



# University News

## “People Process Culture” catching on at university

### Innovative value system is studied and taught at UW-Stout

The People Process: It began at one of Wisconsin’s most innovative companies, and it’s now being studied and taught at UW-Stout.

Phillips Plastics Corporation began in 1964 with a group of manufacturing engineers, a small amount of cash and big dreams. Throughout their beginning, Phillips always kept one thing in mind: all people have intrinsic worth and value with dignity and respect. This key idea led to the development of a value system called People Process Culture. This value system supports everyday life at Phillips. A People Process Culture is an organizational environment that creates a strong belief in people and sustains a high level of performance and profit over an extended period of time. Because of their strong belief and commitment in people, Phillips has sustained a 20 percent growth rate and a 20 percent annual return on equity for more than 30 years.

In January of 1997, Robert Cervenka, CEO and founder of Phillips Plastics, and his wife, Debbie Cervenka, vice president of Marketing and Communications, gave a \$1.5 million endowment to the university to establish a People Process Culture Chair. The mission of the chair position is to assure that graduates in related manufacturing, business and educational programs will be able to effectively apply skills, knowledge and values that develop,

enhance and nourish the excellent principles of a People Process Culture.

This year has been highly successful for the People Process Culture. There were seminars presented on High Performing Manufacturing Cultures at the Phillips Plastics Origen Center in Menomonie. Companies that sent representatives to this seminar included Phillips Plastics Corporation, Skipper Liner, Dura-Tech, Oscar J. Boldt Construction Company, Northwest Wisconsin Manufacturing Outreach Center, FlexMedics Corporation, United Parcel Service and Wausau Homes.

September not only brought the start of school, it also brought about the very first graduate level course, titled “People Process Organizational Cultures.” The course was team taught by professors from the colleges of Arts and Sciences; Human Development; and Technology, Engineering and Management. Content included in the course was the relationship of the five major components of people process organization culture; core values, walking the talk, creating the environment and benefits; aligning human resources systems with the values; and marketing, finance and operation tactics and strategies in people process organizations. Charles Krueger and other faculty members were pleased with the success

of the course, and decided to offer the course again in the spring semester.

In October, the People Process Culture hosted the Arthur A. Cabot Executive in Residency program. This program allows UW-Stout to invite major corporate leaders to spend one or several days on campus, during which time they are involved in faculty development, interaction with students, seminars and open presentations. The recipient of this year’s honor was Paul Baszucki, chair of the Board of Norstan Inc. Baszucki’s visit to UW-Stout included speaking with a telecommunications administration and an organizational leadership class; meetings with several university administrators; a campus technology tour; and a presentation to approximately 500 students, faculty and staff. Krueger hopes that because of the phenomenal success of Baszucki’s visit to campus, a long and beneficial relationship has been forged between Norstan Inc., and UW-Stout.

After a long search for office space, the Home Economics Building will now be home for the People Process Culture. Events planned for the upcoming year include a student organization leaders workshop, a two-day executive seminar, a leadership academy and further development of the all-university course.

## Private support for printing program

### Partnership will provide more graduates, train existing employees

An innovative partnership between UW-Stout and the state printing industry will solve a major problem. The industry needs more graduates from UW-Stout’s graphic communications management major, the only one of its kind in the UW System. UW-Stout needs more resources to expand enrollment in the major and to provide training services for existing industry employees.

Through a combination of private dollars from the industry and increased state support, the university will respond to those needs. In the process, UW-Stout will take the major statewide, to reach place-bound students who cannot move to campus to complete the degree. Pilot programs are already being offered at several sites in southeastern Wisconsin.

“There are many opportunities in the printing industry right now, and that is expected to increase,” stated N. Niall Power, president and CEO of Printing Industries of Wisconsin. “The demand far exceeds the supply.”

Power noted that printing is the third largest manufacturing industry in the country, after automobiles and plastics. It is the fourth largest industry in Wisconsin, and Wisconsin ranks eighth among the 50 states in both the number of printing establishments and in printing employment. Power estimated that Wisconsin shipped

\$5.6 billion printing orders in 1998.

The economic impact on the state is great, noted Jim Herr, graphic communications management program director. Herr said the need for expansion was indicated at least three years ago, based on the number of industry recruiters compared to the number of graduates in the program. He and Ted Bensen, an associate professor in the program, reported that there are in excess of half a dozen job opportunities for each graduate. “Some students were wrestling with three or four really good offers,” Bensen said.

Plans for increasing the size and range of the program encompass a variety of areas. Enrollment in the graphic communications management program will be increased by 100 students, and the necessary faculty will be added. Existing facilities will be more fully used by offering classes with some starting later and teaching into the evening. Development of a Midwest Regional Graphic Communications Research and Training Center is being planned along with expansion of instructional delivery away from campus to place-bound students.

The addition of 100 students (*boosting enrollment to about 350*) will add about 25 graduates annually, Herr said. Other anticipated results will include increased

employment, training and economic development, which will serve the needs of the Wisconsin printing and publishing industry as well as the general interests of the state, according to Herr. He said that the economic impact on the state will be at least \$3.7 million annually. Other specific plans include partnering with technical colleges, offering more distance education classes to place-bound students around the state and expanding training opportunities to the industry. Currently four to six workshops per year are offered. The ultimate goal is to be able to offer 42 weeks of training a year from which the industry can choose.

“The Wisconsin printing industry and UW-Stout have had an ongoing partnership which has been very satisfying and productive,” Power said. “We strongly support the expansion initiative. Based on what I’ve seen, Stout offers students great opportunities in the industry and a wide breadth of experience.”

To accomplish all this, the university is seeking additional state support, while Printing Industries of Wisconsin has pledged support totaling \$700,000 over each two-year budget cycle.

“The expansion will benefit everyone,” he said, “the state, the industry, the university and the students.”

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**N. Niall Power**

*President and CEO  
Printing Industries  
of Wisconsin.*

## Gaming courses offered

### Courses meet needs in fast growing sector of hospitality industry

In response to a growing demand from employers, two new courses—casino/gaming management and casino/pit management—are being offered at UW-Stout, through the department of hospitality and tourism.

Casino/pit management was offered for the first time last fall, with 18 students registered.

“Gaming entertainment is the fastest growing segment of the hospitality and tourism industry,” noted Sharon Giroux, a UW-Stout hospitality and tourism professor who teaches the new courses along with Darrel Van Loenen, also of that department. “Gaming is growing at a rate of 10 percent a year,” Giroux said. “The classes are being offered in response to a tremendous pent-up need.”

Van Loenen, who also has a law degree and is a certified public accountant, noted that gaming or casino accounting is very specialized because of all the money

that changes hands, and there is a great deal of state and federal regulation of the industry.

“Almost every state has legalized some form of gaming,” Van Loenen reported. “Management needs to be very knowledgeable about the industry.”

The course focuses on the dynamics of table gaming within a casino/resort facility. This includes direct customer interaction, supervision of table games and gaming personnel, computerized customer tracking systems, internal cash controls and audit systems, casino cage transactions, reporting mechanisms, and surveillance and security within the pit environment.

The course examines gaming operations and background, human resources and special skill needs, internal profit and loss centers, financial credits and controls, marketing strategies, government regulations and policies, and also the cultural, psychological and

sociological impacts associated with gaming as a form of recreation and entertainment.

“We have heard from several casinos in the country who say they appreciate being able to recruit quality employees,” Giroux said, adding that hospitality and tourism students who will be managing establishments that include casinos need to know about gaming law and liability and management as well as food and beverages, marketing, hotel management and general gaming operations.

Giroux emphasizes that the classes in no way advocate gambling. In fact, “we tell students that nobody ever continually comes out ahead,” Giroux said. The sociological aspects are addressed in class with speakers coming in from Gamblers Anonymous. “But people will gamble,” she said, “and we need to turn out students who are prepared to manage that form of entertainment.”

**“Almost every state has legalized some form of gaming. Management needs to be very knowledgeable about the industry.”**

**Darrel Van Loenen**



# Making News

## Faculty pay plan needs support

In the coming months, there will be a great deal of discussion statewide concerning the budget needs and priorities for the University of Wisconsin System. A healthy, vibrant university system is essential for a dynamic, expanding economy. The 21st century will demand even more emphasis on quality education delivered not only on our campuses, but also over distance education delivery systems and at remote locations throughout the state.

To meet such demands, we must rely on a highly valuable resource: a superb, dedicated and highly professional faculty and academic staff. But as other states improve their educational systems, the competition to attract and retain such professionals becomes extremely difficult.

That is why the Board of Regents' proposed salary package of a 5.2 percent increase each year of the 1999-2001 biennium is so critical. Competitive salaries are essential to attract the best faculty and academic staff to our campuses, and to retain them to preserve our educational quality. At UW-Stout, during the last three years, salaries for faculty in 95 percent of our academic disciplines and ranks have declined an average of 7 percent in relation to peer universities elsewhere.

This issue is real. In the last 18 months, UW-Stout has lost excellent faculty to the private sector and to universities in other states. Their salary disparities range from \$6,500 to \$22,000, demonstrating why we must be able to compete more effectively for high-level personnel.

We should be extremely proud of this system of higher education in Wisconsin, the envy of many states throughout the country. We must rededicate our commitment to the system by ensuring a competitive compensation package for faculty and academic staff, the people who make us great.

### Chancellor's Message



Charles W. Sorensen

**"Competitive salaries are essential to attract the best faculty and academic staff to our campuses, and to retain them to preserve our educational quality."**

## Sedlak named provost/vice chancellor

Robert Sedlak has been recommended for the position of provost/vice chancellor for Academic and Student Affairs at University of Wisconsin-Stout. Chancellor Charles W. Sorensen announced recently.

Sedlak has served as interim provost since March 1998.

In a memo to the campus, Sorensen said Sedlak has the talent and leadership skills needed at this point of UW-Stout's history: "He has a rich and deep background both at UW-Stout and within the System; he has excelled at curricular and program development; he is very student oriented; he has worked hard and has been successful in acquiring resources from the System for our campus; he has always been a proponent for diversity and gender equity; and Bob is truly dedicated to the success of UW-Stout. He shares the strong vision the campus embraced in the lengthy and inclusive development of our strategic plan. He is

also excellent at understanding data without losing sight of the all-university issues. He not only respects, but works well with, governance."

Prior to his interim appointment, Sedlak was associate vice chancellor. He has also served at UW-Stout as associate dean for graduate studies and curriculum from August 1988 to June 1990; assistant dean for research from July 1985 to August 1988; and assistant to the dean, School of Education and Human Services, from August 1983 to July 1985.

Sedlak received a bachelor of science degree from California State College of Pennsylvania in 1968; an M.Ed. from Pennsylvania State University in 1970; and a Ph.D. from Pennsylvania State University in 1973.



Sedlak

## Researchers recognized for contributions

Mary Orfield, has been named UW-Stout's Outstanding Researcher, and Orville Nelson received the Nelva G. Runnalls Research Support Recognition Award.

The awards were presented by Chancellor Charles W. Sorensen during annual Research Day activities.

Orfield was chosen by a vote of the graduate faculty and principal investigators of extramurally funded projects during the past year. The Outstanding Researcher Award recognizes individuals for their leadership and significant contributions to research and scholarly activities.

Nelson was recognized for providing support and resources to faculty and staff to pursue their research and scholarly activities.

Orfield is a professor of chemistry and a 1997-99 Dahlgren professor. She is nationally recognized for one of her primary research areas, the thermodynamics of high temperature molten salts. She has presented her research nationally and internationally by invitation of the Electrochemical Society.

Other research pursuits done by Orfield have involved powder metallurgy, such as focusing on the alloying, magnetic behavior and lubrication of metal powders. She holds a patent on her work in this area.

Orfield has recently been investigating various chemistries involved in corrosion, electrochemical machining and a new area focusing on the deflocculation of ceramic slips.

Nelson is in his 36th year at UW-Stout. He has served as a classroom instructor, evaluation specialist, curriculum coordinator in the Vice Chancellor's

Office, program director, and director of the Center for Training and Technical Education (formerly the Center for Vocational, Technical and Adult Education). Through the center, Nelson has been involved in a wide variety of projects which have resulted in faculty, graduate students, technical college and school district staff seeking his assistance with their ideas, research plans, grants, projects or assignments.

During his tenure at UW-Stout, Nelson has helped faculty and students design research projects, develop research instruments and analyze data.

As a graduate program director, Nelson has been highly supportive of quality research through his teaching, advisement and assistance with students' graduate research papers.

Nelson was a past recipient of the Dahlgren professorship, and has received numerous research awards from local, state and national organizations.



Orfield

Nelson

## People You Know

**Helmuth "Pookie" Albrecht**, has retired after 35 years of service. Albrecht, 61, was executive director of Student Life Services, with responsibility for residence halls, dining services, the student center and related accounting support services; student health services; and campus police and parking. Albrecht began employment at Stout as a residence hall director and also served as housing director.

**Fredrick E. Menz**, professor in the Stout Vocational Rehabilitation Institute's Research and Training Center and the Continuing Education Center, received the "Outstanding Researcher of the Year" award from the National Council on Rehabilitation Education at a ceremony in Washington, D.C. Menz was recognized for his accomplishments in advancing the rehabilitation counseling profession through research and training activities of national significance. He was also recognized by the Association for the Education of Community Rehabilitation Personnel for his outstanding two years of leadership as president of the association in 1996-1998.

**Bob Meyer**, of UW-Stout's department of technology, has been named associate dean of outreach in the College of Technology, Engineering and Management. Meyer began teaching at UW-Stout in 1983 and has been extremely active in program planning and curriculum development, and has chaired a number of committees. He was also a member of the Fryklund Hall campaign steering committee. Since coming to UW-Stout, Meyer has negotiated hardware and software donations exceeding \$1 million, and has written a \$50,000 grant for laboratory development. In 1994, Meyer was named director of the manufacturing engineering program. He has served as interim director of the Stout Technology Transfer Institute for the past year. The Stout Technology Transfer Institute (STTI) consists of seven centers delivering a variety of economic development services to more than 500 companies a year. A significant majority of companies served are small and medium sized manufacturers as well as start up companies. These companies realized more than \$5 million in sales increases and cost reductions as a result of services provided through STTI in the past year.

**Diane Moen** has been named assistant chancellor for the division of Administrative and Student Life Services. The appointment is part of an internal reorganization. Moen was previously assistant chancellor for budget, planning and analysis. Moen is responsible for business and financial services; budget, planning and analysis; physical plant; and human resources. She oversees student life services, which includes residence halls, dining services, health services, security and police, parking, student center, university recreation and intramurals, and bookstore; and university services which includes functions such as purchasing, materials management, printing services, mail services, and safety and risk management. Moen came to UW-Stout in 1978 as a budget and management analyst. She became assistant controller and director of budget services in 1985, and interim director of budget and financial services in 1989. From 1990-95, she was director of business and financial services and deputy vice chancellor.

**Pat Reisinger**, executive director of the Stout University Foundation, received a new title of Assistant Chancellor for University Development. The title recognizes Reisinger's phenomenal fund-raising ability and her significant contributions to the vitality of the university. Under her leadership, university foundation assets and endowments have increased substantially.

**John Wesolek** has been named dean of the College of Human Development at UW-Stout. Wesolek has served as director of the Stout Vocational Rehabilitation Institute (SVRI) since 1986, and has also served as a professor of vocational rehabilitation in the department of rehabilitation and counseling. Under his leadership, SVRI has grown to become the largest campus-based vocational rehabilitation operation in the United States, and includes 40 faculty and staff and an annual budget of nearly \$3.5 million. He has served as a rehabilitation practitioner, educator, administrator and consultant while at UW-Stout.

**Promotions in rank and tenure designations** for UW-Stout faculty and staff members were announced by Chancellor Charles W. Sorensen, following action by the UW System Board of Regents. Promoted to professor are **Mary Flynn**, psychology; **Mahshid Jalilvand**, social science; **Jerome Johnson**, technology; **Donna Stewart**, industrial management; **Ken Welty**, communications, education and training; and **Mingshen Wu** and **Eileen Zito**, mathematics, statistics and computer science. Promoted to associate professor are **Anne Antonipillai**, mathematics, statistics and computer science; **Charles Bomar**, biology; **Karen Ferree**, business; **William Rueth**, technology; and **Ana Vande Linde**, chemistry. **Welty** also received tenure, along with **Hector Cruz** and **Jill Stanton**, education, counseling and psychology; **William DeHoff**, art and design; **Barbara Knous** and **Carol Seaborn**, food and nutrition; **Karen Martinson** and **Kevin McDonald**, business; **Robert Peters**, rehabilitation and counseling; **Teresa Schulz**, hospitality and tourism; **Timothy Shiell**, English and philosophy; and **E. Mitchell Spencer**, technology.

**Retirees honored:** Sixteen faculty and staff members who have retired or will retire in 1998-99 from UW-Stout were honored at a dinner held in May. Retirees recognized were **Helmuth Albrecht**, Administrative and Student Life Services administration; **Lorayne Baldus**, Center for Training and Technical Education; **Todd Boppel**, art and design; **Steven Fossum**, physics; **Glenn Gehring**, College of Technology, Engineering and Management; **Humphrey Gilbert**, art and design; **Sandra Gill**, human development, family living and community educational services; **Ray Hansen**, industrial management; **Priscilla Huffman**, human development, family living and community educational services; **Joy Jocelyn**, food and nutrition; **Dion Manriquez**, art and design; **Louis Moegenburg**, technology; **Courtney Nystuen**, technology; **John Perri**, art and design; **Glenyce Peterson**, technology; and **John Van Osdale**, education, counseling and psychology.

## University pilots four-year degree contract

Freshmen who enter the university in selected degree programs have an option of signing a "four-year degree contract." Students who sign the contract must meet certain eligibility requirements and agree to work with their program directors to continually monitor progress toward degree completion. If a student complies with all of the conditions of the contract, but is unable to graduate in four years due to the unavailability of one or more courses, the university agrees to provide various alternatives to facilitate degree completion. These alternatives may include priority registration, course substitutions or waiving tuition for courses taken beyond the four-year period.

The contract was developed by a committee of

UW-Stout faculty and staff members. It is similar to contracts offered by other UW System institutions. The four-year degree contract is available to UW-Stout students in the following programs: apparel design/manufacturing, applied mathematics, dietetics, food systems and technology, general business administration, graphic communications management, marketing education, psychology, retail merchandising and management, technology education, telecommunication systems and vocational rehabilitation (*non-teaching*).

Students who sign contracts are monitored by their program directors, and the Office of Academic and Student Affairs.