY INTERNAL APPLICANTS MAY BID ON A SPECIFIC POSITION.**

**FOOD SERVICE/MAINTENANCE**  
(Minimum hourly rate)\*

FMBF9422 - FM-10 - \$6.88 - Custodian/Housekeeper - Group Leader, Mark Jefferson, Physical Plant. Hours: M-F, 5 a.m. - 1:30 p.m.

FMBF9423 - FM-06 - \$6.53 - Custodian, Boone, Physical Plant. Hours: M-F, 5 a.m. - 1:30 p.m.

**CLERICAL/SECRETARIAL**  
(Minimum bi-weekly salary)\*

CSSA9411 - CS-04 - \$611.25 - Data Entry Clerk II, Admissions

CSSA9404 - CS-05 - \$690.71 - Senior Secretary, Financial Aid. Word processing experience and/or ability and willingness to learn. Desktop publishing and Pagemaker experience desired. (Repost)

**PROFESSIONAL/TECHNICAL**  
(Minimum bi-weekly salary)

PTSA9403 - PT-08 - \$1,101.81 - Nurse practitioner, 75%, University Health Services. Academic year appointment; 30 hours per week, M-F.

\*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.

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**Robb, from page 2**

four standing committees and was chairman of the board from 1975 to 1985, the longest tenure of any EMU board chair.

As a regent, he was instrumental in structuring the board committees and bylaws and expanding the curriculum with two new colleges and a new doctoral program. He also aided in the expansion of the University's

physical plant and its financial base.

Olds, who died in 1982, was a physical education professor and track coach at EMU from 1921 to 1963 and was chairman of the Health, Physical Education, Recreation and Dance Department from 1956 to 1963.

The public is invited to attend the dedication.

**EMU Newsline**

Call 487-2460 24 hours a day for late-breaking EMU news, calendar updates and information on University closings during extreme weather.

**RESEARCH****Children and Youth With Serious Emotional Disturbances**

The Education Department is inviting applications for research, development and demonstration projects to improve special education and services for children and youth with serious emotional disturbance.

ED will give priority to projects that prevent development of serious emotional disturbance among children and youths with emotional and behavioral problems.

To be considered for funding under the priority, projects must provide a research-based conceptual framework; address the diverse mental health, psychological and social characteristics involved, identify outcomes related to personal and social development that form the basis of the intervention's design, document the rationale for chosen outcomes and describe outcome measures; develop comprehensive and positive interventions that promote the social and emotional development of students and provide the cornerstone for building schoolwide capacity for dealing with their needs; provide and assess interventions within the general education environment; involve a range of constituents; and assess the efficacy of interventions and evaluate them across school environments.

Deadline for submission is Jan. 7, 1994. For more information, please call ORD at 7-3090. Refer to CYSED.MBL11/22.

**Arts Plus Initiative**

The National Endowment for the Arts will support long-term projects that help the arts become a basic element of pre-kindergarten through high school education through self-sustaining arts curricula programs focusing on dance, theater, musical theater, or opera. Eligibility involves collaboration with dance groups, musical theaters or opera organizations or companies.

Proposal deadline is Jan. 19, 1994. For more information, call ORD at 7-3090. Refer to API.MBL11/29/93.

**Recreational Programs for Individuals With Disabilities**

The Education Department is inviting applications for projects to initiate programs that provide disabled individuals with recreational activities and related experiences that can aid in their employment, mobility, socialization, independence and community integration.

Proposals must be submitted by Jan. 21, 1994. For more information, call ORD at 7-3090. Refer to RPIWD.MBL11/29.

**Report, from page 2**

research. In addition, during the last five years, the number of graduate assistants has increased by 50 percent and with the implementation of EMU's new doctoral program, there are doctoral fellows to work on advanced research projects with College of Education faculty.

Other resources/programs that directly or indirectly encourage and recognize research and excellence in teaching include programs of the Faculty Center for Instructional Excellence, the Distinguished Faculty and Teaching Excellence Awards programs, Graduate School Research Support Funds and special projects funds, released time for proposal development and department head authority to assign teaching loads that take equivalencies into account, State of Michigan Research Excellence Funds and EMU's Center for Research Support and Center for Instructional Computing.

Based on the amount and

quality of demonstrated faculty research activity, the report says EMU "compares favorably with institutions having similar missions and programs. It also lauds the collaboration between faculty and students in research activities at EMU.

"An important feature of the research climate at Eastern Michigan University is the collaboration between faculty and students, both graduate and undergraduate, in scholarly investigations and creative activities," the report states, adding, "The Eastern Michigan University faculty take seriously the mission of the University to provide an exceptional learning environment to students and to expand knowledge - their own and their students' - through research."

Finally, the report affirms that EMU "will continue to strengthen and expand the incentives and rewards for faculty research, within the context of its mission and its resources."

**EVENTS OF THE WEEK**

Dec. 14 - 20

**Tuesday 14**

**SUPPORT GROUP** - The Older and Wiser support group will meet. Gallery II, McKenny Union, noon

**Wednesday 15**

**MEETING** - The Faculty Council will meet. Tower Room, McKenny Union, 3 p.m.

**SUPPORT GROUP** - The adult children of alcoholics support group will meet. 300 Snow Health Center, 3 p.m.

**Thursday 16**

**MEETING** - The College of Arts and Sciences department heads will meet. 411-D Pray-Harold Building, 1:30 p.m.

**MEETING** - The University Council on Teacher Education will meet. Gallery I, McKenny Union, 3:30 p.m.

**Friday 17**

**WORKSHOP** - 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.

**Sunday 19**

**COMMENCEMENT** - EMU's 1993 fall commencement ceremonies will be held, featuring Dr. Richard Robb, Ypsilanti dentist and former EMU regent, as speaker. For more information, call 7-2237. Bowen Field House, 2 p.m.

**BASKETBALL** - The men's team will play at Washington State University. Call 7-2282 for ticket information. Pullman, Wash., 2 p.m.