

# The BULLETIN

WPC

VOL. 7, NO. 9

WILLIAM PATERSON COLLEGE

MAY 17, 1993

## 159th Commencement Set for May 25



Steve Adubato

The college will hold its 159th commencement at 10:30 am on Tuesday, May 25 at Wightman Field.

Steve Adubato, Jr., the award-winning television commentator, syndicated newspaper columnist and former New Jersey state legislator, will deliver the commencement address and will receive an honorary doctor of laws degree. An honorary doctor of laws degree also will be awarded to New Jersey State Senator Matthew Feldman, who has been a driving force behind educational advancement in the state for nearly three decades.

A total of 1,838 students are scheduled to receive degrees. Bachelor's degrees will be conferred on 1,560 undergraduates; 278 students will

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## Major Construction to Begin on Campus

Two long-awaited construction projects that will enhance the academic life of the campus well into the 21st century are set to begin by July 1.

Bids for the new academic building and the expansion/renovation of the Sarah Byrd Askew Library are currently being accepted and will be opened on May 25, and construction on both projects should start shortly thereafter, says Peter Spiridon, vice president for administration and finance.

### Impact on Campus

"This is an exciting time for WPC," says Spiridon, who points out that the two projects, along with the nearly completed renovation of Hobart Hall, represent the first major additions to the college's academic facilities in 20 years. "We do expect to experience some inconveniences due to the construction, but we are working as hard as possible to minimize its impact

on the students, faculty and staff."

The area under construction, which will extend from Pompton Road near Shea Center to the area behind the library, will be cordoned off with security fencing. The library will be accessible through a covered walkway opposite Wayne Hall. Another covered walkway, located in parking lot 3, will provide pedestrian access to the center of the campus.

### Changes in Parking

Entry 4 will be closed to campus traffic for the duration of the construction, which is expected to last approximately two years. Of the 700 parking spaces in lots 3 and 4, 400 will be lost during the project. "We expect that parking in lots 3 and 4 will be limited to faculty and staff during the day," says Tim Fanning, associate vice president for administration and finance. The college is currently leasing 180 spaces at Camp Veritans, while 60 spaces will

(Continued on page 5)



Craig Phillips

Students First: WPC faculty, staff and administrators honored by the Senior Class for putting "students first" are pictured with members of the Class of 1993 at a May 4 reception in the Student Center. Story on pages 6-7.

## FOCUS ON

### Rosetta Sands: Increasing the Margin of Success

Rosetta Sands arrived at her office in Science Hall on Wednesday, April 14 to find an enormous basket of spring flowers awaiting her. Attached was a card which read: "Thanks for your mentorship and support." It was signed "Donna Newby, (new) Ph.D."

"The flowers were pink, mauve and purple — my favorite colors," says Sands, dean of WPC's School of Science and Health. The bouquet's sender, she explained, was one of several young faculty at Tuskegee University whom she had encouraged to pursue a doctoral degree. Sands went beyond mere encouragement to write references for Newby and assist her in obtaining a fellowship to study under the renowned nursing theorist, Sr. Callista Roy, at Boston College.

The flowers are only the latest in a series of "thank you's" being offered by students and colleagues as Sands brings her career as an academic administrator to a close this spring. Much of that professional life has been "invested" in students, particularly minority and disadvantaged students. As her July 22 retirement date approaches, Sands is pleased that "I have gotten enough feedback from my peers to believe that this investment has made a difference — that people value what I have done."

#### A Father's Influence

The focused approach to life which brought Sands to national prominence as a nursing educator came from her father, she believes. John Ford, a carpenter and businessman, twice-widowed, raised his five daughters to "give back" to society. "He was forthright, honest, civic-minded, assertive without being abrasive and very goal-oriented," she says. He was also a stern taskmaster who was intolerant of laziness and insisted his daughters attend the Baptist church and Sunday school in Homestead, Florida. "To this day," says Sands, "If I don't go to church on a Sunday I have powerful guilt feelings!"

Sands is still close to her older sisters, Bertis, Lily, and Ruth, daughters of her father's first marriage, and Alva, her younger sister. After the untimely

death of Annie Ford, mother of Rosetta and Alva, Ruth helped raise her little sisters.

"We were expected to get an education," says Sands, who moved to Baltimore to live with Ruth in order to attend Frederick Douglass High School. Although the schools were segregated, she feels she got a good education, "a strong foundation," and that her teachers gave her the support she needed to excel. After high school, she pursued her dream of becoming a nurse at Harlem Hospital School of Nursing in New York.

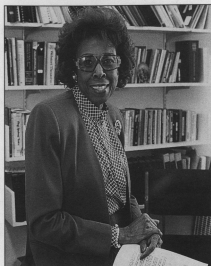
#### Higher Education

After earning her nursing diploma, Sands continued her studies toward a bachelor's degree in nursing at the University of Maryland in Baltimore and a master's degree in nursing at U of MD, College Park. She later went on to do post-master's work at Johns Hopkins University and earn a Ph.D. in public administration and curriculum development from the Union Graduate School in Cincinnati. "It was clear to me that the direction in which nursing was going demanded a broader education," she says.

She also married Charles Sands, whom she met when he was a pre-med student at Morgan State College. Their son Michael, a career Air Force officer, calls frequently from his post in San Antonio to keep his mother up to date on the accomplishments of her eight-year old grandson.

Sands' first professional experience in nursing and first experience with racism occurred at Johns Hopkins Hospital. She intervened when a young white doctor told an aide to perform a procedure the aide was not trained to handle. Furious, the doctor called her a "black nigger." Sands found the incident so traumatic that she left the private hospital to work for a government facility "where such abuse was not tolerated."

"The experience was painful — in fact until now I have told very few people about it," she says. "However, I think it also motivated me to become a nursing educator and promote inclusion."



#### At U of MD

In February of 1971, Sands, who had just obtained her master's degree, accepted a position on the U of MD nursing school faculty, "with enthusiasm for making change."

That enthusiasm was to be sorely tried. At the time Sands joined the faculty, the university was under pressure to increase the numbers of minority faculty and administrators. Out of a faculty of nearly 200, only three others at the U of MD nursing school were black, numbers which did not reflect the 18 percent minority population of Maryland. Some faculty called hers a token appointment. "If I was on the elevator, there were those who took the stairs," she recalls. "As I look back," says Sands, "I realize that the fact that I rose from instructor to associate dean at a large 'majority' institution required tenacity." As a young, untended faculty member, she found the courage to step forward and ask that a committee be formed on

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## Freshman Convocation Set for September 15



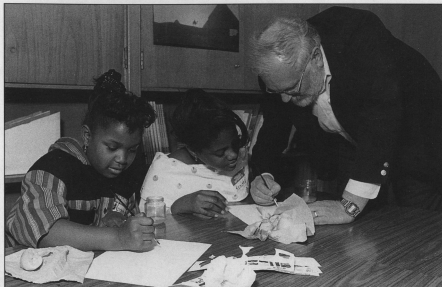
Martin Hahn

The Class of 1997 will be welcomed into the community of scholars at the fourth annual Freshman Convocation to be held on September 15 starting at 11 am in Shea Center.

The colorful ceremony will be opened by President Arnold Speert who will welcome the students, followed by a short address by Eleanor Smith, vice president for academic affairs and provost. Martin Hahn, professor of biology, will deliver the faculty keynote address; Jamie Summers, president of the Black Students Association, will be the student speaker; and Barry Morganstern, associate professor of communication, will be master of ceremonies.

According to Reginald Orier, associate professor of accounting and law and chair of the convocation committee, faculty should order their academic regalia, which is free of charge, from the bookstore before the end of the spring semester.

Special music will be provided by the WPC Brass Ensemble and members of WPC's student jazz program. Refresh-



Craig Phillips

**SHARING HIS EXPERTISE:** Neil Grant, professor of biology, works with members of the science club in Mrs. Grace Griffen's third grade classroom in Paterson School No. 26. The club meets every Wednesday afternoon after the formal school day is over. Grant's volunteer activity is part of a growing relationship between the college and the school.

ments will be served on the lawn beside Shea Center following the ceremony.

Members of the convocation committee, in addition to Orier, include Barbara Bakst, Anita Barrow, Robert Callahan, Ted Clancy, Gilbert Correa, Donald Fornuto, Kathleen Malanga, Morgenstern, Helene Nemeth, Jeanne Nutter, Carol Parken, Jacques Pluss and Anne Wright.

## John Urinyi Named Director of Facilities

John R. Urinyi has been appointed director of facilities, planning and operations for the college, it was announced by Peter Spiridon, vice president for administration and finance.



John R. Urinyi

Craig Phillips

Urinyi, who joined the college staff on March 22, previously was senior program manager for the New York/New Jersey Port Authority, where he was involved with facilities construction, planning and maintenance from 1968 to 1992.

In addition to his varied and lengthy experience with the Port Authority, Urinyi spent 28 years in the Navy,

including four years of active duty in Puerto Rico and Brooklyn, and 24 years in the Navy Reserves. Urinyi, who retired from the reserves in 1991 as a captain, served as commanding officer of a Construction Battalion (SEABEES) and as commodore of a construction regiment.

Urinyi is a graduate of Stevens Institute of Technology with bachelor's and master's degrees in engineering. He holds a professional engineer's license in New Jersey and New York and a professional planner's license in New Jersey.

Active with the Boy Scouts, Urinyi is one of six district commissioners in the Bergen Council. He and his wife, Sheila, are the parents of three children. They reside in Ramsey.

## Commencement

(Continued from page 1)

receive master's degrees. All graduates will have completed their degree requirements between August, 1992 and May, 1993. The rain date is Wednesday, May 26.

President Arnold Speert, who will speak to the college community at 8:30 am in Science 200A, will address the graduating class along with Michelle Hartman, senior class president, who will deliver the statement for the class of 1993. Hamad Ahmad Chebli, the imam of the Islamic Society of Central New Jersey, will give the benediction and invocation, marking the first time a Muslim clergyman has participated in the college's commencement ceremonies. Dr. Doris White, senior faculty member and professor of curriculum and instruction, will lead the academic procession in her role as college marshal.

## College Relations Info on Display in Student Center

Looking to find out what's "news" on campus? The Department of College Relations now has a glass case in the Student Center, opposite the ballroom. On view are recent copies of *The WPC Bulletin* and the *WPC Calendar*, as well as publications, media releases, press clippings and more.

## Finding Time to Care: Part II

Change magazine began its November/December 1992 issue with a poignant article by Jane Tompkins, a professor of English, in which she expressed the loneliness and sense of separation that many faculty members feel. "Things could have been a lot better if we in the university had been accustomed to attending to the quality of our lives as members of a group, if we had taken time to consider what makes people feel valued and cared for," she wrote.

With the "campus climate" at WPC still a matter of concern following the Middle States report, the President's Planning

Council Task Force on Collegiality and Civility report in June, 1991, and now an important question being addressed in the "Effectiveness Indicators," The WPC Bulletin editors asked members of the campus community to give us their views on whether we at William Paterson College make the effort to help our fellow WPCers feel valued and cared for, and if we do, how we go about it; or, if we don't, how we might go about it. Here are their thoughts on this important subject. This article concludes the discussion begun in last month's Bulletin.

**Jean Levitan, associate professor, community health:** "Over the years I've observed a number of campus events planned with the intention of bringing people together socially and for the recognition of various accomplishments. It seems that the library has



Michael Chalk

honored those who have published. The AFT has honored longevity and service. Certain deans have given out school awards for various scholarly and

service accomplishments. (I know that the list is longer, yet I'm having difficulty supplying the specifics.)

I suppose that part of the President's motivation in sponsoring breakfasts, lunches, and other food/beverage events has been to 'thank people' or show a 'caring' concern. These food events have often been part of meetings where community input on issues has been sought.

All of these gestures count for something. I suspect, however, that what goes on day to day within departments matters the most as far as people feeling valued. At the same time, where faculty are concerned, appreciation from the administration often seems to be tied to such rewards as reappointment and tenure. I do know that faculty within my department have received personal notes of thanks for particular projects and achievements and these are valued.

Nonetheless, I do feel that a number of people feel underappreciated, burnt out, fed up. There are those who feel that their input is sought, yet the major decisions have already been made. The process, in essence, is 'for show' rather than preceding decisions. Attention could be given to improving the process

of soliciting input from various segments of the community, and providing feedback and a rationale for final decisions.

Finally, on a one-to-one basis, we could all do better to thank each other for all the hard work."

**Virginia Ramey Mollenkott, professor, English:** "When I first came to William Paterson College in 1967, the campus was an alienating and lonely place. Apart from one person whom I'd met while working on my N.Y.U. doctorate, nobody did much to make me feel welcome. Nobody congratulated me concerning recent publications; indeed, for many years people seemed to go out of their way to pretend that I had never



Will Calkins

published a line. Nobody offered support during my divorce, or during a long and frightening illness.

But during recent years, things seem to have improved

somewhat. The annual authors' reception at the library provides a place where faculty, staff and administrators can meet other authors and strike up a conversation. *Bulletin* profiles attempt to place campus members in a fully human context. Above all, the Race and Gender Seminars provide an opportunity to give and receive support during the struggle for social justice and curriculum transformation. But there is no substitute for personal warmth and kindness. During the past decade I have tried to read and comment on the creative and scholarly works of some of the newer members of my department, and a few of them have reciprocated. Reading each other's work often leads to interest in one another's lives. And through one of my older students I have

been drawn into a campus-wide feminist network where the human concern is genuine and refreshing: we celebrate milestones, support marriages and partnerships, and provide reassurance during illnesses and griefs.

What WPC still lacks is a sense of overall community, meaning both a solid identity around which people can congregate and a comfortable, neighborly atmosphere. But that would require an administration full of people who model openness, trust, vision, and mutual respect and supportiveness, and then go all out to encourage similar characteristics in the faculty and staff of every department, large and small. (The climate of an organization is one place where the 'trickle-down theory' really does work.) In the meantime, those who want a greater sense of community at WPC will have to continue to create it for ourselves."

**Diana Peck, associate professor, communication:** "On the surface, a college campus seems the epitome of a busy, coherent community...people coming together for a general common purpose, sharing life's moments (both exciting and mundane), somewhat protected



from the disenfranchisement of life outside the ivied walls.

The sense of automatic community leads us to believe that we should each feel we

play a part in that community, but in reality a college campus can be an isolating place for students, faculty and staff members.

My own experiences as a student and faculty member remind me that each role can lead to feelings of loneliness, especially for the newcomer away from



family, friends, and familiar experiences. Our history as a commuter college gives us a tradition of coming together only for official campus events. Socializing outside of work or the classroom campus is rare, but provides an important opportunity to step outside of official roles and relate more fully as people.

We seem to assume that because people have been assigned a role in our community they feel at home here, when they may be feeling isolated. When new colleagues or students join our community, we should do at least what we would do for a new neighbor — seek ways of welcoming them and getting to know them beyond their roles.

We have some spaces on campus that encourage people to spend time socializing, but we can use more of these."

**Rev. Louis J. Scurti, Catholic campus minister:** "Making our fellow WPCers feel valued and cared for.' What a topic and challenge! The question circulated by the Office of Public Information struck two chords with me...a positive and a negative one.

To have received a few phone calls as I have this semester, asking my assistance on behalf of faculty and staff members going through some particularly difficult times, indicates to me that some on campus do care. To reach out when a colleague is in trouble, whatever the circumstances, shows me how caring some WPCers can be and are. However, I am saddened by the lack of support of which I am too often made aware.



Will Cornick

Years ago I was reading a professional journal and came across an article written by a college professor. Among other things it pointed out how the local campus minister had never attended one of the professor's classes, even though the topics discussed and taught were so very relevant to campus ministry. The author was a WPCer.

I didn't need any more encouragement or any further invitation. We made contact. I was interested in this person's point of view and invited participation in campus ministry activities (especially the non-denominational ones). There was never any follow up by the professor.

This is not the case for all faculty members, but it certainly opened my eyes to the reality of the 'everyone's own little world' approach to academe. It filters through the classroom and spills onto the campus as well, encouraging apathy, disengagement and a sense of WPCers not being cared for. Criticism is easy; action is a challenge. I challenge my fellow WPCers to be more like the caring persons with which I opened this piece. There is a great quality that professors, administrators and staff can add to each other's lives by coming out of their own little worlds and into the WPC world."

**Lois Wolf, associate professor, political science:** "New faculty should be the primary concern of the individual departments. Faculty in the same areas of the discipline should mentor when and where they can without being overbearing. How to advise students should be one area taught to new members. Untenured members should be given schedules that give them optimum time to do their research and also have classes at prime times so that the students will take their courses and get to know them and the new areas they bring to the college. Faculty should introduce new faculty members to others. They should especially do so to other faculty outside of the department who may share similar interests. This is a two-way street; when faculty go out of their way to welcome new members by being a new friend, they make a new friend.



Will Cornick

We should not forget the faculty who have been here. Sometimes due to family needs (car-pooling, children, etc.) special accommodations need to be made in scheduling. Health and family problems may also need the same consideration. Faculty should always lend a hand and support for colleagues as we all, one time or another, may need this ourselves. A friendly and professional climate makes work a joy. All of this good feeling will ultimately spill into the classroom to the students.

Untenured faculty should volunteer for college-wide committees to get to

know people across the college community. However, first-year people should wait at least until their second year and then not overdo this. Another way to meet people is to try to have lunch in the Student Center second floor restaurant and introduce yourself and join other faculty. My New York friends heartily endorse car-pooling, which is an entire positive subculture of its own."

## Construction

(Continued from page 1)

again be available near Hobart Hall.

A shuttle bus service is in the planning stages, Fanning adds. Scheduled to begin operation by the beginning of the fall semester, the service would transport people from outlying areas of the campus to central locations.

Plans are also being prepared to relocate library departments to other buildings to facilitate the construction. Audiovisual services is scheduled to move to the Hobart Hall annex, while the periodicals and automation departments and several administrative offices will move to Wayne Hall after the communication department returns to Hobart Hall this summer. Technical services will relocate to the second floor of Hunziker Wing. All services that remain in the library will be located on the second floor during the first phase of the project.

## Project Designs

The new academic building, designed by Rafael Vinoly Architects, will feature a stainless steel skin and a black glass strip of windows running the length of the structure. Intended for general use, the single-story crescent-shaped building will contain faculty and staff offices, computer classrooms/labs, a language lab, media center and seminar rooms.

The expansion/renovation of the library, designed by The Hillier Group, involves a new 40,000-square-foot building "wrapped" around three sides of the existing 60,000-square-foot structure. The new facility will enable the college to expand its bound collection by 33 percent and increase its seating capacity by 100 percent.

As these two projects get underway, the new residence hall near the Towers is nearing completion. The building will house 250 students this September.

## Senior Class Presents "Students First" Awards

*"The Students First Awards are the creation of the Senior Class of 1993. The genesis of the Students First Awards came from the senior class officers of 1993 who wanted to give back to certain members of the faculty, staff and administration who, we believe, exemplify 'putting students first.' This means that in every aspect of their college involvement the following people give 110 percent to students. They show a consistent commitment to helping, believing and caring for students.*

*"The people who were selected for this award were not chosen for 'political correctness.' They were chosen by the*

*hearts of the senior class of 1993.*

*There was absolutely no administrative, faculty or staff input*

*solicited in choosing the people we are honoring. They exemplify the best William Paterson has to offer as teachers, mentors, advisors and friends to the student body. They exude all that is positive, professional and beautiful at WPC.*

*"The honorees were chosen by a committee of graduating seniors from all areas of the college community. These are people who will be deeply missed by the graduates of the class of 1993, and are deeply loved by the student body."*

Statement by Michelle Hartman,  
President of the Senior Class



Craig Phillips



Mike Driscoll,  
Director, Alumni  
Affairs

Michael Chalk

"He gives his own time and efforts to student groups, leaders and individuals ... his personal guidance and attention have been a great source of support."

Michelle Hartman

Elaine Gardiner,  
Dean, School of  
Humanities,  
Management and  
Social  
Sciences



Will Carlock

"Dean Gardiner always has time for students ... she comes to work early and has an open door policy ... she is sensitive to our feelings and shows it whether it be a smile if you pass her on campus or talk with her about difficult academic problems."

Michelle Hartman

Sharon Hanks,  
Professor, Biology



Michael Chalk

"There are only a few individuals that influence our lives; Dr. Hanks is one of them ... she is a person we would like to emulate ... she is unselfish and always has the students' best interests in mind."

Daniel Verina



Charley Flint,  
Associate Professor,  
Sociology

Craig Phillips

"Dr. Flint enlightens and inspires ... she is a mentor to a great number of people ... we aspire to the levels of excellence she has demonstrated."

James Gil Carroll

Michele Grodner,  
Assistant Professor,  
Health Science



Will Carlock

"This is for her guidance and support ... for her caring and understanding ... in addition to her professorial responsibilities, she helps students with eating disorders."

Julianne Popp

Tina Leshner,  
Assistant Professor,  
Communication



Will Carlock

"She is the heart and soul - the bottom line - of the journalism program ... since she has worked in her field, she gives real world experience to her students and is a good friend besides ... she really cares about students."

Dominick Stampone

**James Manning,**  
Associate Professor,  
Exercise and  
Movement Sciences



Craig Phillips

"He is forever meeting with students; encouraging them and guiding them; teaching them how to believe in themselves and to aspire toward their personal goals."

Alisa Tagliarini

**Kalli Protopsaltis,**  
Secretary, SGA



Craig Phillips

"This award is presented to Kalli Protopsaltis for her devotion to the students at William Paterson College ... without her help and support the students and SGA members would be lost ... she is always ready and willing to lend a hand to students in need."

Julianne Popp

**Arnold Speert,**  
President



Begonia Hango

"He has shown the way in his warm and patient interactions, lengthy discussions and personal involvement with student leaders throughout some very difficult periods and situations ... through his actions and leadership, he expresses the 'students first' perspective."

Michelle Hartman

**Donna Minnich,**  
Area Director,  
Apartments



Craig Phillips

"She is easy to talk to and is always willing to help out ... she is an excellent advisor. When Theta Phi Alpha needed immediate help, she was there."

Denise Corrao

**Carole Sheffield,**  
Professor, Political  
Science



Michael Chask

"No matter how busy Carole is, she always has time for her students ... I have rarely met someone who has earned so much trust, respect and admiration from her students."

Bob Mastrangelo

**Peter Spiridon,**  
Vice President,  
Administration and  
Finance



Begonia Hango

"Administration and finance vice presidents are often viewed as aloof and insensitive to the student body ... we at WPC are extremely fortunate to have a person who defies the stereotype ... his patience and rapport indicate he places students first and that he is willing to take the time to make sure that perspective dominates his actions."

Michelle Hartman

**Janet Pollak,**  
Associate Professor,  
Anthropology



Michael Chask

"Incomparable is the only word to sum up the experience of knowing Dr. Janet Pollak ... her classroom pedagogy reflects a very intelligent woman who makes everything she teaches seem important and interesting."

Ray Welsh

**William Small, Jr.,**  
Professor, Political  
Science



Will Collins

"He is an outstanding individual, committed to education and helping young people with their lives ... he's been a model and an inspiration ... he motivates people by his intelligence, compassion and dedication."

Khemi FreeMan

**Lois Wolf,**  
Professor, Political  
Science



Will Collins

"She proves daily to the student body at WPC that she has always and will always put students first ... as advisor, teacher, confidante, friend and mentor to hundreds of students over the last 28 years, she has shown herself as a selfless advocate of student rights ... she believes in students."

Michelle Hartman

## Sands

(Continued from page 1)

recruitment of minority students. There was some dissent, but she prevailed.

### Recruiting and Retaining

In the 13 years that followed, she worked to recruit and retain minority and disadvantaged students. "Some of these students had scholarships but no money for food," she recalls. "Some needed tutorial and academic support." Her door was always open, said students from U of MD who honored Sands during an African-American celebration last year and an awards ceremony two years ago.

"She is not only a role model for students, but a wonderful mentor for faculty," says Dr. Shirley Carter, at that time a member of a faculty "team" headed by Sands at U of MD. Now an associate professor of nursing at the University of Delaware, Carter credits Sands for recognizing and encouraging her to develop her analytic skills and writing abilities.

### Bridging the Gap

Sands became active in several professional organizations, and in 1981 became the first African American to serve as president of the Maryland Nurses Association. By now she was recognized as a person who could help bridge the gap between minority communities and the institutions which served them. As a member of the Committee of 12, a group of community members and colleagues formed by the chancellor to deal with the increasing dissension between the black community and the university, she put in many hours working out ways of increasing the presence of blacks among faculty, staff and the student body. She also served on the Maryland Advisory Committee to the U.S. Civil Rights Commission, which held hearings on various forms of discrimination.

In 1983, Sands was approached by several nationally known nursing educators who urged that she apply for the position of dean of nursing at Tuskegee University, one of the country's oldest historically black colleges. The timing was right; she had recently divorced and her son was grown, so she was free to move on. "I felt challenged by the things I could accomplish there," she says.

### At Tuskegee

At Tuskegee she quickly became involved in community activities, lending her soprano voice to the church choir and sitting on the board of the local hospital. However, most of her energies were devoted to the school, which was facing both state and national accreditation review and had "an abysmal passing rate" on the state licensure exam. "I am a person who is 'driven' to make a difference," she says. In four years, she turned the situation around. The licensure exam passing rate was 100 percent and the school had earned an unprecedented eight-year full accreditation. The students showed their appreciation by meeting Sands at the airport upon her return to Tuskegee after a brief absence and escorting her to campus in a triumphal motorcade, where the nursing school was festooned with decorations and the electronic bulletin board flashed its congratulations. "That was one of the most touching moments of my life," she says. (The other was the standing ovation from faculty and students after her address to WPC's 1993 Sigma Theta Tau nursing honor society inductees.)

To honor the contributions of African-American nurses, Sands established a national Committee of Friends to raise funds to endow a chair for Tuskegee's centennial year. The Mary Starke Harper Chair in Nursing Research, named for a renowned Tuskegee alumna who conducts research in the fields of aging and mental health, will be occupied for the first time in 1993-94. She also prepared a proposal which won a \$300,000 grant from the Department of Health and Human Services to meet the health needs of rural elderly black women.

### At WPC

The long hours spent working for the grant and the accreditation took their toll, adding stress to her existing health problems. Sands decided to "come back north" to be near her family and her primary health care providers. Sought by several nursing schools in the metropolitan area, she chose WPC's School of Health Professions and Nursing because it was an interdisciplinary school, a concept she favors and had implemented at Tuskegee.

At WPC, Sands has focused her energies on establishing connections with area providers of health care and

providing opportunities for faculty to expand scholarship and do interdisciplinary research. Through the Consortium for Augmenting R.N. Pre-Service Clinical Education, established in 1989, the college is actively working with four local hospitals to institute new models of health care delivery and enhance the clinical preparation of the college's nursing students. The Center for Research, inaugurated in 1992, provides facilities and a support system for collaborative research.

Sands faced a new challenge in 1991 when the college announced a restructuring from seven to four schools. The departments in the School of Health Professions and Nursing were integrated into a new nine-department configuration, the School of Science and Health. She took the helm of the new school while already serving as acting dean of the School of Education.

From 1991 to 1992, Sands chaired the Nursing Advisory Committee to the Pew Health Professions Commission, formed to help the nation's health professions schools respond to today's changing health care needs. That commission's report is now complete and has been mailed to every school of health professions in the United States.

Reflecting on her years at Tuskegee and WPC, Sands says she believes a dean must be "a scholar, an academic leader, and a colleague." She views her leadership style as "helping people want to participate without feeling put upon, to find their strengths and nurture them."

### Challenges Ahead

After her retirement, Sands will continue to devote her energies to her lifelong effort to help bring minority students into the health professions. With Shirley Carter, she has established the IMS, INC. Consultation Service. "IMS," she says, "stands for 'Increasing the Margin of Success' of underprepared baccalaureate nursing students."

As her legacy to WPC's students of science and health, she has launched, with personal funds, "The Rosetta Ford Sands Student Emergency Loan Fund." It's all in tune with her philosophy that "one never moves ahead without reaching back and taking someone along with you."