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wisdom
and gain
under-
standing

FACULTY DEVELOPMENT

At Augustana College

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Here are a few notes on colleagues who are returning from leave, going on leave, or not returning to the campus and an introduction to this year's new faculty.

RETURNING FROM LEAVE

Janet Blank-Libra, English -- In her two-year leave, Janet finished her course work for her Ph.D. in Journalism at Southern Illinois University, Carbondale.

Gil Blankespoor, Biology -- In contrast to his previous leaves, Gil spent most of this leave in the environs of Sioux Falls. He spent his time conducting field research on tallgrass prairie management and writing papers for publication. So far, two papers have been accepted for publication. He spent much of the spring semester on a lake in northern Michigan studying the Common Merganser, a duck species. The Common Merganser is an important host for the parasitic organism that causes swimmer's itch.

Dennis Bolen, Bus. Ad. -- Over the past two years, Dennis worked on the course work for his Ph.D. in two locations. He did course work in business at the University of Nebraska, Lincoln and in college teaching at the University of North Dakota, Grand Forks. He also studied for and took the national professional CMA (Certified Management Accountant) exam.

Joe Dondelinger, Govt./Int. Affairs -- During his second semester leave, Joe published "Ethnopolitics and the New World Disorder" (*Journal of Interdisciplinary Studies*) adapted from a presentation he made as a member of a three-person team under the U.S. Government's Office of Personnel Management. He spent seven separate weeks at the U.S. Government's Federal Executive Institute (the premier training institute for high ranking civil servants) in Charlottesville, VA, where he taught courses on Russia and the Republics and on Post-Soviet Economics. He addressed an investment conference in Jacksonville, FL, on prospects for economic and political development in Russia. Joe also updated or prepared four Government courses including an Interim course on great battles of World War II for which he travelled to Europe to visit the Battle of the Bulge battlefields.

Endre Gastony, History -- Endre spent a portion of his Fall-Winter leave traveling in Italy and Greece in the company of his wife Susan. They visited famous galleries, museums, and architectural and historical sites in the cities of Venice, Florence, Pisa, Rome, and Athens. Upon his return, he continued his ongoing research and writing on the subject of nationalism.

Murray Haar, Religion -- Murray spent his year of leave writing a book titled *Rethinking God and Christ After Auschwitz*. As a part of his research he traveled to Europe and visited a number of former Nazi concentration camps, attended conferences dealing with the Holocaust, and conferred with other scholars who are doing work in the area of post-Holocaust theology. This fall he is teaching a new course "After Auschwitz: the Holocaust and Christian Faith." He also wrote an article "Redemptionism: the Sickness at the Heart of the Church" to be published in 1995 in the theological journal *Theology Today*.

Jackie Howell, Nursing -- During her year of leave, Jackie completed a post-Masters nurse practitioner program at Texas Tech University Health Sciences Center School of Nursing in Lubbock, TX. Nearly one-third of her classmates were faculty members with Ph.Ds preparing for advanced practice nursing and more effective teaching of undergraduate nursing students outside the traditional acute care settings. She completed 1000 hours of supervised clinical activities at the following sites: Guadalupe Clinic for the Homeless, TTU HSC Clinics, Lubbock City Health Department, Freedom Square Clinic, TTU Student Health Services, and a rural health clinic in Amherst. On the weekends, Jackie worked as a staff nurse in orthopedics at a major hospital. She will be taking the certification examination for Family Nurse Practitioners in October.

Tim Sorenson, Math -- Tim spent a year of leave on a Fulbright exchange in the Netherlands, teaching Math and Computer Science at the Hogeschool Van Amsterdam. He is eager to share many ideas he was exposed to in the Dutch educational system, especially the making of independent students and having Math and Computer Science appear across the curriculum as learning tools.

ON LEAVE

Sandra Bunkers, Nursing -- Sandra received a 1992-93 and a 1993-94 full Fellowship and Research Assistantship from Loyola University, Chicago, to engage in full-time study toward a Ph.D. in Nursing. She lived in Chicago the past two years and completed her course work there. Sandra is now back in Sioux Falls, but will take another year of academic leave to write her preliminary paper and her research proposal and then conduct research and writing for her dissertation. She will be commuting back and forth to Chicago where she will do her research. The participant group for the research will be homeless women in Chicago. The area of interest for Sandra's dissertation is hope and imagination and how these processes interconnect with health and quality of life. This focus combines literature in nursing with literature in philosophy.

Dick English, Bus. Ad. -- During his first semester and Interim leave, Dick will be continuing work on a Business Ethics course for majors and looking at curriculum changes for Principles of Accounting. He will be attending several conferences and will present a paper on the "Forced Options" capstone at the first national Teaching of Ethics conference.

Marcia Entwistle, Computer Science/MIS -- Marcia will be doing course work toward her Ph.D. in Management Information Systems at the University of South Dakota.

Loren Koepsell, Academic Computing -- Loren will be on leave from January through December working to complete his course work for a Ph.D. in higher education at the University of South Dakota.

Ron Robinson, English -- Ron will be completing a novel and doing research into factual material in Ohio related to a fiction project.

Larry Tieszen, Biology -- Larry's leave is supported in part by a grant from the USDA to study the effect of climate changes on carbon isotopes in native prairies. He will be working at EROS Data Center as well as making trips to other laboratories in the country.

Steve Wohlfeil, Campus Pastor -- In the first part of his December through April leave, Steve will be working with the Missionaries of Charity in Calcutta. Then he will go to Reformation Lutheran Church in inner-city Milwaukee to work with the poor.

NEW BEGINNINGS

Bruce Hanson, Bus. Ad. -- Bruce has returned to Case Western Reserve to complete work on his dissertation.

Birgit Jaastad, Modern Foreign Lang. -- After finishing her semester at the University of Oslo directing the St. Olaf project, Birgit took a position as *museums pedagog* at Maihaugen De Sandvigske Samlinger, one of the largest folk museums in Norway. She is an educational consultant and liaison with international and local educational groups.

Randy Kingsbury, Bus. Ad. -- Randy has returned to the University of Nebraska, Lincoln to complete work on his dissertation.

Roy Kintner, Chemistry -- Roy has retired from Augustana and has obtained a position as Senior Mentor at California Lutheran University for 1994-95. In exchange for housing and some board, Senior Mentors have limited teaching duties and are "available" to students and CLU faculty.

John Lockwood, Music -- John has taken the position of Director of Music Education at Northern University in Aberdeen.

Larry Mullen, Comm/Theatre -- Larry completed a two-year position here and is now Assistant Professor of Communications at the University of Nevada, Las Vegas.

Lyn Oyos, History -- Although Lyn has retired from Augustana, he will be teaching a first semester class on Modern East Asia. In addition, he will be engaged in the research and writing of a comprehensive history (1914 through the present) for the South Dakota Farmers' Union and a history of the Good Samaritan Society for its 75th anniversary in 1997.

Mary Helen Schmidt, Music -- Mary Helen has retired from Augustana and taken an organ position at a church in Golden Valley, MN.

John Sorenson, Sociology -- John will be Vice President for Academic Affairs and Dean of the College at Waldorf College in Forest City, IA.

Ruth Sorenson, Sociology -- Ruth will be moving to Forest City, IA, where she will work on research and writing.

Cynthia Srstka, Bus. Ad. -- After several years of service as an adjunct faculty member, Cynthia will be devoting her full-time efforts to her family.

Arne Sunde, Modern Foreign Lang. -- Arne has returned to Rosendal, Norway, where he teaches high school.

Lou Ann Trost, Religion -- Lou Ann completed her year as a leave replacement and has returned to the Graduate Theological Union at Berkeley to finish her dissertation on the relationship between power and love in the theology of Wolfhart Pannenberg.

Gerard Verhoef, Math -- Gerard completed his year here on a Fulbright exchange and has returned to his position in Math and Computer Science at the Hogeschool Van Amsterdam.



left to right: Rick Andrews, Scott Johnson, Mary Friehe, Heather Aldridge, Gary Earl, Deb Carlson, Paul Krueger

NEW FACULTY

Heather Aldridge, Comm. Theatre -- Heather is a 1991 Augustana graduate who comes most recently from the University of Kansas. Her interests include sporting events, theatre, and debate.

Rick Andrews, Music -- Rick will direct the keyboard programs in the Music Department and will teach applied piano and piano pedagogy. He comes to Augustana from the University of Arkansas, Little Rock. He enjoys hiking and other nature-related activities. Rick and his wife Sharon have one son Phillip (3) and expect their second child on October 1.

Deb Carlson, Biology -- Deb, a St. Olaf graduate, comes from the University of Minnesota. She is interested in travel, camping, horses, and winter sports and wants to know if anyone here plays broomball. Deb and her husband Dan have one son Jack (2 1/2).

Gary Earl, Chemistry -- Gary, a 1962 Augustana graduate, comes most recently from Capital University. He enjoys collecting and restoring antiques and raising and showing Samoyed dogs. He and his wife Sandy have one son Nate and two daughters Marna and Erika.

Mary Friehe, Education -- Mary comes from the University of Nebraska, Lincoln, where she was an Assistant Professor and co-director of a project for career development for the disabled. Her teaching area at Augustana will be communication disorders. Mary enjoys jazz, hiking, and cooking and her family includes seven nieces and nephews.

Scott Johnson, Music -- Scott will be director of music education and director of orchestra at Augustana. His most recent positions were coordinator of instrumental music at Lincoln University in Pennsylvania and director of orchestral studies at the University of Central Arkansas, Conway. His outside interests include fishing, camping, and cross-country skiing. Scott and his wife Marianne have two sons Chris (22) and Josh (20) and two daughters Leah (18), who is a freshman at Augie, and Mandy (12).

Paul Krueger, Bus. Ad. -- Paul's most recent position was Manager, Administration and Human Resources, at Bio-Rad Laboratories in Anaheim, CA. His teaching experience includes the University of Redlands and the University of La Verne. He is currently completing a second doctorate at the University of Southern California. His research interest is training approaches and certification to ISO 9000 international quality standards. Paul and his wife Deborah have one son Derek Aleksandr (20 months).

BUSH GRANT RENEWAL

The college was pleased to have its Bush Foundation Faculty Development Grant renewed in June for a three-year term (1994-1997) in the amount of \$180,000. The theme will continue to be **Active Learning**. The components and activities of the grant will support the faculty in developing their skills in providing a learning environment which helps students to think, discover, and actively participate in their own learning. The bulk of the grant monies is

The Bush Foundation of St. Paul was established with the assets of 3M executive Archibald Bush and his wife Edyth. Its grants in education, humanities and the arts, community and social welfare, health, and leadership development are predominantly regional, concentrating in

designated for the funding of Mini-Grants to individual faculty members and small groups planning courses on collaboration and active learning. Other grant activities include the Faculty-to-Faculty Mentor Program; faculty speakers at Bush Luncheons on teaching and learning; group attendance at conferences on teaching, including the Bush Regional Conferences; the Faculty Resource Center in Mikkelsen Library; and the Fall campus seminar.

Minnesota, North Dakota, and South Dakota.

The members of Augustana's new Bush Steering Committee are Joan Bacon, EDUC; Jean Eckrich, HPER; and Dale Gauthreaux, COTH.

THOUGHTS FROM THE 1994-1997 BUSH STEERING COMMITTEE

I volunteered to be on the Bush Faculty Development Committee because I'm a gardener at heart. Teacher/gardeners plan, till, sow,

prune, nurture, pray for rain, watch things mature, and savor the beauty of it all. Of course there are a few bugs along the way, a sunburn or two, and sometimes the weeds get out of hand, but those things never stop me from dreaming about next year. The Bush program has let me tour the gardens of some master teachers and try out some "varieties" I might otherwise have missed. So here I am, digging and planting with Jean, Dale, and Karin.

Joan Bacon

In my four years at Augustana, I have developed professionally as a result of activities sponsored by the Bush committee. I have received a Bush Mini-Grant, attended Bush Lunches, served as a faculty mentor, and participated in seminars. The opportunity to serve on a committee that focuses on developing teaching excellence is exciting.

Jean Eckrich

One of the strongest attractions of Augustana is the commitment, at every level, to excellence in teaching. I regard the opportunity to serve on the Bush Committee, given its primary tasks to promote, encourage, and improve teaching, as a real privilege. This community has already gained much from previous Bush Grants and I look forward to the opportunities presented by the current funding.

Dale Gauthreaux

A GOOD BEGINNING

by Sandra Looney

Peter Holt, CEO of the Holt Companies, sparked the thinking of the Augustana Community at the Bush Fall Seminar, August 31. He introduced Augustana to his company, one of the Fortunate 500. His address, **Managing by Values**, storied his personal journey to the Fortunate 500 concept and values-based management. As a prologue, Mr. Holt gave a history of the Holt family business, a business beginning with the vision of his great grandfather Benjamin Holt, who in 1904 invented the Caterpillar track-type tractor. Today the primary businesses of the Holt Companies are Texas-based and Ohio-based Caterpillar dealerships and a gas compressor sales and manufacturing company. In 1988 with serious growing pains and new acquisitions, Mr. Holt said, the Holt companies were, to quote Pogo, surrounded by insurmountable opportunities. What he called his desperate search for a management approach led to the Fortunate 500 process

of shared strategic values. The Fortunate 500 concept, developed by process consultants Dr. Michael O'Connor and Dr. Kenneth Blanchard, "defines success in terms of managing by a set of ethical values." Mr. Holt reported that his company developed five core business values with input from every area of the company. The five shared values of the Holt Companies are, ranked in order, ethical ("By doing the right thing"), success ("By consistently achieving targeted goals"), excellence ("By continually getting better"), commitment ("By being here to stay"), and dynamic ("By pursuing strategic opportunities"). Mr. Holt emphasized that sharing a mutual desire to succeed is a win-win situation. He said that recognizing the achievements of all changed the atmosphere of the company as much as anything else.

Mr. Holt stressed that the mutually shared values of an organization do not

change, but mission statements do. He noted that although Christian values are stressed in Augustana's printed materials, these values are not stated.

Other statements by Mr. Holt to reflect upon are the following: With values-based management, companies spend the time needed to think through the values they agree upon. The Fortune 500 process confronts the gaps between personal values and company values. The CEO is committed to keeping the values from being undermined; the CEO is committed to advancing the values. The deeper the process is taken into the company, the easier it becomes because people hunger for purpose and values. Values-based management frees people to come up with the best solution because it encourages individual creativity. Doing the right thing becomes a habit.

Three Augustana Regents -- Lucy Fryxell, John Quello, Joe Kirby --responded to Peter Holt's words. Dr. Lucy Fryxell, well-known to decades of Augustana students, spoke of Augustana's marks of success: that students are glad they went to Augustana, that the Sioux Falls community regards us well. She pointed to the students' direct contact with faculty and cited Augustana stories of faculty such as Dr. Lyn Oyos, who greets students by first name years after their graduation, and faculty who often ingeniously respond to student circumstance. She stressed that unity begins with the president and the importance of morale, that indefinable quality. She said infighting is neither Christian nor wholesome. And

she reemphasized what Augustana is about: giving young people a sound education in a Christian environment.

Mr. John Quello spoke eloquently about the church which founded us being our foundation. Mr. Quello stated that the Augustana difference comes from our foundation, the belief that every young woman and every young man who comes to Augustana is a child of God, loved and cared for by God. This difference, Mr. Quello said, is one we need to share and support. Mr. Quello spoke of the Regents as cheerleaders for the principles of Augustana.

Mr. Joe Kirby, Chair of the Regents, talked of the strategic planning process. He spoke of the mission statement and the shorter model still being discussed. He said that the Regents will revisit the directions suggested by the Augustana community's summer retreat. He emphasized the need for expressed values -- making the implicit explicit.

Mr. Holt talked of the ongoing process of follow-up, follow-up for the Holt Companies. Our follow-up of the seminar began immediately. There was table-talk about Augustana and our values. President Ralph used statements by Mr. Holt and Mr. Quello in his opening day address. We will respond to the call to state our values and let the rewriting of Augustana's mission statement evolve from our stated values. And we will continue to celebrate the students and ourselves at this place, Augustana.

MARK YOUR CALENDARS

Mark your calendars for the November 17-18 Bush Regional Conference in Minneapolis "**How Am I Doing? Pursuing Excellence in Teaching.**" Guest speakers are Mary Deane Sorcinelli, Director of the Center for Teaching at the University of Massachusetts at Amherst and Patricia Hutchings, Director of the American Association for Higher Education's Teaching Initiative (Dr. Hutchings led our 1993 Fall seminar on case studies). The

focus will be on the evaluation of teaching for individual improvement and/or personnel decisions. All fees, accommodations, and transportation will be covered by our Bush Grant funds. You will be receiving registration information soon. We encourage you to consider attending this conference.

Other "Bush dates" to keep in mind are the Question & Answer Session on

Promotion, Tenure, Pre-Tenure, and Leaves of Absence with the Personnel Council, September 28 at 3:00 p.m. in the

Beloit Room and the February 16-17 Bush Conference, "**Teaching with Open Eyes: Assessment of Student Learning.**"

Faculty Inventory: Seven Principles for Good Practice in Undergraduate Education

The *Inventories of Good Practice in Undergraduate Education* are part of a project initiated in 1986 under the auspices of the American Association for Higher Education (AAHE), the Education Commission of the States, and The Johnson Foundation, Inc. The Inventories have been developed by Arthur W. Chickering of George Mason University, Zelda F. Gamson of the University of Massachusetts at Boston, and Louis M.

Barsi of the American Associate of State Colleges and Universities (AASCU), with support from the Lilly Endowment, and prepared by Susan J. Poulsen of the Johnson Foundation.

This is the seventh and last in the series of Principles for Good Practice which we have been publishing serially in this newsletter. The first six principles were

1. Good Practice Encourages Student-Faculty Contact
2. Good Practice Encourages Cooperation Among Students
3. Good Practice Encourages Active Learning
4. Good Practice Gives Prompt Feedback
5. Good Practice Emphasizes Time on Task
6. Good Practice Communicates High Expectations

INVENTORY #7: GOOD PRACTICE RESPECTS DIVERSE TALENTS AND WAYS OF LEARNING

There are many roads to learning. People bring different talents and styles of learning to college. Brilliant students in the seminar room may be all thumbs in the lab or art studio. Students rich in hands-on experience may not do so well with theory. Students need the opportunity to show their talents and learn in ways that work for them. Then they can be pushed to learning in new ways that do not come so easily.

1. I encourage students to speak up when they don't understand.
2. I discourage snide remarks, sarcasm, kidding, and other class behaviors that may embarrass students.
3. I use diverse teaching activities to address a broad spectrum of students.
4. I select readings and design activities related to the background of my students.
5. I provide extra material or exercises for students who lack essential background knowledge or skills.
6. I integrate new knowledge about women and other under-represented populations into my courses.
7. I make explicit provisions for students who wish to carry out independent studies within my own course or as separate courses.
8. I have developed mastery learning, learning contracts, or computer assisted learning alternatives for my courses.
9. I encourage my students to design their own majors when their interests warrant doing so.
10. I try to find out about my students' learning styles, interests, or backgrounds at the beginning of each course.

1994-1997 BUSH STEERING COMMITTEE MEMBERS

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