

Winter
2005

E College of Business
Department of Management



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MSHROD Newsletter

www.mshrod.emich.edu

Message from the Co-Director: The NEW MSHROD Alumni Association

I believe a defining moment occurred for the MSHROD program this January with recognition of our new MSHROD Alumni Association. In the past few years there have been many false starts in launching an alumni association. However, due to the dedicated work of Amy Schulz from the alumni office and several alumni, notably Bill Hendry, SPHR, we now have an alumni chapter. The elected officers of the alumni association are:

- President: Deborah Foerster
- Vice President: Zachary Fairchild
- Treasurer: Jennifer Anastos Johnson
- Secretary: Ashwini Chandramouli

Purposes of the MSHROD alumni chapter, according to its charter, are to:

- Expand networking opportunities among alumni
- Provide a forum for developmental purposes
- Encourage mentoring relationships between practicum-eligible MSHROD students and alumni.

If realized, all of these goals of the alumni chapter will only make the MSHROD program itself stronger. The previous absence of an alumni chapter has hampered a timely and efficient dissemination of job opportunities that administrators and faculty of the MSHROD program become aware of to alumni of the program. A vibrant alumni chapter will facilitate an open dissemination of these job opportunities to our alumni and thereby raise the visibility of the MSHROD program to employers. In a rapidly changing field such as Organizational Development and Human Resources, it is vital that alumni remain current with developments in the profession. As part of its charge, the MSHROD Alumni Association plans to sponsor developmental forums as a vehicle of acquainting alumni about trends in the field. In fact, the kickoff event for the Alumni chapter will concern professional development. Dr. Wayne Brockbank, University of Michigan Professor in Human Resource Management will be speaking at 6:30 pm on April 5th at the EMU University House (see inside article for details).

A final purpose of the MSHROD Alumni Association is to facilitate mentoring opportunities between our alumni and practicum-eligible students of the program. Cementing a mentoring relationship between our alumni and current students can only deepen the practicum experience of our students. It also serves as excellent community service for our alumni. It should be remembered that, as a profession, human resources and organizational development originated not on a college campus, but as part of industrial practices. It originated from the early insights of Frederick Taylor of Bethlehem Steel at the turn of the twentieth century. Linking our graduating students to the environment and insights of current alumni practitioners will only enhance our students' practicum experiences.

It is always a pleasure to have had a hand in the beginnings of a new organization such as our MSHROD Alumni Association. This pleasure is only increased with the realization that it will serve the interests of multiple stakeholders including the MSHROD program. I wish Deborah and the rest of the officers of the Alumni Association all the best in the coming months.

Dr. Eric Schulz
MSHROD Co-Director

Announcements

Practicum Orientation (MGMT 688):

If you are planning to take Practicum in Fall 2005, please attend an orientation meeting:

**Wednesday, April 13 from 5:15 – 6:15 pm
Management Department Conference Room
(Owen 465)**

You will receive a syllabus and important information necessary to prepare for the course. Pizza and pop provided. If you have any questions, or are unable to make this date, contact Jean McEnery prior to the scheduled orientation (jean.mcenery@emich.edu).

Seeking Practicum Opportunities:

Do you have an opportunity for a practicum student? We are offering the practicum course both Fall and Winter semesters. Students enrolled in this course are expected to complete an individual consulting project with a client. Recently, students have completed a variety of projects for both large and small businesses, profit and non-profit organizations. If you or someone you know would be interested in working with a graduate student, please contact either **Dr. Jean McEnery** (jean.mcenery@emich.edu) or **Dr. Mary Vielhaber** (mvielhabe@emich.edu).

Seeking opportunities to present our Programs

As students or alumni of the EMU College of Business, you know that we offer several fine graduate programs in addition the MSHROD. These include the MBA and MS degrees in both Accounting and Information Systems. In addition to our graduate certificates in Human Resource Management and in Organizational Development, we offer graduate certificates in Accounting (Taxation or Financial & Operation Controls), Computer Information Systems, E-Business, Entrepreneurship, Finance, Marketing and Supply Chain Management.

Do you have co-workers who might benefit from one of these programs? We are seeking opportunities to make on-site presentations about our offerings. If you can help us set this up, or give us the right person to contact, please let us know. You can contact either **Dr. Fraya Wagner-Marsh** or **Dr. Deborah Ettington** at **734.487.3240** or deborah.ettington@emich.edu.

Certification in Human Resources Management

Human Resource Certification is the symbol of professional achievement. Beyond experience and education, the PHR (Professional in HR) or SPHR (Senior Professional in HR) designation signifies that you have mastered the HR body of knowledge. The Human Resource Certification Institute (HRCI®) maintains the nationally recognized standards set by individuals working in the profession. Certification exams are computer based and can only be taken during two annual windows at a Prometric Testing Center. The Windows for 2005 are as follows:

Exam Window	Regular Deadline	Late Deadline
May 1 – June 30, 2005	March 4, 2005	April 22, 2005
Dec. 1, 2005 – Jan. 31, 2006	Sept. 30, 2005	Nov. 18, 2005

For more details on certification visit the website at www.hrci.org. Eastern Michigan University also provides the SHRM Learning System course to assist in the preparation for the exam through Continuing Education. More information on this is available at <http://www.ce.emich.edu/trainingprofessionals.html>.

Students and recent graduates: If you are within one year of graduation or if you have graduated within the last year, you can sit for the HRCI exam as a student for \$120. You then will have five years to get the two years of HR-related experience that you need to complete certification. The MSHROD Development fund has purchased study materials that can be checked out by our students. If you need more information, contact Fraya Wagner-Marsh, SPHR at fwagnerm@emich.edu.

EMU Hosts the MISHRM HR Games

The Eastern Michigan University SHRM student chapter will be hosting the 4th Annual Michigan HR games on Saturday, March 19th at the College of Business. The Collegiate Competition is an event for SHRM student chapters designed to foster friendly competition between universities. It provides a positive and fun way to prepare students for the human resource profession and the Professional in Human Resources (PHR) certification exam conducted by the Human Resource Certification Institute (HRCI)

The event will be attended by students from Baker College, Central Michigan, Eastern Michigan, Ferris State, Michigan State, The University of Michigan-Flint, and Western Michigan. Using a jeopardy style format, teams of three undergraduate students and an alternate from each school compete over several rounds to reach the finals. The event will begin at 8:00 a.m.

In addition to the pride in being chosen to represent their university, the winning student team will also represent the state of Michigan in the North Central Regional competition (10 states), being held in Champaign-Urbana, Illinois on April 9th. The winner of each of the six area events will compete at the National finals scheduled during the SHRM annual conference in San Diego. Winning teams from each region will receive a paid trip to the Annual Conference and the team members will have their HRCI test registration paid for.

EMU's teams coached by Dr. Fraya Wagner-Marsh, SPHR, are represented by two teams. Representatives of the first team are Kevin Bosworth, Eliot Geib, Matthew LePage, and Adam Horning (alternate). Representatives of the second team are Steven Ventura, Matthew Gillim, and Kate Aken. The teams have been studying and practicing diligently in preparation for the competition. Historically, the EMU HR Games Teams have performed magnificently with one team reaching the national games at the SHRM National Conference in 2002.

The Professional Education Center EMU College of Business Seeking Clients and Instructors

The Professional Education Center at Eastern Michigan University provides tailored training and degree programs to organizations. One great example of the Education Center in action is the customized MBA program provided for Masco Corporation. For two weeks out of every four months, 20 to 25 students selected by Masco meet at the company's corporate training center to attend classes taught by EMU professors or instructors. During the time when students are not at the training center, they continue to communicate online with each other and faculty members providing a unique MBA experience which has graduated about 90 Masco employees to date.

In addition to customized MBA programs, The Professional Education Center provides training and development programs related to leadership, change management, team building, business development, human resources and much more. Organizations that have utilized the expertise of EMU's College of Business in this way include General Motors University, IBM and Pfizer to name just a few.

Where do you come in?

The Professional Education Center is looking for both clients and instructors. Could your company benefit from one or more of the programs available or perhaps a customized training course in one of the many areas of expertise? Do you have experience developing or teaching training to corporate executives? Then the Professional Education Center wants to hear from you!

Information on the programs and courses offered by the Professional Education Center can be found online at <http://www.cob.emich.edu/pec/>. You may also contact Sandi Nielsen, Director of the Professional Education Center at 734.487.3164 or by email at pec@emich.edu. For those interested in teaching a course, an application with submission instructions is also available via the web.

MSHROD Alumni Chapter Formed

The Masters of Human Resource Management and Organization Development Alumni Chapter was officially recognized as a University chapter January 29th when the EMU Alumni Association Board of Directors accepted its application. The elected officers of the alumni association are Deborah Foerster, President; Zachary Fairchild, Vice President; Jennifer Anastos Johnson, Treasurer; and Ashwini Chandramouli, Secretary. The group's faculty advisor is Eric Schulz, a professor in the School of Management. Purposes of the MSHROD alumni chapter, according to its charter, are to expand networking opportunities among alumni, provide a forum for developmental purposes, encourage mentoring relationships between practicum-eligible MSHROD students and alumni, and offer recreational and socializing opportunities.

The chapter's organizing activities started in 2003 with a survey of graduate interest in forming an alumni chapter. Momentum kept building, leading to the decision last fall to draft by-laws and select officers. Its first planned event is the EMU MSHROD Alumni Chapter Kickoff Event to be held at EMU University house at 6:00 PM on April 5, 2005.

The chapter is open to graduates of the MSHROD program. Practicum-eligible students enrolled in the program are accepted as non-voting members. The chapter may award honorary memberships to colleagues and friends of the chapter. Members' yearly dues are \$30.00. To join the EMU MSHROD Alumni Chapter call Alumni Relations at (734) 487-0250.

MSHROD Speaker Event

Join us for the MSHROD Alumni Speaker event! The presenter for the evening will be **Dr. Wayne Brockbank**, a nationally renowned speaker and authority in Human Resources. Dr. Brockbank is a Clinical Professor of Business at the Ross School of Business at the University of Michigan. He is also the Director of the Center for Strategic HR Leadership and the Director of Strategic HR Planning Program, the HR Executive Program, and the Advanced HR Executive Program at Michigan's Executive Education Center. Dr. Brockbank was recently elected as a SHRM National Board member. Hors d'oeuvres, Beer, Wine and Soda will be provided at the event. This speaker event will also represent the EMU MSHROD Alumni Chapter Kickoff Event.

Date: Tuesday, April 5th
Time: 6:00 – 7:30 PM
Location: EMU University House
790 North Hewitt Avenue, Ypsilanti

All interested individuals are invited to attend. Please RSVP to carol.morello@emich.edu by March 28.

Tentative Class Scheduling

Spring 05

- **MGMT 505***: Organizational Theory & Behavior – MW (Milner)
- **MGMT 509***: Human Resource Management – TR (McEnergy)
- MGMT 615: Org Design & Strategy – LIV (Newell)**
- MGMT 681: Performance Management – TR (Vielhaber)
- MGMT 696: Mgmt Strategy & Policy – MW (Chowdhury)

*** Core Courses**

**** Livonia, 4 weekends
(Fri 6-9, Sat 9 – 4)**

Summer 05

- MGMT 604: Mgmt Communication Theory & Practice – MW (Tubbs)
- MGMT 636: Current Topics in Entrepreneurship (Family Business) – LIV (Newell)**
- MGMT 681: Negotiations and Influence – TR (Tubbs)
- MGMT 681: Current Topics in HR and OD – LIV (Camp)**
- MGMT 681: Strategic HRM – Traverse City (Hendry) Aug 13 – 19
- MGMT 681: Benefits – MW (Schulz)

Tentative Class Scheduling cont...

Fall 05

- **MGMT 505***: Organizational Theory & Behavior – T (Hill), R (Milner), online (Bush-Bacelis)
- **MGMT 509***: Human Resource Management – W (Frye), online (Camp)
- MGMT 550: International Management – T (Victor)
- MGMT 600: Management Skills – M (Endres), W (McEnery)
- **MGMT 602***: Theory & Techniques of OD – T (Wong)
- MGMT 604: Mgmt Communication Theory & Practice – T (Tubbs), LIV (Day), online (Waltman)
- **MGMT 610***: Diagnostic & Quantitative Methods – LIV (Chowdhury)
- MGMT 611: HR and Technology – W (Isenhour)
- MGMT 620: Compensation Management - LIV (Schulz) * **Core Courses**
- **MGMT 628***: Human Resource Development - LIV (Blanchard)
- MGMT 638: Building Continuous Improvement Teams – LIV (Huszczco)
- MGMT 648: Communication and OD – M (Vielhaber)
- MGMT 660: Field Studies in Entrepreneurship - T (Newell)
- **MGMT 688***: Practicum - R (McEnery)
- MGMT 696: Management Strategy and Policy – M (Banerji), W (Chowdhury)

Spring Management 681 Special Topics Course Descriptions:

Strategies for Managing Employee Performance

Meeting Time: Tuesday and Thursday 6:30-9:10

Professor: Mary Vielhaber

This course is designed to examine approaches used in organizations today to attract, develop, and retain talented employees who create a competitive advantage. The course will focus specifically on successful coaching strategies that can be used to manage and enhance employee performance.

Summer Management 681 Special Topics Course Descriptions:

Negotiation and Influence Strategies for Business

Meeting Time: Tuesday and Thursday 6:30-9:10

Professor: Stu Tubbs

This course will explore methods for improving your ability to negotiate and influence others in all types of situations except labor relations. The class will include numerous negotiation cases with role-plays.

Benefits

Meeting Time: Monday and Wednesday 6:30-9:10

Professor: Eric Schulz

This course will examine benefit offerings within organizations and current trends concerning employer benefits including provisions to alter Social Security.

Current Topics in HR and OD

Meeting Time: Livonia Campus

Professor: Rick Camp

In the current issues course we will be reading a series of applied articles from the 05/06 edition of Current Issues in Human Resources from McGraw Hill. We will also be writing short critiques of these articles, reviewing them from both an HR and OD perspective. There will also be a group project which will involve researching and presenting a cutting edge HR issue to the class. Finally, there will also be a weekly jeopardy game on current HR topics in the popular press during the semester.

Strategic Human Resource Management

Meeting Time: Traverse City

Instructor: Bill Hendry, SPHR

This course examines how human resource management programs are strategically linked to organizational goals to positively affect organizational performance.

Professional Development Opportunities

Michigan Council of SHRM 2005 State Conference

The Michigan Council of SHRM 2005 State Conference is being hosted jointly by the Mid-Michigan Human Resource Association & the Valley Society for Human Resource Management. This year's conference will be held **September 21 – 23 at the Doubletree Riverfront Hotel and Conference Center in Bay City, Michigan.**

The educational programs offered will be based upon the framework of the Competency Model for the New HR and reflect major socioeconomic trends shaping the workplace within the next 3-5 years. You can learn more about the Competency Model for the New HR online at <http://www.shrm.org/competencies/>. University of Michigan Professor of Business Wayne Brockbank, Ph.D. and co-author of the Competency Model for the New HR Guidebook will be a keynote speaker. Five factors of the Competency Model for the New HR will guide the 2005 programming framework: Business Knowledge, Personal Credibility, Strategic Contribution, HR Delivery and HR Technology. Dean Anderson, President of Being First, Inc. (www.beingfirst.com) is also tentatively scheduled to be a keynote speaker with his discussion of matching your leadership style to the unique demands of transformational change. This information and more can be found on the Michigan Council of SHRM website at www.mishrm.org.

Society for Human Resource Management 57th Annual Conference & Exposition

The 2005 Annual SHRM Conference will be held June 19 – 22 in sunny San Diego, CA. As always the conference will include a variety of activities, presentations and networking opportunities.



Bill Cosby
Opening General Session



Malcolm Gladwell
General Session



David Ulrich, Ph.D.
General Session



Bertice Berry, Ph.D.
Closing General Session

This year's keynote speakers include comedian and author Bill Cosby, Malcolm Gladwell author of "The Tipping Point" and "Blink", David Ulrich a Professor at the University of Michigan and Bertrice Berry an author, educator and award winning entertainer and comedian. Each of these speakers will provide motivating and informational discussions of topics important for HR professionals.

Numerous breakout sessions will be available on a variety of topics including: "Retention Culture: If You Build It, They Will Stay", "ADA and Diversity for a New Generation", and "Projecting 'People Passion' – Motivating Your Employees to Create Extraordinary Customer Service".

In addition to the professional and education opportunities there are also opportunities for play! Tuesday evening of the conference will include entertainment with Daryl Hall and John Oates, and a number of tours are available throughout including city tours, sailing, the San Diego Zoo and much more!

Information on the conference is available by website including breakout session learning objectives, opportunities for recertification credits, travel information, tours and more at:

<http://www.shrm.org/conferences/annual/default.asp>

Students can attend for a reduced rate of \$180. Watch your mailboxes for the student application or contact Dr. Wagner-Marsh for a copy, but hurry, registration increases to \$210 starting 4/23.

The 2005 Arbor Awards for Excellence: Honoring Best Practices in Human Resources (Co-sponsored by the MSHR/OD Program)

By Erin Hoffmann



The Arbor Consulting Group, Inc. and Eastern Michigan University's Master of Science in HR/OD program announced the winners of the Arbor Awards for Excellence on March 10, 2005, at the Ritz-Carlton, Dearborn. Joan E. Moore presented Waterford Crystal Arbor Awards to DaimlerChrysler Corporation, Domino's Pizza, Inc. and The Rehmann Group. In addition, three organizations were recognized with Special Tribute Awards.

The Arbor Awards and Special Tribute Awards are designed to recognize organizations and HR practitioners who implement innovative programs and practices while demonstrating professional excellence. Nominated practices must represent an outstanding accomplishment, reflect effective human resources management, and produce significant results in order to be considered for an award.

The following are brief descriptions of the practices recognized in the 2005 Arbor Awards for Excellence program:

DaimlerChrysler Corporation *Building Internal Expertise in Executive Hiring*

DaimlerChrysler transformed its recruiting function into a centralized, in-house, center of excellence. The recruiting team consists of business and HR professionals who have been highly trained as consultants in the recruiting role, along with subject matter experts who specifically support the assessment and on-boarding processes. The team now takes a full-cycle approach to recruiting.

Domino's Pizza, Inc. *Star Selection Training Program*

Domino's Pizza is teaching its Team Leaders how to select and hire exceptional people. The Star Selection Training Program provides Domino's with a consistent and systematic selection process for hiring salaried Team Members. One of the keys to the successful selection of candidates at Domino's has been the emphasis on defining prior to the interview, what constitutes "good answers" to interview questions. With its continued emphasis on hiring the right people, Domino's is on the path to what it defines as its success strategy: "The Pizza Company with the Best People will Win."

The Rehmann Group *True Blue – HR's Role in Building an Integrated Brand at the Rehmann Group*

The Rehmann Group is modeling Human Resources leadership by not only being "at the table," but by being at the head of the table, as the organization branded and transformed itself. The HR and Marketing departments worked closely together to build an integrated model that meshed well with the firm's existing culture, while also meeting future cultural modification goals. While the business transformation of the Rehmann Group may not necessarily be unique, the role HR played in leading the change, linking employee satisfaction to client satisfaction and partnering with marketing to accomplish strategic goals, is certainly a unique approach and a successful HR model for other businesses in transition.

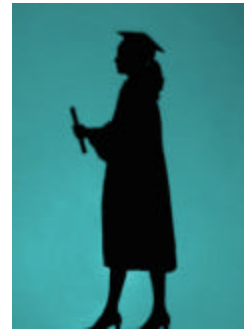
In addition to the three Arbor Awards for Excellence recipients, three companies were honored with Special Tribute Awards. These winners include:

- **Glacier Hills Retirement Community**
A Paradigm Shift CAN Be A Picnic
- **St. Joseph Mercy Health System**
Diversity Conference
- **University Of Michigan Benefits Office**
Leveraging Technology in a New Customer Service Delivery Model

Congratulations to all on their accomplishments! For more details regarding the Arbor Awards, or the winners, please contact The Arbor Consulting Group at (248) 349-9002.

Congratulations 2004 Graduates

- Tanisha Arrington (MSHROD)
- Angela Brown (MSHROD)
- Stephanie Brown (MSHROD)
- Trudy Cranney (CBAD HR)
- Meghan Dell (MSHROD)
- Vivian Eyster (CBAD HR)
- Jackie Graham (MSHROD)
- Stephanie Kirsammer (MSHROD)
- Maria Lanat (CBAD HR)
- Jennifer Mack (MSHROD)
- Karla Mercer (MSHROD)
- Brent Schomaker (MSHROD)
- Marie Stranges (CBAD HR)
- Morgan Todd (MSHROD)



Welcome New Students

Andrea Anderson	Graduated from University of Michigan with a degree in Organizational Studies. Currently employed with Visteon in Labor Relations and as an HR Generalist.
Veronica Beard	Received her BBA in Quality Management. Currently working as a Trainer for Ford Motor Company.
Jacklynn A. Bisonette	Graduated from Spring Arbor University with a BA in Management and Organizational Development. Currently working as a Sr. HR Consultant for Consumers Energy
Janeane P. Cato	Received her BBA from William Tyndale College.
Carolyn Cespino	EMU Graduate currently working for Roush Enterprises as a Corporate Recruiter.
Xingzhi Chen	Graduated from Shanghai Normal University with a degree in English. Worked as a Customer Manager at China Merchants Bank.
Sally-Ann Cook	Received her Bachelor of Administrative Studies with a specialization in HR Management.
Emelie D'Anna	Graduated from the University of Michigan with a degree in Education. Currently employed as a Training Manager at SPX Corporation.
Roslynn Edmondson	Received her BS in Accounting from Norfolk State University. Currently employed as a Financial Analyst with the University of Michigan MCARE.
Sara Frankish	Graduated from University of Michigan with a degree in English.
Eric Gough	Received his Undergraduate degree in Aviation Management Technology at EMU.
Darrin Harvey	Graduated from EMU with a Bachelor's degree in communication.
Andrew James	Received his Undergraduate degree in History at EMU and is currently employed at Ford Motor Company.
Jennifer Knowles	Received her BA in English from the University of Michigan and is currently employed by U of M in Marketing and Program Development.

Welcome New Students (cont.)

Jessica Lavander	Completed her Undergraduate degree at EMU with majors in Sociology and Criminology. Currently employed by First Step as the Resident Manager.
Ryan Lintner	Completed a degree in HR and Society at Michigan State University.
Jason Lopez	Received his Bachelor's degree in Communication Technology and Master's of Information Security at EMU.
Adam McCombs	Received his Undergraduate degree in Psychology from Michigan State University.
Stephanie Martin	Graduated from EMU with a degree in Management and is currently working as a Staffing Manager for Robert Half International.
Dante Maynor	Completed her Undergraduate Degree in Management at EMU and recently interned at Flint Ink.
Eric Olson	Received his Undergraduate Degree from University of Michigan. Works as an Admission Specialist at U of M.
Kevin Robertson	Graduated with a degree in Psychology from Morehouse College and is employed by the Ann Arbor District Library as a AdvH Services Specialist.
Heather Rosenthal	Received her Undergraduate Degree in Marketing at EMU.
Hui Shen	Received her Undergraduate Degree from Okayama University in Japan with a major in Economics. Originally from Beijing China. Works as a GA in Continuing Education.
Hassana Tabch	Received a BBA and is employed by LibanCell as a Personnel Supervisor and Credit Control Coordinator.

Student Athletes

As graduate students, faculty and alumni, we often don't take advantage of the opportunity to support our school on the athletic fields. This year we should have even more pride and support for our teams as we have three student athletes that have joined the MSHROD graduate program. These intelligent and talented students must balance the demands of both school and their respective athletic programs. While the seasons are at various stages in their completion for the year, we want to congratulate and thank our student athletes.

- **Emily Blakely (EMU Women's Rowing).** Emily has been rowing since her Freshman year (4 ½ years). The rowing team became a division one sport about 3 years ago and EMU was the unofficial MAC champs last year.
- **Ryann Kilgore (EMU Women's Basketball).** As of the writing of this article, the Women's basketball team is having a winning season (15-4). Ryann was also accepted for a professional development seminar in Indianapolis called "so you wanna be a coach". At this seminar, Ryann will be provided the opportunity to learn and network with coaches about job opportunities.
- **Jean-Oliver Gagnon-Gordillio (EMU Men's Football).** In addition to representing the Eagles on the Football field, Oliver was one of three EMU students named to the Academic All-MAC football team.

For more information on all of EMU's athletic programs including schedules and results, check out the athletics website at <http://www.emich.edu/goeagles/index.html>. **Go Eagles!**

Focus on a Student: Bob Salter, SPHR

By Marie A. Baldwin

Bob is currently employed at Henry Ford Health System as the Manager of Employee Health where he oversees 15,000 employees, students and volunteers to ensure compliance with annual health requirements (tests, vaccinations, etc). He also helps coordinate the Employee Wellness program with the Total Rewards Program. His journey to this position was highly unique and interesting.

After graduating from Churchill High School in Livonia, Bob attend Sacred Heart Seminary where he studied to be a priest and received degrees in Philosophy and Theology and minor in Humanities. After graduation, Bob moved to Chicago uncertain of whether he wanted to continue with his pursuits of priesthood. He worked for two years in campus ministry at the University of Illinois, Circle Campus in downtown Chicago before returning to Michigan where he taught religion at Bishop Borgess High School for 13 years. In time he decided to forego his plans of priesthood and married his wife of 25 years Christine. Bob also continued his education receiving a Master's of Theological Studies from St. John's Seminary in Plymouth.

In 1991, Bob was provided with a new opportunity that led him to work for 2 years doing training consulting for Educational Data Systems. He was then hired by a client, J&L Specialty Steel, as a Training Supervisor and HR Generalist. In 1998, Bob was hired by Henry Ford Health Systems where he has since worked in the OD department until his recent promotion as Manager of Employee Health. Bob's goal is to learn from his current position and return to work in OD focusing on Leadership Development and Talent Management.

Bob began working on his MSHROD to continue to learn and develop his skills in the area. He has been able to both learn from other students and professors as well as contribute to the education of those in his classes with his real life experiences. Bob shared that the classes and material covered has been "very" practical in the real world. Furthermore, he feels it is the professors that make the program so exceptional. "The professors are very approachable and concerned, as well as very experienced due to the consulting work they do on the side."

Bob highlighted a few courses and professors who really stood out in his experience including the following:

- Dr. Camp's HRD class (MGMT 628) was "exceptionally cool". Bob was given the opportunity to work on an "ideal" project in both how it was developed and the results. His team worked with a client that rents furnished apartments for extended stay residents. The organization considered itself to be the Ritz of corporate housing and high quality and cleanliness were of the utmost importance. In this project, the team trained housekeepers on how to do their jobs "perfectly". Not only was the training well done, but the organization now uses the program nationally. The quarter following the training won a national award for highest quality as measured by customer complaints.
- Diana Wong's OD & Change course (MGMT 602) was an excellent class in which self-discovery was combined with applied theoretical concepts to better understand the change process. While the class was difficult, it provided for personal and professional growth.
- Dr. Vielhaber (which he had for two classes - Communication and OD, and Performance Management and Coaching). The Coaching class was a summer class in Traverse City and offered a little vacation time mixed with school. Dr. Vielhaber is not only a communication expert, but also encourages personal growth as part of the communication process.

Bob's experience and education has helped to shape his learning. Having had the variety of experiences, Bob shared the following bits of advice/knowledge:

- Take electives that you really feel will benefit your career – not just the "easy" ones.
- In large organizations change happens very slowly. While the textbooks are right about the processes, the timing is usually much slower unless crisis is initiating change.

And most importantly

- The strength of EMU's program is its professors. Their experience can be very valuable. Get to know the professors and don't be afraid to interact with them. You may even want to ask one to act as a mentor for you!

Practicum Projects Provide HR/OD Consulting Skills to the Community

Molly Coats has contracted with Bohn Concrete Construction to help the company become completely compliant with OSHA regulations by creating a user-friendly, yet thorough safety manual and safety training procedure.

Kelda Forkin is creating a strategic guide to interviewing for RN's, CENA's and LPN's at Whitehall nursing home. She is also conducting a job analysis to provide a job description for an additional position.

Dave Griffore is developing a customer service training manual for the employees of Eagle Crest Golf Club. He also will be conducting research on employee motivation and will include a consulting report with results of other clubs, and suggestions on employee motivation.

Erica Healand is facilitating an all-inclusive strategic planning process and developing a comprehensive strategic plan for Mortar Board National Foundation. The strategic planning process includes development of the mission, vision and values statements, an environmental scan, formalized goals and objectives and a one year action plan.

Erin Hoffmann is developing and administering a survey for the Cranbrook Art Museum in order to provide data for their future strategic plan. The project also includes developing a communication plan for the ArtMembers@Cranbrook Membership Committee and analyzing, summarizing and presenting survey results.

Jamie Huebler is developing and administering a survey for the Academic Human Resources department at Eastern Michigan University. The project will determine training needs and wants of department heads and deans and will include a final consulting report and recommendations for training implementation.

Norma Ibarra-Palmer has contracted with Evangelical Homes of Michigan to evaluate their current performance appraisal process for Middle Managers. The project will include recommendations for improvement and or modification based on feedback gathered from employees as well as a plan for next steps in regard to their performance management system.

Denae Kemp has contracted with Fabri-Kal Corporation of Kalamazoo to evaluate their current competency system in order to make recommendations on better tracking and reporting methods. The project also includes the development of a compensation system for one of their plants.

Jill Kercher is working with The Newman Group to update their employee handbook and harassment training for new hire orientation. In addition to developing a handbook, this project will entail an analysis of benefits this company is offering.

Martin May is working with St. Joseph Mercy Health System. He is helping them to modernize their retiree health insurance benefit and develop utilizable cost savings strategies.

Talin Mishigian is working with the SOS Crisis center in Ypsilanti to analyze survey data based on patterns of perceptions of employees to find levels of satisfaction in the entire organization. A consulting report will be delivered to management and recommendations will be provided.

Karen Pryor is developing a written and electronic resource manual for new Corporate Regional Managers at Domino's Pizza to help them succeed in their roles.

Rebecca Rangel-Mullin is working with the Ozone House Youth & Family Services nonprofit organization in Ann Arbor. Her project involves the development, design and implementation of an orientation program to a CD-ROM as a first phase in a multi-phase orientation for employee, volunteers and board members. The objective is to provide a comprehensive introduction of key components and messages regarding the agency in a consistent manner.

Amy Rhode is working with the Organization Development and Workforce Strategies Department at Trinity Health. She is assessing the Talent Management Program of key executive positions and researching resources for leadership and management improvement needs.

Practicum cont...

Bianca Roberts is working with DaimlerChrysler Corporation's IT division and its New Employee Development Committee. She will be researching regional university IT programs to develop a tool for more effective recruiting in line with the goals of the committee. The research will involve degree programs at both graduate and undergraduate levels.

Bob Salter is performing a data analysis of the rate of promotion and retention of five graduations of the Leadership Academy at Henry Ford Health System (HFHS) and will be comparing that data against a control group of the management at large that did not participate in the leadership development program. Senior leaders will be using the report as a foundation to create a formal succession planning model.

Didem Sarioglu is working with the Eastern Michigan University Benefits Office. The project will focus on improving communication between the Benefits Office and EMU employees by developing methods that will enable employees to better understand their benefits options in a clear and concise manner.

Amy Schultz is working with Gilda's Club of Metro Detroit in Troy, Michigan in order to support efforts at implementing their performance management system, as well as offer additional analysis as it pertains to the overall health of the organization, including recommended strategies for improvement.

Beverley Sterling is working with Michigan Small Business & Technology Development Center located in the EMU Business School. A combination of data gathering techniques such as job analysis questionnaire, employee interview, and job performance observation will be used to generate the information necessary to design a new employee orientation program.

David Yakonich has contracted with the Ann Arbor Academy, a non-profit private middle-high school, to develop a performance management system for their teachers. The project includes a job analysis, job description for the role of a teacher, evaluation forms, and the recommendations for the evaluation process.

Frank Zenner is evaluating a performance management system for production and maintenance employees at an automotive parts manufacturer, in order to make recommendations for improving the organization's current system.

Student Updates & Congratulations!

Marie A Baldwin	Accepted a Facilitator position with the U of M Challenge Program.
Emily Blakely	Got engaged on September 24, 2004 to her fiancée, Jason, who is an engineering officer currently deployed overseas until March 2006 with the Army. Emily has planned a wedding date of May 20, 2006.
Sally-Ann Cooke	Recently accepted an entry level position in HR with MD Robotics in Brampton, Ontario.
Jean-Oliver Gagnon-Gordillio	Interning with Flint Ink.
Erin Hoffmann	Interning with The Arbor Consulting Group.
Karen Pryor	Working for Domino's as a HR Generalist.
Hui Shen	Accepted a Facilitator position with the U of M Challenge Program.
Kris Stahley	Collaborating with Visus out of Chicago.
Bob Salter	Received a promotion at Henry Ford Health Systems
Amy Schultz	Received a promotion at Henry Ford Health Systems

Do you have any big news to share? New job? Promotion? Marriage/Birth/Engagement? We want to hear from you! Send your updates to fwagnerm@emich.edu.

***Outstanding
Master of Science in Human Resources
and Organizational Development
Student Award***

A special congratulations to **Erin Hoffmann** who will be presented with the Outstanding Master of Science in Human Resources and Organizational Development Student Award at the 2005 Honors Banquet. Erin is a well deserving student who is being honored for her academic success both in and out of the classroom. Erin works as a Graduate Assistant in the Management Department and is currently interning at The Arbor Consulting Group. Erin is also the President of EMU's Student Chapter of SHRM and participates in numerous related activities. Erin will be graduating in June and is interested in pursuing an HR role in diversity and/or training and development after graduation and plans to take the HRCI exam in the spring.



2005 Graduate Research Fair

The Graduate Research Fair provides opportunities for graduate students to showcase outstanding research and creative projects. Students can be nominated by an instructor or self-nominate works such as thesis/dissertation research, independent study projects, capstone experiences or special projects and outcomes from practicum and internship experiences. Students participating in the Graduate Research Fair can do a poster presentation of their works or a 15 minute oral presentation. It is a great opportunity for students and faculty to highlight the exceptional works of our students!

This year two students from the MSHROD program have been accepted into the 2005 Graduate Research Fair which will be held on Monday March 28th. Both students will be presenting starting at 1:00 pm in the McKenny Union Main Lounge. Information on these students' presentations is as follows:

Marie A. Baldwin
Nominated by Dr. Mary Vielhaber

Impact of Role Clarity in Breaking Down Communication Barriers: A Study of Frontline Customer Support Personnel

The need for role clarity in relationship to employee satisfaction and performance behaviors is well documented. This study of frontline customer support personnel focused on determining the communication barriers that were impacting their internal knowledge necessary to provide excellent customer support. Perceptions of communication methods, mediums and frequency were gathered through questionnaires and interviews. The results underscored the importance of role clarity in effective customer service

Adrian Ong
Nominated by Dr. Eric Schulz

Graduate Assistant Pay

The research is conducted to analyze what factors are used by departments at Eastern Michigan University to decide on pay decision for Graduate Assistants. The various departments at Eastern Michigan University have the freedom to set a pay level for each of their Graduate Assistants. Surveys are carried out at different departments of Eastern Michigan University to gather pay practices for Graduate Assistants. The method used to interpret data gathered from the surveys will be a multi variant analysis.



What's new with the EMU Student SHRM Chapter!

By Erin Hoffmann

The 2004-2005 school year has proved to be rather busy for our student chapter of the Society for Human Resource Management. Some of the exciting events and activities that the chapter has been involved in this year include:

- HRAGD sponsored our Mentoring Program, which was kicked off in February, 2005. Student mentees met their local HR Professional mentors at a meet and greet pizza party. Students were matched with their mentors based upon their specific interests in the HR/OD field.
- The chapter sponsored a collection for the "Give the Gift of Reading" project which resulted in a collection of more than 70 books for underprivileged children in the Detroit community.
- Student members volunteered at the Michigan Collegiate Job Fair in November, 2004 and will do so again in March, 2005. Through volunteering, students are able to attend the fair for free, as well as have an extra opportunity to meet with recruiters and check out the event before all the other job seekers arrive.
- A few members competed in the DBSA sponsored bowling social event that challenged the other student organizations and our own bowling skills, or shall we say, lack there of!? Check out the picture!
- Our regular bi-monthly speaker meetings included presentations such as HR Consulting and Entrepreneurship by Joan Moore, HRIS by Bill Bramble, Global HR Leadership by Tom Emerson and The New HR Competency Model by our very own Dr. Fraya Wagner-Marsh. Our student chapter would like to thank all of the presenters who have taken the time to contribute to making our chapter meetings successful.
- Many students are either currently participating in internships or will be participating in internships this summer. These internships are a direct result of the student chapter internship program that is dedicated to communicating HR opportunities to our members.
- Newsletters have been sent out on a monthly basis to keep our members, and others who are interested, up to date on SHRM meetings and our other happenings.
- Student members went to Detroit to tour the Ford Rouge Factory in February. This was an incredible tour, which is open to the public for a small fee. We highly recommend it!

- A research project was conducted to analyze the assessment day that is conducted in MGMT 460. The purpose of the study was to determine student reactions to the assessment day; specifically the organization of the day, whether the students felt they were able to demonstrate the skills to which they were being evaluated and whether the students felt this was a valuable measurement tool. Through this study, improvements were made for future assessment days.
- Student members frequently attend local Professional meetings in Ann Arbor or the Greater Detroit area. Students find this is an excellent opportunity to network with HR Professionals and discuss current topics outside of the classroom.
- The undergraduate HR Games team members have been hard at work studying and practicing for the HR Games State competition, which will be held Saturday, March 19. We hope they are able to continue on to the finals, which will be held at the National SHRM Conference in San Diego. Good luck to the teams!
- Finally, Dr. Fraya Wagner-Marsh is being nominated for the SHRM Advisor of the Year Award. We could write a whole additional article on why Fraya deserves this award. Our student members appreciate all her hard work and everything she does for us.

Becoming a student member of SHRM is an extremely beneficial way to become involved with the HR Community and keep up to date on the HR world. If you are interested in becoming a member, or are interested in learning more of the benefits of becoming a member, please email us at shrm_chapter@emich.edu.



DBSA/SHRM Bowling Event. Pictured from left to right: Kate Aken, Steven Ventura, Dante Maynor, Erin Hoffman

Alumni Updates & Congratulations!

- Katie Curtis (04)** Now working in MN at Target Corporate Headquarters in the Human Resources Department.
- Line Kofoed** Assigned to the Royal Norwegian Embassy in Beijing China.
- Rick Opland (02)** Pursuing his PhD in Industrial and Labor Relations at Michigan State University.
- Ashwini Chandramouli (04)** Gave birth to a baby boy, Bhargav, on January 17! (6lbs, 12 oz!)
- Catherine Riggs** Accepted position as a Training Manager for International Service and Parts at DaimlerChrysler.
- Jane Stephenson (04)** Teaching MGMT 485 at EMU

Do you have any big news to share? New job? Promotion? Marriage/Birth/Engagement? We want to hear from you! Send your updates to fwagnerm@emich.edu.

Focus on an Alumna: Deborah Foerster

By Eric Shulz

This article features MSHROD graduate Deborah Foerster who currently serves as a Manager of Operation Effectiveness and Senior Organizational Development Partner of Vehicle Operations Manufacturing Engineering at Ford Motor Company. Deborah is also the President of the new MSHROD Alumni Association.

Since her graduation in 1996, Deborah has enjoyed the opportunity to implement cultural change efforts within Ford, participate in attempted avoidance of a formal salaried union drive, conduct gap analyses and perform competency initiatives. In Deborah's current role at Ford, she serves as a strategic business partner with executive management on cultural transformation initiatives, strategic decision making, leadership selection and development and installation of human resource practices, structure and programs that enable peak performance.

Deborah was drawn to the MSHROD program because of its strong grounding in Organization Development as a means of preparing organizational change. The program's pragmatic ability to link human resource practices and statistical methods to OD change was also viewed

by Deborah as a strength of the program. Professors whom Deborah found particularly valuable in enhancing her skills while enrolled in the MSHROD program were Nick Blanchard and Greg Huszczo. Each professor emphasized the role of OB and teams for conducting organization change. Courses that demonstrated how HR and manpower planning serve as a foundation of business success by enhancing customer value were also cited by Deborah as particularly valuable.

Deborah's future aspirations at Ford are to continue in an OD capacity with particular attention to cross-functional enterprises. Deborah is also hopeful of eventually pursuing a Ph.D. in Organizational Development. Deborah's advice for current MSHROD students is to examine what you want to achieve in life and stay focused upon that goal. She also urges all students to continually network. Deborah's goal for the new MSHROD Alumni Association are to increase networking opportunities for graduates of the program, facilitate social and learning activities for chapter members and introduce mentoring opportunities for current MSHROD students.



Jean Bush-Bacelis was honored at the 14th Annual Teaching Excellence Awards for her exemplary teaching abilities and pioneer work in the use of academic-service learning. The event was hosted by the EMU Alumni Association and the Office of Alumni Relations.

Sanjib Chowdhury had his paper “Customer Induced Uncertainty in Predicting Organizational Design: Empirical Evidence Challenging the Service Versus Manufacturing Dichotomy” accepted for publication by the Journal of Business Research. Sanjib also had his paper “Demographic Diversity for Building an Effective Entrepreneurial Team: Is It Important?” accepted for publication by the Journal of Business Venturing. In addition, Sanjib had his paper “The Role of Affect-and Cognition Based Trust in Complex Knowledge Sharing” accepted for publication by the Journal of Managerial Issues.

Megan Endres had her paper, co-authored with Sanjib Chowdhury and Crissie Frye, “The Multifaceted Nature of Online MBA Student Satisfaction and Impacts on Behavioral Intentions”, accepted for presentation in the Education Division of the Academy of Management Conference in Honolulu, Hawaii. Megan was also approved for a Spring-Summer Research award for 2005 and was awarded a graduate research assistant to support her research.

Greg Huszczo had his paper, “How Type Influences the Way We Make a Difference in Relationships” accepted for presentation at the International Conference of the Association for Psychological Type in Portland, Oregon. Greg will also be chairing and presenting at a symposium at the same conference entitled: Practical Applications of the MBTI as a Tool in Organizational Change Efforts. He was also named the Chairperson of the Management and Organization Development Interest Group of APT and will be writing a regular column in the Bulletin for Psychological Type. In association with his latest book, “Tools for Team Leadership”, Greg conducted a book signing at the Ann Arbor Barnes and Noble. Greg will conduct a workshop, “Getting Teams Unstuck”, at the Michigan Labor-Management Association Statewide Conference. A comparable workshop will also be conducted at the Scanlon Leadership Network Annual Conference in Kalamazoo. Greg taught a workshop on “You as a Leader” at the University of Michigan’s Winter Leadership Institute. He also conducted a doctoral seminar on “Establishing Joint Teams” at a doctoral seminar in Labor and Industrial Relations at Michigan State University. Greg is helping Wayne State University provide training for its Joint Union Management Work Partnership Steering Committees. As part of Eastern Michigan University’s Leadership EMU initiative, Greg provided a session on teambuilding. Also related to Eastern Michigan matters, Greg debriefed the negotiation team of the AAUP. On a personal note, Greg will be marrying Kathy Wiles in July.

Faculty Update cont...

Toni Knechtges was elected to a two-year term as Director-Elect for the Michigan State council of the Society for Human Resource Management.

Morgan Milner had his paper, "Facilitating Peer Helping after Psychological Contract Breach: The Role of Impression Management", accepted for presentation by the OB Division of the Academy of Management Conference in Honolulu, Hawaii.

Stewart Tubbs had his paper, Testing a Global Leadership Competencies Model: An Exploratory Study" published in the Journal of American Academy of Business. Stu also had his paper, co-authored with Eric Schulz, "Leadership Competencies: Can They Be Learned?" accepted for presentation and proceedings publication at the International Business and Management Research Conference in Honolulu, Hawaii. Stu will also be the Keynote Speaker for the Conference. Stu continues to teach "Leading and Managing in Organizations" each summer at Koc University in Istanbul in their Executive MBA program. This EMBA program has been rated in the top twenty in Europe.

David Victor had his paper, "International Business Communication: The LESCANT Model and the LESCANT Model through the eyes of Latin American, Brazilian and Spanish Executives", accepted for presentation at the 2005 CIBER Conference on Business, Language and Culture in Park City, Utah. David also had his paper, "The Effect Telecommunicational Advances on the Importance of Cross-Cultural Communication Skills", accepted for presentation at the Business Communication European Convention held at the Copenhagen Business School. In addition, David had his paper "Convergence Theory or Cultural Fragmentation and the Continuing Need for Cross-Cultural Business Communication", accepted for presentation at the ABC Asia-Pacific Conference in Tokyo.

John Waltman was featured along with Maya Fischhoff by the Ann Arbor Regional Business-To-Business Journal for their role in the Merlanti Corporate Ethics Initiative.

Fraya Wagner-Marsh was elected Treasurer of the Board of Directors of the Girl Scout Council of Huron Valley.

Diana Wong had her paper, co-authored with Mary Vielhaber, Jean Bush-Bacelis, and Fraya Wagner-Marsh, "Learning to Cross Cultural Boundaries: A Case Study of Sino-US Educational Joint Venture" accepted for presentation at the Midwest Academy of Management Conference in Chicago. Diana also had her paper, "Subjugation and Liberation: The Impact of Technological Transformation and Management Practices on Leveraging Intellectual Capital" accepted for inclusion as a Roundtable at the Managing In A Global Economy Conference in Cape Town, South Africa. In addition, Diana was named as a recipient of the 2004-2005 Nevins Keal Professional Development Fellowship.



MSHROD China Program

As most of us are aware, the MSHROD-China program in Tianjin continues to be a great success. For those who are not familiar, check out the past 2 or 3 newsletters to get all the information. You can find past newsletters on the web at <http://www.emich.edu/public/cob/management/mshrod/news.html>. This newsletter we decided to take a different look at the program, through the eyes of two of our students!



Name: Yan Bing Shi

English Name: Tony

Interviewed by Hui Shen

Tony is from Fuzhou, Fujian Province, the People's Republic of China where he attended Fuzhou University. After receiving his Bachelor's Degree, Tony worked as a salesman for about a year before joining the MSHROD program where he hopes to learn from others and absorb advanced knowledge and skills, particularly in Management, from a variety of sources.

Tony first learned about the MSHROD program through a newspaper and then began researching the program on the internet in early in 2003. Here is what he has to say about the program.

Why did you become involved in the program?

In the deep of my heart, I began to love business

management when I was Fuzhou University, although my major was Materials Science and Engineering. I know clearly that there are many important factors that may influence a company's success. HRM, which is being emphasized more and more now, is rather vital for that success. In the real business world, almost everything should be done through HR practice. So since I aim to become a successful business worker or even enterpriser in the future, the first skill I feel I should learn is how to manage people. This program also gives me a good chance for learning advanced knowledge of HRM in my motherland.

What do you enjoy most about the program?

My favorite part of being in the program is the focus on the process of studying and improving myself by using the American style of teaching and learning. The professors acted more as a game partner than a teacher, which can make us more comfortable and active when they conducted lectures. They would encourage and channel rather than indoctrinate us when we have puzzles or questions. We like the atmosphere in the courses. What is more, what I would like to mention is my feelings about those teaching materials from the USA. Compared to Chinese traditional teaching books, American teaching materials offer plenty of additional resources, such as websites, for additional information. So they can not only expand our knowledge but also bestir us to do further research.

What do you hope to accomplish from being in the MSHROD program?

My Master's degree of course!

I would like to take advanced American HR theories and practices, comparing these with Chinese ones and my company's practice, to find my own unique path in the field of HR management.

continued

Do you think you will be able to apply what you have learned in the program?

Definitely, I think I can apply what I got from MSHROD to my work, though there will be some difficulties. Since I am now a HR staff member, my first goal in the following years is to be a successful HR manager.

What do you feel is the most challenging part of the program?

The most challenging part about this program, in my opinion, is how to span the distance between Chinese and American culture during the short period of two years if we want to further achieve something from it for future application. However, I have learned something about the American ways of communication before taking this program, so I can feel at ease a little when learning.

Name: Jing Zhang

English Name: Mirror

Interviewed by Hui Shen

Mirror is from Tianjin, China. She received her first bachelor degree in Business from Tianjin University of Commerce in 2003 and is half way through a second bachelor degree program in Computer Information Management.

How did you learn about MSHROD, and why did you become involved in this program?

I learned about the MSHROD program at Tianjin University of Commerce right before my graduation in 2003. It was during that time that I had to give up my plan of studying abroad due to the SARs outbreak. However, there were so many reasons why I chose MSHROD. First of all, Human Resources has always been my passion. My outgoing personality and communication skills made me want to work with people. The enthusiasm and professionalism of professors at TUC, especially the female professors, became the inspiration and the motivation for me to pursue my education in HR. Also, as Human Resources is receiving more and more attention from organizations in China, the job market for HR professionals is certainly getting better. Given the intensely competitive job market in China, I think having a HR degree will certainly increase my value in the job market!

How is the MSHROD program different from other program you have taken?

During the two-year learning experiences, I have noticed a lot of differences between American

and Chinese teaching styles. Chinese teachers tend to focus on “giving” the information and Chinese students are expected to be the “receiver” of the information. Therefore, the communication between teacher and student usually is one way communication. American teachers prefer to have more student involvement and require having two-way communication with students during the class. Students have a variety ways of learning such as answering questions, asking questions and discussing with each other to positively participate the class. I personally felt I was able to learn better through the two-way communication. For example, the applications we used during the training session during Dr Mary Vielhaber’s course were very practical and will be very useful in my future work.

What do you hope to accomplish from being in the MSHROD program?

Receiving a Degree, which is recognized by China, from EMU without leaving China.

Beside the academic knowledge I learned in this program, studying with American professors was a fantastic cross-cultural education for me and a huge plus for this program. My language skills and learning skills are all improved a lot from this program.

What was the biggest challenge?

Frankly speaking, the biggest challenge was the English. My years of “Silence English” education seemed so useless in the real classroom. Understanding the class was much easier than communicating in English. So many times, my classmate and I were struggling with expressing ideas or communicating in English. Fortunately, compared to the beginning of the program, the improvement in the English for the class is clearly visible!

MSHROD NEWSLETTER

**WINTER
2005**

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