

The BULLETIN

The

WPC

VOL. 9, NO. 5

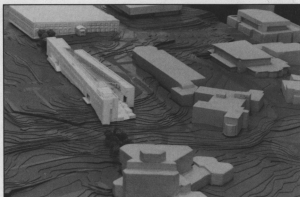
WILLIAM PATERSON COLLEGE

FEBRUARY 27, 1995

College Begins Construction on New Academic Building; Staff Prepares for Move to College Hall

WPC's 250-acre campus will soon include another major facility. Construction has begun on the new 41,700-square-foot academic building that will be situated on the ridge between Shea Center and the extensively renovated and expanded Sarah Byrd Askew Library.

The two-story building, which has been dubbed "The Atrium" because of the large atrium that will connect the structure's two wings, is slated for completion by April 1996, says Peter Spiridon, vice president for administration and finance. "Work crews



A model of the campus shows the new academic building, "The Atrium" (left center). The building will sit on the ridge between the Sarah Byrd Askew Library (top left) and Shea Center (bottom) parallel to Hunziker Wing (right).

Craig Phillips

Search Begins for New Provost and Academic VP

Fifty-one applicants are being screened by the search committee for the expanded position of provost and vice president for academic affairs which, in addition to traditional responsibilities for academic affairs, includes enrollment management and the registrar's office.

According to Dona Fountoukidis, chair of the search committee, the committee hopes to complete the initial screening and the first round of interviews with the candidates it selects before the spring break, which begins March 20.



Dona Fountoukidis

Michael Cheek

(Continued on page 3)

Nalle Selected Member of Institute for Advanced Studies



Sara Nalle

Sara Tilghman Nalle, an associate professor of history, has been selected as a member of the School of Historical Studies at the Institute for Advanced Study in Princeton.

Nalle joins a list of some of the world's most renowned scholars and scientists including Albert Einstein, who worked at the Institute from 1933 until his death in 1955.

WPC's history professor will join the Institute in September where she will pursue her own research and

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have begun clearing the land within the fenced-off construction site," he says. "As we get further into the spring, people will begin to see the

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Comprehensive Analysis Extended to Administrative Units

President Arnold Speert is requiring all administrative units at the college to undergo a comprehensive analysis similar to the process undertaken by faculty of all academic programs.

According to Dona Fountoukidis, coordinator for the administrative comprehensive analysis, each unit will prepare a self-study report no longer than 10 pages by March 3 describing the unit's primary functions and evaluating its work according to need, quality and cost benefit. In addition, each unit must list factors inhibiting the effective and efficient functioning of the unit as well as provide recommendations for

improving its effectiveness and efficiency.

Administrative units are also asked to respond to the question: "Assuming a resource-scarce environment, what changes do you envision in the way in which unit functions will be carried out over the next three to five years?"

The report will be read by the unit's supervisor and rated high,

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FOCUS ON

Sheila Collins: A Social Activist Who Loves to Teach

When it came time for her to go to college, her father, an illustrator of children's books, told her that girls should be secretaries. Even though he had set aside money for her younger brother to attend college, he refused to take her aspirations seriously. Her mother, a portrait artist who is still painting at the age of 82, suggested she apply for a scholarship.

It was this advice that propelled Sheila Collins, an associate professor of political science, to apply to Carleton College in Minnesota, and thus begin a lifelong interest in education and research. Today, she is the author of three books, as well as essays published in seven collections, and more than 25 articles in scholarly and popular journals. A low-key person who speaks in a quiet but authoritative voice, she is a social activist, teacher, writer, lecturer, poet, artist, wife and mother whose private and professional life is deeply embedded in an appreciation for diversity and love for humankind.

Parents Were Artists

Collins was born in Toronto, Canada, but at the age of seven moved with her family to Stamford, Connecticut where she grew up. Both her parents were freelance artists with few other interests. Money was often scarce but she remembers that her home, which she shared with her younger brother and sister, was continually filled with artists and classical music.

Recalling that she was very shy and quiet when she was young, Collins says she grew up in a working class community. An "A" student in junior high school and high school who was interested in philosophy and literature, she found no support at home for her academic achievements. "But I liked school," says Collins. "It gave me a sense of worthiness in an area where I could excel." Her classmates had different agendas. Of all her friends, only one finished college; most went to work as

secretaries or married and raised their families.

Dickens a Favorite

Aside from a brief stint as a cheerleader in junior high school ("It was the thing to do in the '50s") and ballet lessons ("I felt clumsy and wasn't very good") she spent most of her time reading. In high school, she fell in love with Charles Dickens and *Great Expectations*. In college, she read all of Dickens' books and developed a particular affinity for *Bleak House* as well as the works of Thomas Hardy, Jane Austen and Alexander Pope. "They were writing about the politics of their time," she says. "I found it exciting."

"Carleton had a wonderful faculty and high standards," Collins says. "I was turned on intellectually and enjoyed studying." To supplement her scholarship, she worked as a "bell girl" in the dormitory where she lived. "One of my major duties was to round up necking couples at curfew time," she says with a smile.

Enters Seminary

In 1960, she graduated from college, a Phi Beta Kappa with a bachelor's degree in English. "I had no idea what I wanted to do," she says. "Growing up in the '50s women thought they should get married, not prepare for a career. Since I didn't know what to do with myself, I decided to go to graduate school and entered Union Theological Seminary. During the summers while I was at Carleton, I had worked at a camp for children from the inner cities which was run by a Protestant group. It was the first time in my life I had been exposed to real poverty and the conditions under which blacks and Latinos lived in New York City. It was an eye-opener. I had never seen such poverty. I felt a sense of injustice that people had to grow up like that and went to the seminary to help right this wrong."

While at the seminary she worked with teenagers at the Jefferson Park United Methodist Church in East



Will Collins

Harlem. It was there she met John Collins, pastor of the church, whom she later married. But the real life experience of working with young people and then returning to the seminary where she was taught abstract theory didn't jibe in her mind and after a year she applied to Columbia University for a master's in English and comparative literature.

Civil Rights Movement

Marriage to the pastor of a black church in East Harlem and living in the same neighborhood through the civil rights movement in the '60s brought her in even closer touch with the conditions in which many blacks were forced to live. "It was a life-changing experience," says Collins. "As a white person, I saw the times through the lens of the black community. My husband was an activist pastor. We had two small children so I didn't go to Mississippi to take part in the civil rights protests. But John was the founder of an organization which sent pastors to the South to work with black churches and he went, was arrested and put in jail in Jackson.

"It was an exciting time with hope of lasting change," Collins remembers. "We brought many civil rights leaders to our church. John was very active in supporting the community in the war against poverty. He was always getting arrested. But in the latter part of the decade when the black power movement became strong, white people had a tenuous

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Provost Search

(Continued from page 1)

Fountoukidis said the campus community will be invited to participate in the second round of interviews. She added that the committee hopes to complete its work by the end of the spring semester.

Members of the committee include Stephen Bolyai, business services; David Cheng, trustee (observer); Douglass Evans, communication; Elaine Gardiner, dean, Humanities, Management and Social Sciences; Reginald Grier, accounting and law (faculty senate president); Carol Gruber, history; Brenda Harris, registrar's office; Jackie Hill, library; Jennifer Hsu, communication disorders (AFT representative); Henry Krell, dean of students; Sara Nalle, history; William Rosa, languages and cultures; Sharon Rosengart, career services; and Ronald Thompson and Michelle Ward, students.

Schaeffer, Tanis Appointed

President Arnold Speert has announced that Marc Schaeffer, assistant vice president for academic affairs administration, has been appointed executive assistant to the president. During the spring 1995 semester, says Speert, Schaeffer will continue to serve the provost's office in administrative areas and remain a member of the Information Technology Council.



Joseph Tanis

Valley Hospital Foundation in Westwood.



Marc Schaeffer

Will Graham

Joseph Tanis, director of the WPC Foundation, is serving as acting director of alumni affairs, replacing former alumni director Michael Driscoll, who has taken a position with the Pascack

Journalists to Sound Off on Issue of Media Responsibility

Journalists Carl Bernstein and Nat Hentoff will explore the responsibilities of the media during their Distinguished Lecturer Series appearance at WPC on Friday, March 3.

The program will begin at 8 pm in Shea Center. A limited number of tickets, at \$12 for faculty and staff, may be available at the Shea Center Box Office on the day of the lecture.

Bernstein, who won the Pulitzer Prize for his coverage of Watergate for



Carl Bernstein

the Washington Post, is the author of three best-selling books, including *All the President's Men* and *The Final Days*, both with Bob Woodward.

Hentoff, a columnist at the *Village Voice*, has become recognized as an authority on First Amendment issues, journalistic responsibility and the rights of Americans to free expression. He is the author of several books on a wide range of topics, including *Free Speech for Me — But Not for Thee*.



Nat Hentoff

Nalle Selected

(Continued from page 1)

participate in a seminar with other scholars on messianism through the ages — the recurring belief in a messiah figure that will save mankind.

An authority on the history of 16th century Spain, Nalle will spend most of her time at the Institute working on her second book, a sequel to *God in La Mancha: Religious Reform and the People of Cuenca, 1500-1650*, which won the 1993 Roland H. Bainton Book Prize. Tentatively titled *Mad for God: A Tale of Messianism and Insanity in 16th Century Spain*, the book will examine important questions about the nature of religious inspiration and mental health in Spain during that time.

Calling Nalle's selection for membership in the Institute for Advanced Study "an exceptional honor," Susan McNamara, WPC's interim provost and vice president for academic affairs, expressed the college's pride in Nalle's record of scholastic achievement. "To receive such an accolade in the early stage of one's career is remarkable," she pointed out.

Comprehensive Analysis

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medium or low in the three categories (need, quality, cost benefit) evaluated. The supervisor's ratings and recommendations, as well as the unit reports, must be submitted to Speert by March 24. These will be reviewed by the president's extended cabinet or a subcommittee of the cabinet late in the spring semester.

A second phase of the administrative review process will ensure that all administrative functions are appropriate to support the academic directions defined by the results of the comprehensive analysis of academic programs, Fountoukidis said.

The BULLETIN	
VOL. 9 NO.5	FEB. 27, 1995
Produced by the Department of College Relations.	
Office of Public Information:	
Editor: Barbara Bakst	
Managing Editor: Dianne Franconeri	
Associate Editor: Mary Beth Zeman	
Contributing Writer: Joseph Martinelli	
Office of Publications:	
Publisher: Lorraine Terraneo	
Design: Bob Verbeek	
Office of Public Information	
White Hall 209, 595-2971	
Printed on recycled paper.	

Aspirations for WPC: Members of the Campus Community Look Toward the Future

As continuing waves of change sweep through the world, reshaping long accepted patterns of living and earning a livelihood, colleges are working overtime to assess their programs and the evolving needs of their students in order to prepare for an uncertain future. At WPC, the campus community is participating in this process through the Comprehensive Analysis. The editors of The WPC Bulletin asked members of the campus community how they would like to see WPC define itself to meet the challenges ahead.

Elsie Baires
Assistant Director,
Admissions

Our commitment to diversity will not be accomplished just by implementing intensive efforts to recruit minority students but also must be complemented by hiring more minority faculty and administrators to serve as role models and to provide minority students with leadership skills. We have a responsibility as a public institution to help them to succeed in their academic endeavors. I would like to see the WPC community continue to promote awareness and acceptance of multiculturalism.



Michael Chaski

Stephen Bolyai
Associate Vice
President for
Business Services
and Controller

The completion and implementations of the Academic and Administrative Comprehensive Analysis should strengthen the college over the next five years. Assuming the State of New Jersey will provide stable financial support, the college will have the necessary resources to respond to the recommendations of the analysis. The "new" William Paterson needs to continue to provide our students with an affordable education, an enjoyable



Michael Chaski

and meaningful campus life experience, and the means to deal with the various social and economic issues confronting the nation in the next century.

David Demsey
Coordinator, Jazz
Studies

As a faculty member, I see the need for a larger effort to show our students that college (particularly at the baccalaureate level) is where we *learn how to learn*, rather than an educational shopping mall that is a ticket to a job. Increasingly, companies in all fields will be looking for new employees who can think and learn on their own, rather than people who are well-trained but immature. I see a crucial need for a more positive and clear public image. University status could propel this image, as we more widely publicize the accomplishments of the faculty and students, update the college logo to reflect our 140-year history and our beautiful location, and dedicate a larger percentage of the overall budget to positive radio, television and print advertising.



Greg Phillips

Nancy Einreinhofer
Director, Ben
Shahn Galleries

When people make art, they usually begin by exploring their chosen medium, experimenting with tools and materials until they know all that is possible and can manipulate that medium at will. At the same time, they master the language of art, practice the vocabulary until it is second nature, until it flows instinctively. These elements, the command of both the material and the method, are essential. However, the most important, that which elevates the finely crafted physical object to the status of art, is not so concrete. The art experts, the curators, critics, artists and historians might view a body of work and say "It isn't there yet." "It" is that elusive ingredient that comes with maturity, with experience, with a sense of identity. "It" is the artist's personal vision, personal voice. Maybe this analogy requires a bit of a stretch, but the idea is that WPC possesses the "materials" and the "methods" in its faculty and programs. What we must find in the next few years is our "It," our vision, our voice, our own identity. And, like the true artist, it must come from within.



Greg Phillips

Nina Jemmott
Assistant Vice
President for
Graduate Studies
and Research

In my vision, a college is an institution that provides a safe haven for all individuals who want to learn, unfettered by distinctions of whether they are student learners, staff, administrators or faculty. That place would enable learners to experiment with ideas, to challenge themselves and others, to engage in



Will Corbett

inquiry, to be introspective, to try continually to solve enduring societal problems, like racism, sexism, poverty, crime, and miseducation. That place would accept difference and divergency like no other place in society; learners and teachers would feel secure enough to be open and honest, and would want to gather what they have learned as a collective to enhance their lives and the lives of those in society. In my vision, William Paterson College has laid the foundation for becoming that safe haven.

Meryle Mahrer Kaplan
*Coordinator,
 Women's Center*



Michael Chalki

My aspiration is that William Paterson College become a community free of violence, bias and harassment, one that is based on mutual respect and empowerment, on promoting growth, development and the celebration of diversity. Clearly, such a community — rape free in its fullest sense — would stand at odds with the larger society. It is, consequently, a community that must be actively sustained, a community that depends on and would benefit each of us.

Henry W. Krell
Dean of Students



Will Corbett

Any global question invites Utopian responses, and, admittedly, creating this fantasy is no exception. In the next few years WPC will really feel like a residential campus. The students that live here will get such pleasure from the vast selection of residence hall accommodations and weekend activities that they will stop rushing to go home at every opportu-

nity. The faculty will be so impressed by the smorgasbord array of weekend possibilities that they will restructure their social life so that they can play here on campus on weekends. Restaurants, or rather fast food places, will dot the campus, inviting our students to gather late at night after intense study, in the kind of guilt-free camaraderie only known at this hour. A joint effort between students, faculty, and administrators will regularly clean up the campus out of pride, not desperation. Home for these students will, once and for four years, be here.

Cho Kin Leung
Professor, Economics and Finance



Michael Chalki

In five years, I see William Paterson as a medium-size college which provides quality and broad education to a diversified student body; That our graduates, whether pursuing advanced study or a career, would say with certain pride: "I have my training and degree from William Paterson College."

Phillip Long
Director, Instruction and Research Technology



Michael Chalki

Technology on campus, in the hands of faculty, students and staff, will after a period of intense attention become an integral part of our daily life. In amongst the networked classrooms and lecture spaces will be public access 'walk-in' computing areas, "docking lounges" to provide comfortable locations for the laptop user to access campus and Internet resources, and computer kiosks to provide walk-up information access in common areas. Working together we

can extend our community into the classrooms of K - 12 schools, community libraries and local organizations on the arms of the technology.

Audrey Pelham
*Secretary to the Dean,
 Humanities,
 Management and
 Social Sciences*



Michael Chalki

Being a secretary at William Paterson College for more than 17 years, I have seen and experienced many changes. Some were good and some not so good. One of my main aspirations for this college in the next two to five years would be for WPC to attain university status. It's going to take some work, but with the cooperation of the entire William Paterson College community, this is not impossible. However, right now my biggest aspiration is the completion of the new building, "The Atrium," so I can finally have a permanent home.

Marie Radford
*Head of Curriculum Materials Department,
 Sarah Byrd Askew Library*



Clay Phillips

Within five years, I expect the campus to be fully networked so that every faculty member, staff member and student has access to the library online catalog and a variety of electronic reference sources from computers located in their offices and dorm rooms. Each will also have their own e-mail address and the knowledge

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BULLETIN BOARD

Speaking Out for WPC....

Both Neil Kressel, *psychology*, and C.K. Leung, *economics and finance*, recently made presentations to the Tri-County Chamber of Commerce which were most favorably reviewed by the Chamber members. Leung discussed economic conditions affecting business in northern New Jersey, while Kressel's presentation helped the group identify, assess and achieve its objectives for the year.... Also helping to spread the reputation of WPC are those faculty and staff members who have signed up for the Speakers' Bureau recently organized by WPC's AFT Local 1796.

Volunteers Cited....

Scott Sigmon, *special education and counseling*, has received a certificate of appreciation from the United Way of Passaic County. Sigmon, a licensed psychologist, volunteered as a member of the United Way's Mental Health



Scott Sigmon

Will Colarik

Panel. The panel was chaired by WPC reference librarian Bill Duffy.... Beverly Coleman, *residence life*, has received the "Band Booster Award" from the National Band Association for her service and dedication to the Wayne Hills High School Band. For the past 18 years, Coleman has served as "mom" to more than 100 students, administrative assistant to the band director and publicist for the group. Each year she spends her vacation with the band on their four-day spring trip



Beverly Coleman

Will Colarik

and one week band camp. "I find my work with the young people very rewarding, and am looking forward to traveling with the students to Annapolis in May," she says.... 1994 was a year for "silver" awards for Reginald Grier, *accounting and law*, and Doris White, *curriculum and instruction*. Grier got the Silver Mercury Award from the United States Army Signal Corps Regimental Association for



Doris White

Will Colarik

"outstanding contributions and volunteer service." White received an engraved silver bowl in recognition of 15 years of volunteer service to the New Jersey Science Convention.

Attention, Veterans....

Michael Boroznoff, *registrar's office*, wants to spread the word that on May 7, 1995, the State of New Jersey will dedicate the long-awaited Vietnam Veterans Memorial. Boroznoff hopes to fill a bus for the trip to Trenton. You can call him at x2349 for details.

They Also Serve....

Andy Nilsen, *psychology*, volunteered his time last summer to advise a newly organized Bergen County branch of P-FLAG (Parents/Friends of Lesbians and Gays). Nilsen, an adjunct professor at WPC for the past several years, took on this task after his nephew died of AIDS at the age of 17.... Deborah Spina, *campus activities*, coordinated registration for the recent East Coast Regional Conference of the National Association of Campus Activities held in Lancaster, Pa.... Anne Marie Schweer, *graduate studies and research*, began a five-year term in January as a trustee of the Lincoln Park Public Library.... John Jordan, *English*, chaired the committee which organized an especially exciting series of events on campus during February,

African Heritage Month. Among the presenters were WPC's own faculty members Ouseynou Traore and



Ouseynou Traore

Will Colarik

William Branch, AAACS.... Joyce Hensen, *Rec Center*, has organized a free line dancing class at the Rec Center through the end of March from noon to 1 pm. She invites all who would like to join in the fun, which has already begun, to call her at x2776.

Proud Parents

....Otis "Teddy" Stone, son of Georgia Daniel, *admissions*, was one of two district winners in the RespecTeen "Speak for Yourself" letter writing contest. Tim Gerne, *curriculum and instruction*, and his wife Pat are grandparents for the 17th time! Conner Christian Fieggen was born last October 31 to daughter Kathleen Marie Gerne Fieggen, WPC Class of 1984. The Fieggens live in Seattle.... Lucy Deakins, daughter of Alice Deakins, *English*, graduated from Harvard in June, just in time to make room for her younger sister, Cat, who graduated last June from Stuyvesant High School and is now a first-year student at Harvard.

Speaking of Harvard....

John O'Connor, *philosophy*, successfully solved the cryptic crossword puzzle that appeared in a recent issue of *Harvard Magazine* and then won the January 20 puzzle drawing. As his reward, the Harvard alumnus gets to select \$100 worth of books from the Harvard University Press catalog.

Aspirations

(Continued from page 5)

needed to be frequent Internet voyagers connecting to other libraries, vast information data bases, and students and faculty throughout the world.

Miryam Z. Wahrman
Professor, Biology

I believe that university status is in our future. We have excellence in many undergraduate and graduate programs. We have research and programmatic initiatives on campus which make the college strong, diverse, and deserving of the status of "teaching university." A way to bring this goal closer would be to improve the self perception and external image of WPC. Cynics of the world say "Image is everything." Of course this is not true, but unfortunately, excellence without "image" will not get you very far. William Paterson University? W.P.U.? Well, maybe a name change is in order as well. How about Yale....

Kenneth M. Zurich
Director, Career Services

I envision a dynamic college environment truly connected, for the first time, through computers, where faculty, students and staff communicate, share and discuss issues, concerns and information more efficiently and effectively. I also envision a college with a refreshed commitment to serving our primary customer and product -- the students -- by preparing them to meet the challenges of a highly competitive job market with the cutting edge skills and attitudes that employers value and demand.



Cara Phillips



Michael Chalk

Orchestra Finale to Explore African-American Inspiration

The Wayne Chamber Orchestra concludes its 1994-95 season on Friday, March 10 with a program titled "The Source: African-American Inspiration" at 8 pm in Shea Center.

The critically acclaimed soprano Priscilla Baskerville, who sang portions of *Porgy and Bess* during the orchestra's first season, returns to sing Andre Previn's "Honey and Rue," six songs based on verse by the Nobel Prize-winning author Toni Morrison. The orchestra will also perform George Walker's "Folksongs for Orchestra;" Baskerville will sing, unaccompanied, the four spirituals on which Walker's work is based.



Priscilla Baskerville

George Gershwin. Tickets for WPC faculty, staff and alumni are \$17 in the orchestra section, \$13 in the loge. For additional information or reservations, call the Shea Box Office at x2371.

Other works on the program include "Cascades" and "Chrysanthemum Rag" by Scott Joplin, "Empirical Rag" by Brian Fennelly, and "Cuban Overture" by

Construction

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project take shape." A formal ground-breaking ceremony is scheduled for the spring.

More immediately significant to the campus is the opening of College Hall. Staff from Information Systems will move from the Coach House into the Hamburg Turnpike building, as well as employees from 11 other campus departments currently located in Morrison, Raubinger, and White halls and Hunziker Wing. All will be shifted to their new offices by the end of March.

College Hall's first floor will house the Registrar, the Bursar, Continuing Education, Human Resources and Payroll. College Relations; Planning, Research and Evaluation; Administrative and Telecommunication Services; and Information Systems will be located on the second floor, along with a large conference room for use by the Board of Trustees and for other similar activities. Affirmative Action will share the third floor with Administration and Finance and Business Services.

Spiridon says the move to College Hall is the first step in a series of many organizational relocations. Following some modifications to Morrison Hall, the offices of Financial Aid, EOF and Minority Education will move there from Raubinger

and the Coach House. The dean of students will relocate to Morrison from Matelson Hall. Faculty still housed in White Hall will move to Raubinger by the end of the summer. "Once White Hall is empty, we can begin work to return the building to its former use as a dormitory," says Spiridon. Occupancy for White Hall as a dorm is definitely scheduled for fall 1996.

Work on the Sarah Byrd Askew Library will be substantially completed by early March 1995. During the past holiday break, the audiovisual department returned to the library from its temporary quarters in the Hobart Hall Annex. The renovation of the building's second floor is in its final stages. Stacks will be relocated to that space and periodicals, currently housed in Wayne Hall, will be returned to the library.

Several other projects also are on tap for this spring, Spiridon says. A contract will be awarded for an approximately \$600,000 expansion of the locker facilities at Wightman Field. A major renovation of the Wayne Hall serving line is scheduled to be underway soon.

Sheila Collins

(Continued from page 2)

role. John took a job in the suburbs and we bought a house in New Rochelle."

Writes First Book

Collins says she took four years off to be with her two daughters and then joined the women's movement and took part in a consciousness-raising group for two years. "This helped me think through a lot of things," she reports. She also joined a group of ministers' wives and other women who had an attachment to religious institutions, which looked at the role of religion in creating patriarchal institutions. It was this experience which led her to write *A Different Heaven and Earth: A Feminist Perspective on Religion*.

Published in 1974, it was one of the first books to critique and reformulate Judaic and Christian history and theological symbolism and it helped to define a new interdisciplinary field in religious studies. It also became an immediate best seller among a certain segment of the population. Readers wrote it had changed their lives, and Collins found herself in demand as a lecturer at scholarly and community conferences all over the country throughout the '70s.

For the next 10 years Collins worked for a number of Protestant agencies as a writer, coordinator and director. "It was a fascinating period of my life -- a very political period. All the groups I worked with -- blacks, Chicanos, Native Americans, poor whites -- were radically challenging the status quo." Throughout this period the Collins' home was filled with a steady stream of guests from all over the world -- leaders in movements for peace and social justice -- with whom both the Collins worked. Eventually her work challenged the church itself, Collins explains, and in 1983 she was "restructured" out of her position by the church, which claimed she was compromising Southern whites in the Methodist Church because of her advocacy work for social justice.

National Rainbow Coalition

Unemployed, she volunteered for Jesse Jackson's National Rainbow Coalition in his bid for the presi-

dency, and in 1984 became the National Rainbow Coordinator in charge of organizing all non-black groups. Working 16 hours a day, she traveled back and forth across the country explaining Jackson's position on issues. "We were trying to create a real rainbow coalition and even conservative whites in the South responded favorably," says Collins. "But the media didn't want to recognize it; they, and the Democratic Party establishment, wanted it to be a black campaign."

Returning to the academic world, she enrolled at The Union Institute, a non-residential program for mid-career adults, where she studied with Cornel West, a noted black author and scholar now at Harvard, and others and obtained her Ph.D. in political science and political sociology in 1987. Her second book, *The Rainbow Challenge: The Jackson Campaign and the Future of U.S. Politics*, is a condensed version of her Ph.D. thesis.

After a part-time teaching position in Brooklyn College's graduate school, she co-founded New Initiatives for Full Employment, a public policy advocacy organization developing new conceptual and political approaches to employment and welfare policy and in 1988 became executive director of the Employment Research and Policy Program at City University of New York (CUNY), a national network of researchers working on the domestic implications of the global restructuring of the economy.

Jobs For All

Her third book, which she co-authored, *Jobs for All: A Plan for the Revitalization of America*, sets forth a comprehensive program for full employment and is the culmination of a seven-year research project she engaged in with other scholars through the Columbia University Seminars program. Another book, now underway, is entitled *Let Them Eat Ketchup! The Politics of Poverty and Inequality*. It deals with the uses of poverty and inequality and their policy outcomes and will be published later this year. The text grew out of her teaching at WPC and is aimed at undergraduate students and the general public.

At WPC

In addition to a constant stream of publications and leadership in many organizations, Collins has found the time to be an active member of the WPC community. She has taught three cluster courses, developed two new courses (an undergraduate course on "Congress and the Policymaking Process" and a graduate course on "Environmental Politics"), served as co-advisor to the Political Science Club, and has been a representative from her department to the Faculty Senate.

How does she find the time to do all this? "It's hard," she admits. On days when she does not teach she goes to a fitness center and works out to relieve stress. Saturdays she tries to devote to writing. In the summer, she and her husband retreat to their cabin in Maine on Frenchman's Bay. Last summer, they had a "second honeymoon" walking and hiking for a month in the mountains and along the shores of Norway, Scotland, England and Wales.

Philosophy of Teaching

Will she continue to write books and lecture? "Of course," she says. But central to her heart are her students. She is highly praised by many of them who have been involved in class projects ranging from conducting polls on political campaigns to participating in radio shows. Says Collins: "Each student is unique and I perceive them as an active co-participant with me in the teaching and learning process. Since they come with a different set of cognitive, familial, and cultural attributes and experiences, no one learning format or technique works for everyone. I see myself as a facilitator of their awakening and growth, rather than a conveyor of information. This type of learning challenges each student to take responsibility for their own growth."