



UNIVERSITY
OUTREACH

OUTREACH LINKAGES

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OUTREACH SCHOLARSHIP

Learning from Collaborations

As a land-grant, research-intensive university, Michigan State University has a special obligation to make its expertise readily and constructively available to those seeking to improve themselves or the various communities to which they belong. Discovering truth and then disseminating it is too simple a model of the process through which the research university should fulfill this obligation.

The obligation of the land-grant, research-intensive university is best fulfilled in close collaboration with groups, organizations, communities, and individuals outside the academy. Such collaborations are successful when university faculty take our, often tentative, understandings – developed in laboratory or library – and combine them with the ideas and experiences of our partners to create and test innovative strategies for addressing real problems – whether they are found on the manufacturing floor or in an urban health clinic.

In these collaborations all partners are both learners and teachers. What those outside the academy learn from the collaboration, they apply and, often with our help, use to advocate changes in social or organizational policy that would allow for the generalization of the strategy. What we in the university learn from the collaboration, we use to expand our understandings of phenomena. We also disseminate those expanded understandings in scholarly (and sometimes popular) publications and in our on-campus classrooms. And often we use those expanded understandings – further refined in laboratory or library – to respond to additional issues facing groups, organizations, communities, and individuals outside academe – thus continuing the cycle of collaboration between the research-intensive, land-grant university and the public that so generously supports it.

When we participate in this cycle of collaborative exploration, we engage in what we at MSU call outreach scholarship. The Provost's Committee on University Outreach, chaired by Professor Frank Fear, codified the pathbreaking definitions in a report published in 1993. The Office of the Vice Provost for University Outreach is dedicated to promoting outreach scholarship across the campus to improve both MSU's response to the needs of society and the information we publish and teach.

Outreach scholarship occurs in academic units throughout our campus. The Office of the Vice Provost seeks opportunities to facilitate new and ongoing efforts where possible. At this time, we have three major foci:

Expand and Customize Instruction with Distance Technology

The demand for lifelong learning continues to grow as changes in society and the workplace accelerate. Our efforts to respond will focus on serving practicing professionals and leaders in all the fields represented on our campus. We seek to build collaborations between faculty and professional



Robert L. Church, Acting Vice Provost
for University Outreach

organizations and business groups, collaborations that will design programs tailored – in terms of mode, time and place of delivery, and content emphasis – to the most pressing needs of those practitioners. The master's degree in criminal justice with a security management emphasis now delivered entirely over the Internet, an offering that resulted from a collaboration with Target/Dayton-Hudson, is a good example of such collaboration. In addition to offering traditional courses and degree programs to these audiences, we need to develop more varied forms of credentialing – such as certificate programs – to meet practitioner needs. New certificate offerings in program evaluation and instructional technology – one a noncredit program growing out of faculty work with nonprofit social service agencies, the other a credit program stemming from the College of Education's work with school districts – exemplify the potential of such efforts. Our office has increased its capacity to facilitate such collaborative customization of programming. See the article on Educational Ventures.

Expand Partnerships that Enhance Children, Youth, Families, and Healthy Cities

Outreach partnerships provide the basis for achieving collaborations essential to outreach scholarship. Successful collaborations require great skill and much time; formalized and on-going relations with community institutions – such as those that have been developed with Mott Children's Health Center, the United Way of Michigan, Spectrum Health Systems, and Wayne County

FIA – greatly facilitate faculty involvement in collaborative work. The defining characteristics of outreach partnerships – and what distinguishes them from individual community-based outreach projects – is that they are:

- long term
- multifaceted
- led by research faculty but managed administratively
- engage faculty from many disciplines over time.

Outreach partnerships build a context of long-term trust between the community and the university that enables individual faculty projects to get under way smoothly and end without the community's feeling it has been deserted by the university. The university's ongoing outreach partnerships are described in the articles on outreach scholarship in Detroit (Dexter-Elmhurst project) and Applied Developmental Science.

Provide National Leadership in Enriching Outreach Scholarship

In order to continue to provide national leadership in building a richer understanding of outreach scholarship, we will study how best to nurture it on the nation's research campuses and how best to establish criteria of quality that will enable reliable evaluation of the work of individuals and academic units engaged in such scholarly work. Key to incorporating outreach fully into the land-grant university is the modification of the reward system so that superior outreach scholarship is rewarded as fully as strong laboratory-based research or on-campus teaching. That change will not occur until the academy agrees to criteria against which to judge outreach activities. Our publication, *Points of Distinction: Planning and Evaluating Quality Outreach*, put MSU in the forefront of institutions working on establishing those criteria and the means of judging unit and individual performance against them. The MSU Provost distributed *Points of Distinction* with this year's promotion and tenure materials to encourage departments to adopt its suggestions for using a wider set of criteria in assessing scholarly productivity. The involvement of faculty from across the campus in the ongoing development and refinement of *Points of Distinction* is described in the article on planning, evaluating, and rewarding outreach.

The articles that follow provide a glimpse into academic outreach at MSU. In the coming months, we will produce a series of articles giving additional examples of the many facets of faculty work in outreach.

We are very interested in your reactions to this insert featuring scholarly outreach. We will share with you further opportunities to work with us on projects, to cooperatively investigate grant possibilities, and to obtain administrative resources to assist you in your work. Please contact us at 353-8977 or <outreach@pilot.msu.edu>.

MICHIGAN STATE
UNIVERSITY

Michigan State University is putting new emphasis on the importance of high quality outreach. This past fall, the Provost included explicit instructions for evaluating outreach in a memorandum to deans, directors and chairpersons that guides them in promotion, tenure, and reappointment (PTR) decisions. What should peer review committees expect from faculty accomplishments in outreach if they were to carry weight in reappointment or the award of tenure or promotion? New language in the Provost's directions states:

Assessment of faculty performance should recognize the importance of both teaching and research and their extension beyond the borders of campus as part of the outreach dimension. Assessment should take into account the quality of the outcomes as well as their quantity, and also acknowledge the creativity of faculty effort and its impact on students, others the University serves, and on the field(s) in which the faculty member works....Within this context, faculty must demonstrate substantive and sustained achievement in both teaching and research and the infusion of this scholarship in outreach programs.

The Definition of Outreach

This expansion of the PTR guidelines is the culmination of many years of effort to define outreach at the university and to elevate its status among faculty. A major step in this process was the Provost's Committee on University Outreach, which submitted its report in October 1993. A more precise definition of university outreach emerged from that faculty committee, one that has been adopted by universities around the country. The definition locates university outreach within the traditional values and activities of the American university and elevates outreach achievement to something worthy of major university recognition and reward. It includes the following key concepts:

- Outreach is a form of scholarship. The scholarly activity and values imbedded in a specific project distinguish the project from a similar project being done, for example, by private industry or a government agency.
- Outreach is cross-cutting. A specific outreach project should have research and/or instructional components, as well as the expected service component. Outreach is more than simply service.
- Outreach involves the generation, transmission, application, utilization, and preservation of knowledge. A specific outreach project may have one type of scholarship or any combination of types.
- Outreach is not a one-way street. Both the external community and the university benefit from a specific project. Expectations from both constituent groups are addressed.
- Outreach taps into a faculty member's professional expertise and role at the university, not personal commitments or hobbies.
- Outreach is consistent with the mission of the university and the units of the faculty participants.

Faculty Participation in Outreach at MSU

An understanding of outreach incorporates basic university values and permits significant recognition and reward for achievement. A faculty survey on outreach, conducted in 1995 by Charles Ostrom, professor of political science, underscored the need to reward outreach activity. Among Ostrom's findings were the following:

- 67% of the faculty responding (709 out of 2,000 tenure-stream faculty) had performed outreach to a moderate or great extent in the previous year.
- Most faculty indicated that their outreach efforts resulted in projects, presentations, reports, and other forms of interaction with the community.

Planning, Evaluating, and Rewarding Outreach

By Patrick McConeghy, Associate Dean, College of Arts and Letters

- Few resulted in publications in professional journals in their field.
- 90% of the faculty expected to participate in outreach in the future.
- 6%, primarily those whose faculty appointment contains an explicit extension or outreach dimension, believed it mattered in tenure decisions.
- 70% desired a change in the university reward system.

The survey results implied that a large number of faculties had been affected by recent local and national rhetoric on the central role of outreach in the modern American university and that, if they were expected to perform outreach and were doing it, they should be recognized and rewarded for it.

Faculty who wished to have their outreach achievements included and appropriately recognized in their annual merit or PTR review, however, faced two major problems. First, in many parts of the university, outreach was valued less than published scholarship or teaching and second, even if it were valued, there were few commonly accepted standards by which outreach accomplishment could be assessed for quality.

Valuing and Evaluating Outreach

Establishing the value and assessing the quality of outreach were challenges given to the Ad Hoc Committee on Evaluating Quality Outreach by the Provost in the spring of 1995. In order for the university to recognize and reward the increasing commitment to outreach among the faculty, peer review committees would (1) have to find reason to value outreach accomplishments and (2) need legitimate standards and measures by which they could evaluate the quality of those efforts.

Eighteen months later, the committee published Points of Distinction: A Guidebook for Planning & Evaluating Quality Outreach (copies are available in the office of each unit administrator). Readable and pointedly free of jargon, the booklet was developed by colleges and universities across the country as well as MSU campus units with a significant outreach dimension. As a result, Points of Distinction has been acclaimed as a model for planning and evaluating high-quality outreach for higher education, and committee members have conducted workshops at a variety of professional organizations and individual campuses for its implementation.

Points of Distinction is especially useful for units whose mission has not included significant outreach objectives thus far. Faculty who are at the planning

stages of a new outreach project or who will be submitting dossiers to peer review committees in the PTR process several years from now should also find this publication useful in strengthening projects and portfolios. Faculty who are in the process of submitting outreach accomplishments for recognition and reward often find it difficult to recover appropriate documentation after the fact to demonstrate quality according to Points of Distinction standards.

Continuing Resources for Units and Individual Faculty Members

Individual faculty and unit administrators can call upon the Office of the Vice Provost for University Outreach (contact: Lorilee Sandmann, Committee Chair, 5-4589) and the Evaluating Quality Outreach Task Teams for assistance. The teams are prepared to:

- meet with chairs and faculty affairs committees to introduce Points of Distinction and discuss its utility and potential applications
- lead faculty forums on what constitutes scholarly activity, especially in outreach situations
- work with faculty currently engaged in outreach to develop concrete examples of the planning, documentation, and evaluation strategies found in Points of Distinction and to work these case studies into publishable articles
- assist with the development of faculty portfolios, drawing on the results of the national project on the "Peer Review of Professional Service"
- document and communicate evidence of high-quality outreach to internal and external constituents.

Committee on Evaluating Quality Outreach

Mary Andrews, Human Ecology; Robert Banks, Office of the Provost; Bruce Burke, College of Education; Frank Fear, Resource Development; Hiram Fitzgerald, Psychology and Applied Developmental Science; Les Manderschied, Agricultural Economics; Patrick McConeghy, Arts and Letters; Merry Morash, Criminal Justice; Charles Ostrom, Political Science; Lorilee Sandmann, University Outreach; Susan Smalley, MSU Extension; Diane Zimmerman, University Outreach

Points of Distinction provides:

- Advice for units on the integration of outreach more fully into its mission, where appropriate
- Advice for individual faculty members on planning and documenting high-quality outreach projects in which they participate
- A matrix that assists in the planning and documentation of high-quality outreach projects (available as an independent publication)
- Significance, attention to context, scholarship, impact: the attributes of any high-quality project
- Sample questions to help guide planning and evaluation
- Examples of qualitative indicators
- Examples of quantitative indicators that reflect the values listed above
- A variety of tools that help units plan, evaluate, and reward high-quality outreach and that provide models for individual outreach portfolios

The realities rather than theories of life are distilled in the community-based laboratories of MSU's Applied Developmental Science (ADS) program. An interdisciplinary program involving faculty and staff from MSU departments, schools, and institutes, ADS presents an approach to knowledge application that has strong roots in MSU's land-grant tradition and commitment to outreach research. ADS is rooted in scholarship and its laboratories are the settings where people live and work in neighborhoods and communities.

Hiram Fitzgerald, professor of psychology, and L. Annette Abrams of the Office of Vice Provost for University Outreach share ADS leadership. The program is a model for university outreach research and instruction focusing on linking faculty and staff directly to community partners. Partnerships address community-defined concerns and help solve problems, generate new knowledge, and build community capacity for self-sufficiency.

Operating as a virtual organization, ADS has four broad objectives: (1) to facilitate university-community partnerships and interdisciplinary affiliations; (2) to emphasize the integration of theory, research policy, and practice; (3) to address issues of community concern that enhance university research and instructional programs; and, (4) to broker faculty-community connections that mature into sustained collaborations.

ADS is nurturing 15 partnerships that involve over 30 faculty/staff and both graduate and undergraduate students. The MOMS (Mothers Offering Maternal Support) program at Butterworth Hospital in Grand Rapids (now part of Spectrum Health), under the direction of Lee Anne Roman, brings together the disciplines of epidemiology, economics, psychology, medicine, and nursing to demonstrate whether trained community peers can effectively intervene with young mothers of high risk infants, enhancing life chances for their babies. Another example is the Girl Scout project, co-directed by Joanne Keith (Family and Child Ecology) and Timothy Bynum (Criminal Justice), designed to reduce barriers to participation in Scouting by girls in foster care and to promote a sense of success, competence, and self-esteem.

OUTREACH PARTNERSHIPS

through Applied Developmental Science

By Patricia Miller and Kathleen McKevitt

Other examples are the Family T.I.E.S. and Food T.I.E.S. projects at Mott Children's Health Center in Flint that are targeted at teenage mothers and their infants, directed by Tom Luster (Family and Child Ecology) and Sharon Hoerr (Food Science and Human Nutrition). Ellen Whipple (Social Work) oversees an evaluation of the child abuse prevention program at Mott. Pennie Foster-Fishman and Deborah Salem (Psychology) work in partnership with the Calhoun County Human Services Coordinating Council to study interagency collaborations and service provision in Calhoun County to guide future service delivery. Rachel Schiffman (Nursing) heads an interdisciplinary team in evaluating the effectiveness of early Head Start with partners in Jackson.

Fitzgerald says, "It's exciting to be involved with colleagues who are committed to applying methodologies developed in the social and behavioral sciences to real problems in the

community. We're seeing first hand how attempts to apply knowledge often challenge investigators to develop new methods and to expand basic research to refine the science that underlies application."

Fitzgerald and Abrams organized university-community teams to create two nondegree certificate programs. Developed in collaboration with the United Way of Michigan and several local United Ways, CHECKPOINTS focuses on enhancing the capacity of individuals in human service organizations for outcome-based evaluation. Emphasis is on measurement and evaluation of outcomes and the improvement of the quality of community service programs. "Human Strengths – Human Services" is a certificate program that provides exposure to asset-oriented approaches, models, and skills for community development and collaboration. Faculty from Communications, Family and Child Ecology, Geography, Psychology, Social Work, Urban Planning, the Institute for Public Policy and Social Research, the Institute for Children, Youth, and Families and the Center for Urban Affairs are involved in developing these training programs.

According to Abrams, "It's rewarding to know that our competency-based programs are available when pressures to demonstrate skills are greatest. We don't just train and then send people on their way. We provide technical assistance for trainees both during and after their training experience. We are committed to developing local capacity by facilitating the emergence of teams whose members have participated in ADS@MSU programs. These programs represent outreach at its best."

Michigan State University: A Tradition of Service to the Citizens of Michigan: A Profile of Programs and Economic Impact

The second edition of the MSU publication, A Tradition of Service to the Citizens of Michigan, is now ready for distribution. An overview of Michigan State University's statewide presence and impact on the lives of Michigan residents, the profiles provide vignettes of partnerships between the university and its faculty and the people of Michigan.

Complementing this publication is a series of profiles of MSU partnerships and services specific

to each county in the state. Taken as a whole, the county profiles provide an extensive description of MSU initiatives and their impact in Michigan.

In the months ahead, both the publication and the database that generated the county profiles will be adapted to make the entire series available on the World Wide Web. Once on the web, the public will have access to a resource that will provide ongoing information about MSU programs, projects, and services within individual counties.

Designing Faculty Outreach Portfolios

Interview with Cheryl Rosaen, Teacher Education, written by Patricia Miller

Young students who bend over their work in class today are the leaders of the world in the next millennium. Their teachers struggle to create a curriculum that is technologically up to date and practice teaching methods that will help ensure their students' success. Cheryl Rosaen, associate professor in the Department of Teacher Education, has devoted her recent professional life to the scholarly pursuit of best practices for enhancing professional teacher development to better prepare teachers for their vital task of educating K-12 students.

Rosaen's goal is to study the initial and continuing professional development of teachers in a scholarly outreach setting that would benefit her research, her collaboration with teachers and students, and the standards of practice within her profession as a teacher educator. She works with students and faculty at the Elliott Professional Development School in Holt, Michigan, designing a series of projects around the role of collaborative inquiry as a way to improve the education of prospective and experienced teachers.

"I have been collaborating with teachers for the past nine years to engage in and conduct action research," says Rosaen. "Our collaborative inquiry is designed to help us improve teaching and learning through systematic investigation into real problems of practice identified by classroom teachers."

Her research goals are consistent with the MSU professional development school goals and include improved education of prospective and experienced teachers; improved teaching and learning for K-12 students; generation of knowledge used to enhance

teaching and the teaching profession; and capacity building and developing school-university relationships. She illuminates each goal with written statements of the impacts on teaching, the professional development knowledge base, and her research. These findings have been published in professional journal articles and have become the basis for the creation of an outreach portfolio.

Rosaen and three other MSU faculty participated in a national study on "Peer Review of Professional Service" conducted by Ernest Lynton, University of Massachusetts-Boston and Amy Driscoll, Portland State University. The purpose of the project, initiated in 1996, is to facilitate the emergence of an outreach agenda as an institutional priority at all universities, with outreach having the importance and scholarly challenge comparable to other mission domains.

To accomplish this goal, project participants were asked to create outreach portfolios. These consist of a written documentation of the purposes, procedures and outcomes of a scholarly outreach project. Rosaen documented her work with the Elliott School including a self-critique of her scholarly work. This portfolio was then reviewed by several of her colleagues to sharpen and deepen her understanding of her work and its meaning to outreach scholarship.

An important aspect of the portfolio creation is peer review of the documentation of outreach scholarship as well as the quality of the actual



Cheryl Rosaen

outreach project itself. Faculty reviewers assist in both aspects of the critique. Rosaen says, "The conversation, the insights and the learning about outreach scholarship in general and my own work in particular are ample rewards for the time invested."

Rosaen adds, "I rejected traditional roles university faculty have played in school settings such as "staff developer" or "consultant" or "researcher." Instead, I embraced the projects with the intent of joining with teachers, graduate students, and children in living, inquiring and

learning together over time. I wanted to see how, through a relationship of reciprocity and interdependence, we could learn more together than we might learn separately."

Reflecting on her own experience in research and outreach as she worked on the portfolio, she wrote, "This type of work is rich, complicated and diverse. It makes important contributions to solving practical problems while it also contributes significant knowledge. We need to develop better ways to communicate the potential of outreach scholarship."

Rosaen is now a member of the Evaluating Quality Outreach faculty working committee and is willing to share her experience and expertise in outreach with other faculty members who are excited by the opportunity to understand and document their own research experiences.

Please contact Cheryl Rosaen at <crosaen@pilot.msu.edu> for assistance in developing an outreach portfolio.

EDUCATIONAL VENTURES OFFICE

Customized Certificate Programs

Interview with Marcella Stewart
by Stephanie Motschenbacher

The Office of Educational Ventures, a new outreach initiative, will link educational training needs of professional and industry groups with Michigan State University's resources and faculty. Educational Ventures works closely with Executive Programs in The Eli Broad College of Business, with the latter taking responsibility for that college's training programs for business practitioners and Educational Ventures working to involve other colleges in providing customized education for practicing professionals.

Marcella Stewart, the new director, explains, "The office will focus on providing in-house customized certificate programs for professionals and managers. These programs should be practical and applicable to industry, government and professional groups in national and international markets. At the end of the program, we expect participants to take away not simply the knowledge received, but also the methods to apply it to their current jobs." The programs will be delivered using such distance education technologies as the Internet and two-way interactive video as well as face-to-face instruction. Depending on customer needs, programs can extend from one week to a year. "Our intention is to establish a long-standing and mutually beneficial relationship with these organizations," says Stewart.



Marcella Stewart

Stewart's first task was to identify MSU's core competencies. She is currently seeking to identify the training needs of customers and, working with academic departments, to match these needs with MSU faculty expertise. The goal is to develop programs fully in a particular area of study and then offer them to other groups as a certificate program with appropriate modifications, tailoring them according to the organization's learning objectives. "Over time," Stewart notes, "we expect to increase the number of program offerings and their accessibility to participants to build a positive revenue stream."

If you have any questions about this newly established office and its mission, contact Marcella Stewart, Director of Educational Ventures, at (517) 355-0143 or e-mail <stewa174@pilot.msu.edu>. She is interested in ideas for program development, identification of marketing niches, and names of contact people in various organizations.

"We intend to offer responsive, customer focused, quality programming to better promote MSU as a leader in contract training to business and industry."

Before coming to MSU, Marcella Stewart worked for the University of Southern California's Marshall School of Business in the Office of Executive Development. Working in partnership with faculty leaders, she was responsible for curriculum development, planning, evaluations and delivery as well as assessing and advising customers about program needs and faculty capabilities.

Dexter-Elmhurst Community Council: Scholarship Connects Community and Campus

By Lorilee Sandmann,
Director, University Outreach

The Dexter Elmhurst Family and Community Services Center is devoted to the economic, educational, social and cultural advancement of area residents with a focus on families. This center will be a beacon to serve, embrace and empower the greater central west community of Detroit.

So proclaims the Dexter Elmhurst Community Council as they define their vision for a multigenerational, community-operated, human service facility in their Detroit community of nearly 100,000. The emerging community-based and managed facility is designed to be a focal point for community restoration by strengthening families, serving seniors and supporting neighborhood youth. Wayne County Family Independence Agency, sponsors of the project along with Michigan State University and the Wayne County Human Service Coordinating Board, have created a partnership to work with community leaders to enhance community self-sufficiency and enable the center to serve as a guardian of the community's interests.

MSU is providing technical assistance, training, planning and evaluation services during a transition period in which the Community Council is preparing to assume full ownership of the Center from Wayne

County FIA. The University's School of Social Work, Urban Affairs programs, MSU Extension, MSU Museum, and Eli Broad College of Business provide services through a cooperative effort. University Outreach provides administrative leadership for the project.

This collaboration of government, higher education and community participants stands as a model of community renewal and self-determination and as a model of outreach scholarship.

Michigan State University will provide the following assistance:

- Provide legal and organizational development assistance to the interim board of directors to help them establish a new community-based, non-profit organization that will own and manage the Dexter Elmhurst facility.
- Collaborate with the Dexter Elmhurst Community Council to develop a strategic plan that includes a community visioning process and a resource inventory of the target area.
- Develop a business plan for the Dexter Elmhurst Community Center to identify the operating and capital investment budget for the center, provide cash flow projections for the next ten years, and assess the resource development requirements of financing a ten-year operating capital investment budget.
- Design a participatory evaluation strategy that will establish, monitor and assess community-based and human service delivery objectives.
- Create training procedures and technical assistance to integrate technology with community strengths to assist council operations and establish center educational programs.
- Evaluate the project as a model of university leadership in public-private partnership organized for the purpose of community transformation, particularly by investigating the interaction between different paradigms for intervention and change represented by project partners and academic disciplines in the project.



The implicit images of "U" and "O" form the new University Outreach mark that premieres in this News Bulletin. The mark illustrates the vision of the Outreach staff - to link the university's resources, knowledge, and experience to organizations, communities, and citizens in a scholarly effort to address pressing social problems, inform public policy debate, and discover new wisdom.

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Please visit University Outreach's web site at
<http://www.msu.edu/unit/outreach/> for
additional information on outreach resources.

Spectrum Health Community Benefits RFP

One of our long-term outreach partners, Spectrum Health (formerly Butterworth Health Systems), is preparing to invest \$6 million in programs for underserved community residents.

Spectrum plans to continue its current community programs, invest in new program partnerships, and maintain its support for individuals lacking health insurance. Priority areas include primary care, community health workers, and prevention education.

If you are interested in collaborating to develop a 2-page concept paper, contact Annette Abrams at 432-1451 or <aabrams@pilot.msu.edu>. Deadline for concept paper: March 6.