

# CAAHE

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**NEWS**  
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**NEWS**

Consortium  
for the Advancement  
of Adult Higher  
Education

*"...committed to meeting the  
lifelong needs of adult  
students..."*

<http://www.caahe.org>

**Editorial Staff:**

Sue Salter, Executive Director  
Jennifer Michaud, Production  
Editor

## From the Chair

by Rick Maclin

### THE ART OF FOLLOWERSHIP

American businesspeople spend thousands of dollars each year studying the subject of leadership in books, videos, seminars, and workshops. Considering all the formal training available on leadership, there is remarkably little available on something just as important: "followership." Followership is the concept that focuses on the roles of both leaders and followers in achieving mutual goals.

As a consultant, I find many employees intrigued by the idea of followership. They ask, "What does it take to be a good follower?"

Lawrence M. Miller, in his book *American Spirit, Vision on a New Corporate Culture*, explains the relationship between the leader and follower: "Leadership requires followership and following is an act of trust, faith in the course of the leader, and that faith can only be generated if leaders act with integrity."

Leaders must understand that they can only be successful in the long term if they share success with their followers.

Some leaders use their power unwisely, causing their followers not to trust or respect them. For example, they may display favoritism, which destroys trust and candor, and in a deteriorated leader-follower relationship, we become so aware of the shortcomings of the other person we lose sight of that person's strength and value.

However, there are times when the leader is not responsible for the deterioration of the relationship. As followers, we need to honestly examine ourselves as to how we respond to authority. Are we constantly resistant, cynical, and unwilling to be a good follower?

I realize that there are no great hurrahs for the follower or no monuments being erected. Followers are the nameless and faceless who will not appear in the media.

Good leadership requires good followership, and every one of us, regardless of our job, has followership responsibilities. Followership requires the support of the leader's agenda, as well as the opportunity to challenge policies and behaviors if they are harmful to the common purpose.

What does it take to be an effective follower and an effective leader?

Leaders and followers would both do well to simply remember the following words: "I came not to be served but to serve."

As this year's Chair of CAAHE, please know that I view my role as your servant and encourage you to contact me with your suggestions for strengthening this wonderful organization.

## CAAHE to Celebrate 10 Years!



The June 2000 Annual Conference marks the tenth anniversary of CAAHE! Hosted by the Institute for Professional Development, the conference will be held at the Doubletree La Posada Resort in beautiful Scottsdale, Arizona, June 15–16, 2000. IPD has negotiated a room rate of \$89 per night, single or double occupancy. Reservations can be made directly with the hotel by calling (602) 952-0420. Be sure to indicate that you are with CAAHE to receive the discounted rate that is effective between June 10 and June 18 (in case you want to extend your stay and bring your family). Watch for more information about the conference agenda.

## CAAHE Institutional Representatives to Meet

The Annual CAAHE Institutional Representatives Meeting will be held at the Embassy Suites—Phoenix Biltmore, January 21–22, 2000. Agendas were mailed to each representative in mid-December. On the agenda for members' consideration and discussion are topics related to outcomes assessment, research opportunities within CAAHE, regional accreditation, articulation among CAAHE members, online higher education and the consortium, retention initiatives, faculty load, grade inflation, and enrollment trends in adult programs. In addition, Jerry Noble, President of IPD, is scheduled to provide an IPD update, and the representatives will plan the June 2000 conference agenda.

## IPD Holds Annual Academic Services Conference

IPD held its Annual Academic Services Conference, geared toward members of the faculty and curriculum commissions, on November 5–6, 1999, cohosted by William Penn University at the West Des Moines office. The Guest Speaker for the conference was Dr. Thomas A. Angelo, associate professor and founding director of the Assessment Center at DePaul University's School for New Learning in Chicago, who has presented more than 200 workshops and 50 keynote speeches in the U.S. and abroad. At the conference, he spoke on "Doing Assessment as if Learning Matters Most: Guidelines from Research and Best Practice." Session presentations by Mark Smith and Robert Hamil, IWU, Deanna Boe, IPD, Karen Bilda and Gwen Rivkin, CSU, Julie Young, Montreat, and Scott Palmer, ODC, were conducted on the following topics:

- Faculty Mentoring Programs
- Exploring MIS Needs
- Designing and Implementing an MIS Degree Program
- Implementing Computers in the Classroom
- Module Development

Special thanks to the William Penn staff for planning this successful conference.

## CAAHE Institutional Representatives Appointed for 2000

The CAAHE Institutional Representative is the individual identified by the college president to represent the college as the voting member at CAAHE meetings and is responsible for sharing CAAHE information and seeking input from other staff members for CAAHE consideration. Each year, the presidents appoint their institution's CAAHE Institutional Representative, and the appointments for 2000 are as follows:

<b>Albertus Magnus</b>	Phyllis DeLeo	<b>Indiana Wesleyan</b>	David Wright
<b>Aquinas</b>	TBA	<b>IPD</b>	Ron King
<b>Averett</b>	Open	<b>Medaille</b>	Jenifer Bavifard
<b>Baker</b>	Donald Clardy	<b>Montreat</b>	Isaac Owolabi
<b>Belhaven</b>	William P. Anderson, Jr.	<b>Ohio Dominican</b>	Patricia Vertucci
<b>Benedictine</b>	Mary Daly-Lewis	<b>Olivet Nazarene</b>	Carol Maxson
<b>Cardinal Stritch</b>	Arthur Wasserman	<b>Shorter</b>	Merrill Douglass
<b>Centenary</b>	Donna Smith	<b>Southern Wesleyan</b>	C. James Rohe, Jr.
<b>Cornerstone</b>	W. Davis Berryman	<b>Thomas More</b>	Dale Myers
<b>Eastern Nazarene</b>	Albert Socci	<b>University of Phoenix</b>	Beverly Downey
<b>Fontbonne</b>	Rick Maclin	<b>Wesley</b>	Linda Hall
<b>Gwynedd-Mercy</b>	Joseph Coleman	<b>William Penn</b>	John Dubinski

The Institutional Representatives meet on an annual basis to consider common issues and opportunities within the consortium. This year's Annual CAAHE Institutional Representative Meeting will be held in Phoenix, Arizona on January 21–22, 2000 (see related article on this page). The most current listing can be found at [http://www.caahe.org/current\\_officers.htm](http://www.caahe.org/current_officers.htm).

## Global Distribution Lists

Would you like to know the range of pay for adjunct faculty? Do you want to know which schools require a thesis for their Master's Degrees? How about which schools are using online courses? CAAHE Commission members (Faculty, Curriculum, Student Services, and Financial Aid), Academic VPs, and Institutional Representatives can now communicate easily with each other through global distribution lists. Using regular email, these lists will send information to everyone else on that list. Start with a question about a specific issue, and before long, you will have several different answers that can help you solve your problem. Please remember to use REPLY ALL when you respond to a question so all those on the list can see the answer. The following lists are available: Academic VPs, Faculty and Curriculum Commissions, Financial Aid, Institutional Representatives, and Student Services Commission.

You will soon be able to access the global distribution lists from the CAAHE Web site at <http://www.caahe.org/services.htm>. These lists are password protected to limit outside access, such as from graduate students performing research. Look for your password in an email from IPD.

Additions or changes to the **Academic VPs, Faculty and Curriculum Commission**, and **Institutional Representatives** listservs should be sent to [linda.knutson@apollogrp.edu](mailto:linda.knutson@apollogrp.edu).

Additions or changes to the **Financial Aid** listserv should be sent to [kristen.vedder@apollogrp.edu](mailto:kristen.vedder@apollogrp.edu).

Additions or changes to the **Student Services Commission** listserv should be sent to [deanna.boe@apollogrp.edu](mailto:deanna.boe@apollogrp.edu).

### CAAHE Web Site—<http://www.caahe.org>

The CAAHE Web site has been updated. Check it out at <http://www.caahe.org>. Below are links to the main sections and areas of particular interest.

#### **Current Officers** [http://www.caahe.org/current\\_officers.htm](http://www.caahe.org/current_officers.htm)

Here is a current listing of CAAHE Officers and CAAHE Institutional Representatives, along with links to their email addresses.

#### **Commissions** <http://www.caahe.org/commissions.htm>

Here you will find current officer lists for the Faculty Commission, Student Services Commission, and Curriculum Commission. You can also find Commission Bylaws and links to the CAAHE Publications and Activities Calendar pages.

#### **Member Institutions** <http://www.caahe.org/members.htm>

A list of CAAHE member institutions with program listings, personnel listings with phone numbers and links to email addresses, and Web links to the institutions and their adult program Web sites can be found here.

#### **Activities** <http://www.caahe.org/activities.htm>

Here you will find an updated year 2000 Calendar of CAAHE Activities. We plan to list upcoming events, as well as reviews of past events.

#### **Services** <http://www.caahe.org/services.htm>

The CAAHE Online Booklist and the Global Distribution Lists can be found here.

#### **Publications** <http://www.caahe.org/publications.htm>

Here you will find the most recent CAAHE Institutional Staff Directory and the Student Services Staff Directory. You can also find current and past issues of the CAAHE and Student Services Newsletters. Meeting minutes from the Faculty Commission, Student Services Commission, and Curriculum Commission will be archived on this page too.

Any comments, suggestions, and updates for the CAAHE Web site may be forwarded to IPD's Creative Services Coordinator, Gina Rosamilia, at [gina.rosamilia@apollogrp.edu](mailto:gina.rosamilia@apollogrp.edu).

## CAAHE Online Booklist Update



The CAAHE Online Booklist is up and running! You can access it on the CAAHE Web site at <http://www.caahe.org/services.htm>. The online booklist can be searched by institution name, program name, subcategory (such as course ID), course name, book title, author, publisher, ISBN, or a combination of these. It is a great tool for checking what programs and textbooks are being offered by CAAHE member institutions. It is also useful for searching other information besides just textbooks. Since you can search by a single category or by a combination, you can search for which institutions offer an associate programs, or which institutions have courses in art history. We are in the process of assigning CAAHE member institution contacts login ID's and passwords for online booklist updating purposes. The CAAHE Online Booklist can now be quickly and easily viewed and will soon be easily updated online.

CAAHE member institutions are responsible for the accuracy of booklist information. Please contact the specific institution if you have questions concerning its section of the booklist. When the contact list is completed, a copy will be forwarded to all CAAHE members.

## CAAHE Members Extend Partnerships

Two of IPD's partner institutions have extended their contracts: Indiana Wesleyan University reached an agreement with IPD for a three-year extension, as well as a new contract to provide IWU programs in the Louisville area of Kentucky. Also, Southern Wesleyan University and IPD reached an agreement on extending SWU's contract to the year 2005.

## Adult and Graduate Studies Chaplain Support Program Commended at Southern Wesleyan

Southern Wesleyan University's Adult and Graduate Studies (AGS), formerly known as LEAP, received a wonderful commendation during the decennial review by the regional accrediting agency. The commendation reads, "The Committee commends the University for its efforts to provide quality student services at the Adult and Graduate Studies off-campus sites. The Chaplain Support and Class Liaison programs are two examples of student services that help convey the University's mission that includes religious conviction and personal support." This commendation is particularly meaningful because it recognizes the efforts of AGS to emphasize the university's Christian mission to the nearly 1,200 adult students enrolled in the program throughout the state of South Carolina.

"Reaching, Serving, Caring" is the motto of the Chaplain Support program—REACHING students, SERVING Christ, CARING for needs. The program was developed under the leadership of Dan Holland, Director of Students Services for AGS. The program, explains Holland, "is designed to provide every adult student with an opportunity to meet and have access to a Wesleyan minister." Each chaplain pastors a Wesleyan church near the off-campus classroom site. The chaplains are Rev. Rod Addison, North Augusta; Rev. Lewis Edwards, Central; Rev. Vince Gappa, Greenville; Rev. Todd Leach, Columbia; Rev. Jonathan Payne, Greenwood; and Rev. Ray Pooley, Spartanburg.

Students are introduced to their chaplain during the first course that they take in the program. During a workshop in that course, the chaplain has an opportunity to meet the class; to share information about himself, his role, and services and give a devotional talk; and to let students know how he may be contacted. Further, a representative of the Gideon Bible Society presents each new student with a copy of the New Testament. In addition to this initial meeting, chaplains visit the off-campus classroom sites on a regularly scheduled basis to be available to students. The brochure that the chaplain distributes lists the services that the chaplain will provide.

"The REACHING, SERVING, CARING chaplains can provide:

- Confidential, caring support for you or members of your family.
- Spiritual guidance and direction.
- Pastoral support during serious illness, death, or stressful times.
- Marital and family counseling.
- Referrals to counseling and support groups.
- An opportunity to become acquainted with a local pastor and church.
- Someone to listen to when you need it."

Chaplains have "been there" for students to provide many such services. For example, the chaplains have married students who met during their studies at SWU, counseled and supported a student whose husband died suddenly while she was attending class, and assisted students who were looking for a church. The chaplains have a key role in helping the university make a "forever difference" in the lives of SWU's adult and graduate students.

## Wichita Campus Director Publishes Paper

Congratulations to John Horn, Regional Director of the Baker University Wichita campus, who had a paper selected for publication in *Connections*, the journal of the 19th Annual Adult Higher Education Alliance/ACE Conference. The research examined relationships between time spent online and final grades in online courses. The paper was presented at the October conference in Saratoga Springs, New York.

## Longtime Baker Faculty Recognized

On December 17, 1999, Baker University's School of Professional and Graduate Studies recognized the longtime contributions of one of their own, Bob Campbell. Bob taught at SPGS for many years, and during his career with Baker, he taught over 700 adult students in the many iterations of 16 different courses he instructed. Always there when Baker needed him, Bob was teaching an MBA research class right up until the time that illness forced his retirement. Baker presents an award annually, recognizing the outstanding faculty member in the business and management disciplines. Beginning with the award in May 2000, it will now be named the Bob Campbell Outstanding Faculty Services Award in Business and Management.

## Sabbaticals at Thomas More

Dr. Dale Myers returned this month from his sabbatical in England, where he spent the fall lecturing and collaborating on a book highlighting adult education. Now that he has returned, he will be the interim dean of the college, while the current dean, Dr. Raymond Hebert is on sabbatical beginning this month.

## Commencement at Baker

Twenty-five students from the first two classes at Baker University's Wichita Campus graduated on December 19th at commencement ceremonies held on the university's Baldwin City campus.



## Thomas More Moves into New Turf

Thomas More College is excited to announce that it received accreditation and licensure approval to provide BBA classes in Ohio. The college has targeted February 3, 2000, for the first Ohio cohort group. Classes will be held at the offices of Mercy Regional Healthcare in the Blue Ash section of Cincinnati. Stay tuned for more exciting news on TAP in the Buckeye state!

## Baker University Opens New Classroom

On November 10, 1999, the School of Professional and Graduate Studies celebrated the grand opening of its newest facility in Lee's Summit, Missouri, with an Open House and Ribbon Cutting Ceremony held by the Lee's Summit Chamber of Commerce. All of the business graduate and undergraduate programs will be offered at this location.

## RESEARCH

### MBA Program Outcomes Assessment

The outcomes assessment and test development project is currently underway. Faculty members from each content area within the MBA programs at Baker University, Indiana Wesleyan University, and Cardinal Stritch University have been working on writing test items in their respective areas of expertise. The initial test item submission deadline was January 15th. Subsequent stages of this very important project will include a peer review of all written items, pilot testing, item analyses, and actual test construction and implementation. This project marks a strong push forward toward assessing the outcomes of the accelerated MBA programs. Plans for expanding this project to include additional schools and programs will follow in subsequent stages.

### Grant Submissions

As a reminder, IPD has grant monies available for funding extracurricular research. For an application package or more information on grant funding, please contact Dr. Michael Nanna at (480) 557-1157.

## ACADEMIC SERVICES

### Montreat Holds First Video Conference for Faculty Development Training

Montreat College SPAS held its first faculty development training via video conference in December 1999. The three sites, Montreat, Asheville, and Charlotte, linked together to discuss "Successful Teaching Practices." Full-time and master/senior-level faculty members, Dr. Don King, Rob Sanderson, and Dr. David Ramsey, discussed their best practices and tips for teaching. Also, Julie Overby Young shared effective assessment tips/handouts from Dr. Thomas Angelo's presentation at the Fall 1999 Academic Services Conference in Des Moines. This event is special since this is the first time video conferencing equipment has been used to link faculty at all sites; it allowed more faculty to participate while still keeping the small group feeling at each site. Future topics that faculty will discuss using this format include APA documentation and academic honesty.

### Shorter's MBA Approved

On December 4, 1999, SACS approved Shorter College as a Level III institution, which means that the MBA program in the School of Professional Programs is now accredited. This is something that we have worked on diligently since 1996, and we welcome this good news.

### Awards Recognizing Faculty at Averett



At the Greater Washington Regional Adjunct Faculty Meeting in early June, eight adjunct instructors were recognized by Averett College as winners of the "Excellence in Teaching Award" for the academic year. The award included a letter of recognition for each faculty recipient and an engraved paperweight with the Averett College Seal and the recipient's name.

The "Excellence in Teaching" award is designed to promote highest quality instruction by adjunct faculty. It is offered after input from all major groups that interact with delivery of instruction in the region.

The "Excellence in Teaching" distinction is awarded only to adjunct faculty in the region who achieve a high standard of teaching quality during the last year. Criteria for the award are rigorous and include the following: at least three courses must have been taught during the current academic year; uniformly outstanding, superior evaluations must have been received from student end-of-course evaluations; and unanimous approval must have been obtained from all administrative staff.

The award for the current year will be issued in June 2000 at the final Faculty Development workshop in the region for the year.

For the Central Region, the 1999 Faculty of the Year Award recipients were Dr. Mirta Martin, Dr. Ghazala Hashmi, and Dr. Mike Jernigan. The award was based on student's choices for their top faculty. Students were asked to consider criteria such as facilitators' knowledge of their subject area, their ability to convey and excite intellectual interest in the classroom, and their responsiveness to students.

### IPD Welcomes Aquinas College

IPD would like to welcome its newest partner, Aquinas College. Located in Nashville, Tennessee, Aquinas will offer a BS in Business Administration, BS in Management Information Systems, and Associate of Business Management in August 2000. We are awaiting approval from SACS and will be hiring and training staff, establishing systems and policies, and writing curriculum as soon as approval is granted.

## ACCREDITATION UPDATE

### Mock Site Visit at Fontbonne College

On January 13, Ron King, Vice President of Educational and Institutional Relations, Sue Salter, Vice President of Academic Affairs, Mary Ann Holtz, Director of Regulatory Services, and Linda Knutson, Director of Academic Development, conducted a mock site visit at Fontbonne College. The mock visit focused on preparing the OPTIONS Program staff for Fontbonne's upcoming reaffirmation visit by the North Central Association. Jan Asnicar, Regional Vice President for the Midwest Region, and Mary Patrick, Contract Manager, also participated in the session.

### Department Updates

Mary Ann Holtz attended the 114th Annual Meeting of the New England Association of Schools and Colleges, held in Boston, December 1-3, 1999. The primary focus of the NEASC conference workshops was assessment and institutional effectiveness.

On December 5-7, Mary Ann then attended the Southern Association of Colleges and Schools Annual Meeting, held in Atlanta. The theme of the Commission on Colleges session was "Educational Empowerment through Self-Regulation." Of special interest to the over 2,000 attendees were the presentations on the progress toward establishing new criteria. The Commission's Accreditation Review Project presented a draft of new "Essential Requirements for Candidacy and Membership" and "Threshold" criteria for discussion. The Commission is seeking additional input from the membership as their work continues over the next two years.

Also held on December 5-7, in Washington, D.C., was the Middle States Commission on the Higher Education Accreditation and Quality Assurance meeting. Linda Knutson, IPD's Director of Academic Development, attended this program. Middle States is also in the process of revising its "Characteristics of Excellence." The Steering Committee presented "Guiding Principles" for the review of the current criteria and a timetable for the completion of this process. The Commission plans to finalize its work with the publication of the new "Characteristics" in early 2002.

If you would like additional information on the proposed changes from SACS or Middle States, please contact Mary Ann Holtz at (480) 557-1788 or [maryann.holtz@apollogrp.edu](mailto:maryann.holtz@apollogrp.edu).

## STUDENT SERVICES

### Student Services Staffing Survey

The CAAHE Student Services Commission has developed a comprehensive staffing survey that will be disseminated to directors of student services at all IPD partner institutions in January. The purpose of the staffing survey is to identify and compare student services staffing patterns and job responsibilities at member institutions. The findings of the survey will be presented at the CAAHE Conference in June 2000.

### Prior Learning Assessment in Bermuda

IPD has contracted with Bermuda College to assist in the development of a Prior Learning Assessment program for the college. Deanna Boe, IPD's Director of Student Services, will serve as consultant to the college, working with Dr. Gina M. Tucker, Director of Bermuda College's Centre for Education. Bermuda College was created by the Parliament of Bermuda in 1974, has 4,500 day and evening students, and offers programs leading to associate degrees and certificates in a variety of disciplines.

### Student Services Reviews

Deanna Boe and Royce Ann Collins, Director of Prior Learning Assessment and Academic Records for Baker University, will conduct a student services review for Olivet Nazarene University's School of Graduate and Adult Studies on January 26 and 27. The purpose of the review is to assess SGAS' student services staffing, policies, processes, and operational systems. Deanna Boe also will be conducting a student services review for Benedictine University on February 8.

## STUDENT SERVICES

### CAEL'S Benchmarking Study is Published

"Best Practices in Adult Learning, A CAEL/APQC Benchmarking Study" is now available for \$19.95 from the Council on Adult and Experiential Learning (CAEL). You may order the book through the CAEL Web site ([www.cael.org](http://www.cael.org)) or by calling 1-800-228-0810. A summary of the key findings is also available on the CAEL Web site. A second volume is planned on the principles of effectiveness, which will be published in Spring 2000.

A preliminary report on the benchmarking study was presented at the CAAHE Conference in June 1999, at Fontbonne College, by Dr. Thomas Flint, CAEL's Vice President for Lifelong Learning.

CAEL teamed up with the American Productivity & Quality Center (APQC) to conduct this study and chose benchmarking as its research methodology, using a screening process to select the following six colleges to study: Athabasca University (Alberta, Canada); School of New Resources, College of New Rochelle; The School for New Learning, DePaul University; Empire State College (SUNY), Saratoga Springs; Marylhurst University; and Sinclair Community College.

The study produced 11 key findings that support the overarching theme that "The Adult Learning Focused Institution of Higher Education has a culture in which adult-centered learning, sensitivity to learners' needs, flexibility and communication drive institutional practice." (*Serving Adult Learners in Higher Education: Findings from CAEL's Benchmarking Study, Executive Summary*, p. 6, Council for Adult and Experiential Learning, Chicago, IL., 1999.)

CAEL designates an institution that embodies the study's key findings as an "Adult Learning Focused Institution of Higher Education (ALFI)." A summary of the key benchmarking findings for an Adult Learning Focused Institution are as follows:

- A clearly articulated mission statement that drives all aspects of the institution.
- Collaborative institutional decision making that includes faculty, staff, and adult learners.
- A flexible, inclusive, noncompetitive admissions process.
- Individualized advisement and continuous educational planning for the adult learner.
- Faculty who are facilitators of the learning process.
- A collaborative teaching-learning process that involves aspects of the adult learners' lives and work.
- A curriculum and instructional delivery format that emphasizes learning goals.
- Convenient and accessible student services.
- Part-time and adjunct faculty who add richness to the curriculum through their external ties to business and the community.
- Use of information technology to improve the educational experience, administrative services, and student communication.
- An institutional emphasis on providing an affordable, accessible, and quality education for the adult learner.

## WELCOME



### Averett College

**Cathy King** was recently promoted to Division Accountant for Averett College/IPD. Cathy will oversee the finances of the Averett/IPD contract.

**Dr. Thomas Vermeer** joins the Greater Washington Region as a full-time faculty member and is primarily assigned to accounting courses in the MBA program.

**Jennifer Sterling** joined the GWR staff in September as a Regional Marketing Representative and has since moved to a new assignment with Averett College as a Staff Retention Specialist.

**Dr. Clinton Gortney** has moved from the Faculty Coordinator position to the Assistant Dean/Director office.

**Kendall Carter** has been named the interim Director/Assistant Dean.

**Janet Roberson** has been named the director of Averett's IDEAL (Individually Designed Education for Adult Learners) Program. IDEAL is a free-standing program at Averett that services a large number of our GPS students. Janet was the SOVA Assistant Coordinator of Student Services; that position is being taken over by **Debbie Ellison**.

**Michelle Newton** joins Averett as Faculty Services Coordinator.

### Fontbonne College

**Mary Patrick** joined Fontbonne on September 20, 1999, as IPD's newest Contract Manager.

### IPD

The corporate office has added the following new members to its team:

**Judy Byrd**, who joined us on December 16 as Operations Assistant, and **Shandra Grider**, who was appointed to the newly created position of Research and Technology Specialist beginning on January 18.

Two new Marketing Representatives have joined the IPD staff at Baker University's Wichita office: **Shamain Bachman** started November 16 and **Terri Lowell** began December 6. Each brings marketing and sales experience to the positions.

The newest addition to the IPD staff at Montreat College is **Michael Belton**, who has been hired as a Marketing Representative for the Piedmont Triad area, Montreat's newest learning center. His office will be located in Archdale.

The GWR and Tidewater Regions of Averett College have a new Marketing Manager, **Darrell Burrell**, who began his work in October.

**Dennis Zuber** was promoted to the position of Contract Manager for William Penn University, effective October 1, 1999.

**Peter Albrecht** joins IPD as the Contract Manager for Centenary College.

**Cheryl McDonnell** joins IPD as the new Marketing Manager at William Penn University.

**Tina Barnes** joins IPD as Assistant Division Accountant for Thomas More.

**Judy Bautista** joined IPD in the fall as Thomas More's newest program representative.

### Shorter College

**Janine Robinson-Combre** is the new Director of Student Services at Shorter College's School of Professional Programs. Janine was previously with the Emory University School of Medicine. **Cathy Sills** is a new Academic Advisor at the School of Professional Programs.

## ENROLLMENT UPDATE

### Ending December 1999

**Albertus Magnus College**

ASBM	518
BSBM	422
MSM	184
Total	1,124

**Averett College**

ASB	329
BBA	450
MBA	484
Total	1,263

**Baker University**

AAB	402
BBA	258
BSM	202
MBA	524
MSM	168
Total	1,554

**Belhaven College**

BBA	343
Bridge	128
MBA	73
Total	544

**Benedictine University**

AABA	42
Total	42

**Cardinal Stritch University**

ASB	773
BSA	15
BSBA	320
BSM	369
BSMIS	190
Certificates	124
MBA	466
MBA-H	9
MSM	115
Total	2,381

**Centenary College**

AALA	36
BSBA	85
Total	121

**Cornerstone University**

ASB	151
ASC	57
BSBA	54
BSM	146
BSML	27
Total	435

**Eastern Nazarene College**

Associate's	263
BAM	98
BSBA	226
MSM	33
Total	620

**Fontbonne College**

BBA	264
MBA	208
MGT	61
Total	533

**Indiana Wesleyan University**

ASB	1,248
BSA	12
BSBA	452
BSBIS	145
BSM	455
MBA	845
MBA online	52
MSM	259
Total	3,468

**Marines**

AAGS	2
BSBIS	57
MAOM	3
MBA	13
MGM	29
MTM	4
MIS	6
Total	114

**Medaille College**

ASB	60
BBA	130
Total	190

**Montreat College**

ASB	233
BBA	363
MBA	93
Total	689

**Ohio Dominican College**

ASB	146
BABA	172
Bridge	23
Total	341

**Olivet Nazarene University**

BBA	14
BSM	73
BSN	87
MBA	162
Total	336

**Shorter College**

BSBA	237
BSM	199
Certificates	134
Gen. Ed.	223
MBA	38
Total	831

**Southern Wesleyan University**

Step I	448
Step II	186
BSBA	317
BSM	160
MSM	52
Total	1,163

**Thomas More College**

BBA	151
GTWY	46
MBA	155
Total	352

**Wesley College**

ASB	107
BBA	82
Total	189

**William Penn University**

BAB	335
GWY	308
Total	643

**Total: 16,933**