

A Safer Campus

Richard Leonard, director of public safety and police, shows John Savio and President Sandra Packard how the new emergency telephones work. By pressing the call button, a user is instantly connected to the police dispatcher. A blue light atop the phone kiosk flashes to indicate an emergency situation. Savio, vice president of the OU Branch of the Michigan State University Federal Credit Union, donated funds to install the phone in front of South Foundation Hall. In all, the campus has six of the phones in place.

2 Vice Presidents to Depart

Vice Presidents John De Carlo and Wilma Ray-Bledsoe have announced they will leave their current positions in January.

De Carlo will retire January 31. Ray-Bledsoe is resigning effective January 7 for personal reasons. Both announced their decisions on November 5.

"I deeply regret losing the service, expertise and loyalty of Wilma Ray-Bledsoe and John De Carlo," said President Sandra Packard. "Wilma and John have meant so much to the building of this university. I know the entire community joins with me in extending our good wishes and our thanks for their many contributions to this institution."

De Carlo, senior vice president, general counsel for governmental affairs and secretary to the Board of Trustees, told the president in October of his intentions. He joined the university in 1969 as assistant chancellor for the performing

arts, and later served as vice president for public affairs before assuming his current duties. In 1991, he was appointed interim president of the university until the hiring of President Packard. Shortly thereafter, he added the title of senior vice president.

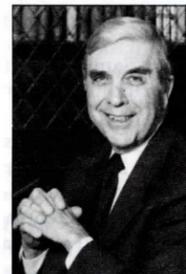
"OU is a great university," De Carlo said. "I see nothing but good and positive things for its future. I have enjoyed 24 years of wonderful relationships with the people of this institution."

Ray-Bledsoe joined the university in 1973 as assistant to the president and director of urban affairs. She was appointed to her current position in 1981. She said she is leaving the university after 21 years to spend more time with her family and to devote more time to writing poetry and reading.

She added that she will leave with a fondness for Oakland, and "I will continue to support OU as my time and resources permit."▼



Ray-Bledsoe



De Carlo

Speaker: Student Retention Effort Begins with Diversity Commitment

Attendees of a university-sponsored forum called Enhancing Student Success were encouraged to do more than just adopt a statement promoting cultural diversity — they were told to commit themselves to a plan and see that it works.

But having a plan is only half the battle, said James Anderson, dean for the division of undergraduate studies at North Carolina State University. "You need a plan because it never works when your goals are haphazard," he said. "You'll only succeed in meeting your needs in some of the areas, but not in all of them."

Anderson spoke at a day-long seminar sponsored by the university and attended by both faculty and staff members. Anderson spoke primarily to faculty members in the morning, urging them to assess the needs of students and adapt teaching and counseling methods to ensure their success. The afternoon focused on the need for the institution to encourage diversity within the faculty and staff, and to create a welcoming environment for students.

The speaker said what institutions must understand is that a diversity plan involves more than just hiring. "You can't confuse numbers with meeting the goals of your plan," Anderson said. He explained that a diversity plan must take into account the managers and faculty members who are already at the institution, and provide ways for them to advance within the organization. As an example, Anderson said that may involve managers becoming more aware of the talents of minorities, and the institution taking an active role to train managers to recognize those abilities.

The first step for the university, Anderson said, is to develop a plan with clear paths toward achieving the goals. A statement alone, he added, is insufficient.

"Everyone has a diversity statement in their mission statement, but that's not a policy. It doesn't mean anything if it's only a statement in a catalog," he said.

Anderson said institutions ought to recognize the value of a diverse work force. Not only will it reflect the population, but diversity will be a stimulus for continued intellectual, emotional and social growth, he added. Anderson noted

that diversity by nature involves healthy, creative tensions.

"Why are we going to act surprised if diversity produces tension?" Anderson asked. "It's how we handle it that's important."

Anderson said an institution must look at a number of issues in becoming diverse. Perhaps most critically, he suggested, it must ask itself how it wants to achieve the goals and for what reasons.

An organization that tries to "manage" diversity, Anderson said, risks appearing paternalistic. "People think they know the best thing to do. You should never have people who think they know all the answers," he said. Instead, the institution should seek to find diversity among managers and train existing managers to become sensitive to diversity issues.

An institution must be especially wary of individuals who are divisive, Anderson said, and who try to create divisiveness within groups. Students in particular, he said, need to avoid such individuals.▼

Health Sciences Gains Through Partnership

Ronald E. Olson, dean of the School of Health Sciences, has announced a three-year, \$190,000 partnership agreement between the school and Providence Hospital of Southfield.

The award creates the Providence Hospital Physical Therapy Fellow, who will be an additional faculty member for three years. This will provide the resources to increase Oakland's physical therapy class size from 32 to 40.

In addition to funds, Providence Hospital is providing an advanced physical therapy clinician for 10 hours a week for the same three-year period. This clinician will teach, advise students and take part in grant writing and research.

In another part of the partnership, Olson said staff development experiences will be provided by OU faculty to Providence Hospital physical therapists.▼

Race Relations Through the Eyes of Beholders

Race relations expert Jane Elliott, adaptor of the *Blue Eyes/Brown Eyes* experiment, will speak at Oakland at 2:30 p.m. December 2.

Elliott's visit is sponsored by the Student Life Lecture Board. The lecture will be in the Oakland Center Crochery.

In the *Blue Eyes/Brown Eyes* experiment, participants are labeled inferior or superior based on eye color. Elliott will speak on her experiences in presenting the program throughout the country.

For her work in race relations, Elliott received the *Person of the Week* award from ABC News. She

has also received the National Mental Health Association Award for Excellence in Education.

Several television documentaries have covered her work, including ABC's *The Eye of the Storm*, which won a Peabody Award. She has appeared on numerous national television programs.

Tickets are \$2 for OU students, \$5 for OU employees and Alumni Association members, and \$7 for the public. All tickets purchased before December 1 are discounted \$2.▼

What's New in Career Counseling: University Displays Public Centers

The university Career Counseling Center and its companion center in Pontiac will hold open houses to celebrate National Career Development Month.

The parent OU center has helped more than 8,500 people since it opened in 1983.

The campus center open house will be held from 9 a.m.-4 p.m. November 19 in 143 O'Dowd Hall. The Pontiac Center, operated by OU and Oakland Community College, will celebrate from noon-3 p.m. November 23. The center is at 17 S. Saginaw, Pontiac, and has been open since 1990.

Adults considering a career change or re-entering the job market can receive computer-assisted career guidance programs and individual counseling at no charge at the OU and Pontiac facilities.

The centers use computer programs combined with individual counseling to aid clients in self-analysis relating to interests, values, abilities and experiences. The centers also provide job descriptions of careers, including salary ranges and training/educational requirements.

Counselors help clients in selection of educa-

tional and training programs, resume writing and job interview skills.

The OU center is open six days a week. Interested adults are invited to call the O'Dowd facility to set up interview appointments at 370-3092. Hours are 9 a.m.-9 p.m. Monday through Thursday, and 9 a.m.-3 p.m. on Friday and Saturday.

Howard Splete, the center's director, is a professor in the School of Education and Human Services. Assisting him in the center are graduate assistants Jeff Davis, Amy Waldron, Kathy Hoffman and Jennifer Quayhackx. All of the students are master's candidates in the counseling program.

The Pontiac center is open 9 a.m.-5 p.m. Monday, 8:30 a.m.-5 p.m. Tuesday, 10 a.m.-4 p.m. Wednesday and 9 a.m.-3 p.m. Thursday. Call 340-6793 for information. The counselors at this center are Michele Terbrueggen from Oakland University, and Clarisse Bolduc and Charlie Kurzer from Oakland Community College.▼

A Student Perspective

Watching the first blanket of snow fall gently through the crisp autumn atmosphere, I looked through the night to see frail leaves trembling in a slight breeze. Across the campus, lights reflected the small specks of heavenly dust as they completed their journey toward the Earth. Of course it was only 3 a.m. by that time, but what a remarkable sight indeed!

In my English class we often refer to nature as an idea or creator of perfection. The simplest

Two Receive 'Keeper of the Dream' Scholarships

Seniors Alicia Cunningham-Sampson and Lisa McRipley have been chosen the first Keeper of the Dream scholarship recipients.

Each has received \$1,000. The scholarships are funded from proceeds of the Keeper of the Dream Banquet that was held last winter. Recipients are selected based on their involvement in activities which promote diversity and greater understanding and good will toward among ethnic and racial groups.

Cunningham-Sampson plans to graduate in December with a degree in English. She was a founder of *UMOJA* magazine, which provides an outlet for black students to voice their concerns. She is a member of the National Association of Black Journalists, has participated in the Association of Black Students' mentor program, has been involved with the Peer-Partnership Program sponsored by the Office of Special Programs, has received the Sidney Fink Award for promoting racial unity, and is a member of the U.S. Marine Corps Reserve.

McRipley, a communications major, serves as coordinator for diversity awareness in the residence halls. She has also worked with *UMOJA* magazine and received the Fink Award. McRipley is a member of Golden Key National Honor Society and the Black Actors/Film Makers Guild. She has also been an orientation group leader.

Award recipients must have at least a 3.00 GPA, a clear career focus and demonstrate academic persistence. A committee of faculty, staff and students selected the recipients.▼

leaf on a clear summer day, green and alive, is just as complex as a recently defined calculus formula, if not more so. I have often wondered if we, as humans, have our hierarchy of ideas jumbled up a bit ... from cars including the Porsche, Lamborghini and Ferrari, to exclusive restaurants to jewelry and designer clothing ... hmmm.

These items are not bad, not in any sense, but they are merely a material representation for that which we strive. If it is happiness we seek, then we knock on fortune's door and we are content, for a little while, anyway. Materialism holds value of monetary or perhaps personal amount, but we always seek more.

*Whenever Richard Cory went down town,
We people on the pavement looked at him:
He was a gentleman from sole to crown,
Clean favored, and imperialy.*

*And he was always quietly arrayed,
And he was always human when he talked;
But still he fluttered pulses when he said,
"Good-morning," and he glittered when he walked.*

*And he was rich — yes, richer than a king —
And admirably schooled in every grace:
In fine, we thought that he was everything
To make us wish that we were in his place.*

*So on we worked, and waited for the light,
And went without the meat, and cursed the bread.
And Richard Cory, one calm summer night,
Went home and put a bullet through his head.*

— A.E. Robinson

I mention this poem for its theme of happiness misrepresented by materialism. As a human, I will be the first to admit a new sports car, paid vacation to Europe, and an extraordinary home would be wonderful; however, as a dreamer, I also admit these things do indeed exist — in my imagination. For what is life without dreams, without the calming shelter of the midnight skies, without a simple ray of sunshine streaked through dark clouds, pointing to tomorrow? Could Cory have given away all riches and been content with Nature herself? Ponder this thought as you climb into bed this evening. Share a goal or dream with the moon, I guarantee she'll be a great listener!

— By Jessica Gifford



'Careful with that Pin'

Shirley Cobb of the Office of the President receives a corsage from her husband Howard during the annual recognition dinner for university employees of the month. President Sandra Packard hosted the event at Meadow Brook Hall and praised the recipients as campus leaders who set an example for other employees. Each honoree also received a lapel pin. No word yet on whether Shirley allowed Howard to put that on her, too.

Composer's Career to End on High Note

Stanley Hollingsworth, composer-in-residence in the Department of Music, Theatre and Dance, doesn't have to think hard when it comes to recalling his greatest work.

"It's always the one I just finished," he laughs.

Since 1976, Hollingsworth has taught hundreds of Oakland students orchestration, theory and counterpoint. He is particularly proud that three of his students have earned Undergraduate Achievement Awards at commencement ceremonies for their own compositions.

Hollingsworth retires at the end of the fall semester, taking with him a life-time of memories that began under the tutelage of Darius Milhaud at Mills College. Later he served as an assistant to Gian Carlo Menotti at the Curtis Institute of Music.

Those who know music, though, are aware that Hollingsworth is a rare treat in American orchestral and operatic works. Among his best-

known pieces are *Concerto for Violin and Orchestra*, *Divertimento for Orchestra*, and *Concerto for Piano and Orchestra*. His operas include *The Mother and Harrison Loved His Umbrella*.

Awards he has received include the Prix de Rome, a prestigious three-year fellowship from the American Academy in Rome, and a Guggenheim Fellowship. The National Endowment for the Arts also has recognized him with extramural grants.

The official coda of this long career will be a December 5 *Tribute to Stanley Hollingsworth* by the Pontiac Oakland Symphony. The concert, at 3 p.m. in Varner Recital Hall, includes guest performers. Hollingsworth himself will provide an introduction and commentary. Only fitting, it seems, that the composer himself delivers the final word.▼

Of Distinction ...

Items about professional activities or honors from anyone within the university community may be sent to the Publications Department, 109 NFH. Items run as space permits. Persons with E-mail capabilities are encouraged to send their items to:

jacksonj@vela.acs.oakland.edu

Brian Goslin and **Hermann Engles**, health sciences, have been recognized by the U.S. Department of Health and Human Services with a Secretary's Community Health Promotion Award. Their project was *Straight from the Heart — Health and Lifestyle Characteristics of Older Black Americans: Effects of Moderate Exercise*.

Ravi Khattree, mathematical sciences, gave colloquium talks at Marquette University in Milwaukee and the University of Wisconsin-Madison. The talk *Statistical Inference For Random Effects Nested Designs* was given at Marquette and *Estimation and Statistical Tests for Variance Components in Staggered Nested Designs* was presented at Madison. Khattree and **R.D. Gupta** from New Brunswick wrote a paper, *A Comparison of Some*

Estimators of the Variance Covariance Matrix When the Population Mean is Known, which appeared in the latest issue of the professional journal *Statistics*.

Bill Cramer, Kresge Library, has had an article, *The Enigmatic B. Fletcher Robinson and the Writing of The Hound of the Baskervilles*, published in the fall 1993 issue of *The Armchair Detective*.

David Jaymes, modern languages and literatures, wrote *Parasitology in Moliere: Satire of Doctors and Praise of Paramedics*, for the spring issue of *Literature and Medicine*.

Margaret B. Pigott, rhetoric, presented a paper 'Soynynge in Moral Vertu Was His Speche: Kenneth Burke's 'Grammar and Rhetoric of Motives' as Paradigm for Ethics in the Composition Classroom, at the meeting of the Michigan College English Association at Eastern Michigan University.

Ching L. Ko, mechanical engineering, wrote *Vibration Analysis of Helicoidal Plates*, which has been accepted for publication in the *Journal of Aerospace Engineering*.

Mohan Pisharodi, management and market-

ing, presented a paper, *Country-of-Origin Effects in a Cross-Cultural Setting*, (with Ravi Parameswaran and A. Yaprak) at the sixth bi-annual World Marketing Congress in Istanbul, Turkey. This paper was published in the *Proceedings* of the sixth bi-annual International Conference of the Academy of Marketing Science. Pisharodi also presented *A Cross-Cultural Assessment of Country Image and its Effects* (with Parameswaran) at the Summer Educator's Conference of the American Marketing Association in Boston. It was published in *Enhancing Knowledge Development in Marketing*, which was published by the AMA.

Carole Crum, academic services and general studies, and **Alice Horning**, rhetoric and linguistics, presented a session at the National Academic Advising Association national conference in Detroit. They discussed their work with undecided students in RHT 160 in *Undecided Students: Using Composition to Explore Options*.

Edward Heubel, professor emeritus of political science, gave a lecture at the University of Granada, Spain. The lecture, *The American Presi-*

dency at the Crossroads, was delivered in Spanish to the faculty and students of the Department of Political Science and Sociology.

Frank Giblin, Eye Research Institute, presented lectures in Japan on the mechanism of cataract formation at Senju Pharmaceutical Company, Kanazawa Medical University and Tokai University School of Medicine.

James Dow, sociology and anthropology, has been selected as the editor of Volume 8, *Mesoamerica and the Caribbean*, of the *Encyclopedia of World Cultures*. The *Encyclopedia of World Cultures* is published by the Human Relations Area Files at Yale University.

D.M. Kulkarni, mathematical sciences, presented a talk, *Stepwise Stability of a Finite Difference Scheme for the Heat Equation with a Nonlocal Constraint*, at the second Symposium on Matrix Analysis and Applications at Western Michigan University. Kulkarni also attended the U.S.-Italian Workshop on Hilbert Functions and Related Topics as an invited participant at the Mathematical Sciences Institute at Cornell University.

The Campus Register

Funding Opportunities

Details about external sources of funding are available from the Office of Research and Academic Development, 370 SFH. For details, call 370-3222.

Department of Education

The department invites applications to develop, operate or improve college and university drug abuse education and prevention programs that focus on a specific approach to prevention. Approximately 40 grants will be awarded, ranging from \$5,000 to \$40,000 per year. February 18 deadline.

The department is also funding activities to improve high school retention and graduation rates of low-income and educationally disadvantaged students, improve their academic skills and prepare them for programs of postsecondary education or for jobs. Approximately 14 awards will be made ranging from \$250,000 to \$400,000. June 1 deadline.

National Science Foundation

The NSF will invite applications under a new federal program to link entrepreneurs and the academic research community to translate ideas into marketable products. Approximately 12 one-year pilot and feasibility awards of up to \$100,000 each will be available. The program will provide up to \$350,000 over two years for projects that successfully compete for development funds. Small businesses and academic organizations must work together. Tentative application deadline is March 15.

For Your Benefit

Premium Conversion Waivers

During November, you are eligible to change the method of your health insurance deduction from your paycheck. You may have your deduction taken pre-tax or after-tax. If you wish to have it taken out after taxes, you must sign a waiver form in the Staff Benefits Office. If you do nothing, the method of your health insurance deduction will continue for 1994 as it is currently.

Jobs

Information about job openings is available from the Employee Relations Department, 140 NFH, or by calling the Job Hotline at 370-4500.

- Academic adviser, AP-6, Office of Admissions and Scholarships
- Director of development and director of planned and major gifts, miscellaneous, Office of the Vice President for University Relations
- Reproduction machine operator, C-6, University Services Print Shop
- Administrative assistant, AP-4, Office of the Vice President for University Relations
- Assistant director for new student and transition minority programs, AP-5, Orientation Office and Office of Minority Equity
- Director, AP-10, Office of Minority Equity
- Supervisor of building maintenance, CT-10, Oakland Center
- Assistant to the vice president, educational facilities planner, miscellaneous, Office of Finance and Administration

- Financial aid officer, AP-8, Office of Financial Aid
- Senior systems analyst, AP-11, Office of Computer and Information Services

Reaching Us

The *Oakland University News* is published every other Friday during the fall and winter semesters and monthly from June-August. Editorial offices are in the Publications Department, 109 North Foundation Hall, Oakland University, Rochester, MI 48309-4401. Copy deadline is noon Friday of the week preceding the publication date.

- **Jay Jackson**, *Oakland University News* editor, and Publications Department staff writer, 370-4344, or E-mail at: jacksonj@vela.acs.oakland.edu
 - **Jessica Gifford**, Publications Department student assistant
- The *Oakland University News* is printed on recycled paper.

Quote

"All change is not growth, as all movement is not forward."

— Ellen Anderson Gholson Glasgow

Bits & Pieces

White Contributes to Voice Book

John Paul White, associate professor and head of the vocal program in the Department of Music, Theatre and Dance, is one of 27 experts contributing to a new book on voice disorders.

Vocal Arts Medicine is the first book on the subject to include such a wide variety of authors. The book deals with the treatment and prevention of vocal problems by discussing them from the perspectives of several professions: medicine, psychology, speech-language pathology and singing.

White is one of three singers in the country invited to write for *Vocal Arts Medicine*. Except for the editors, he is the only author to have written more than one chapter. Edith Diggory, an Oakland voice instructor, coauthored White's chapter, *Assessment of the Singing Voice*. His other chapter is *Multidisciplinary Approach to Treatment*.

The editors of the book are from Henry Ford Hospital in Detroit: Michael Benninger, head of the Department of Otolaryngology, and Barbara Jacobson and Alex Johnson of the Division of Speech-Language Sciences and Disorders, Department of Neurology.

Vocal Arts Medicine is published by Thieme Medical Publishers.

Season Tickets on Sale

For just \$30, you can take the whole family to as many Oakland University home athletic events as you can squeeze into your schedule.

The season ticket is good for all events except conference championship events and NCAA tournaments. For details, call 370-3190.

Dance into Fall

The Oakland Dance Theatre, the university's student dance troupe under the direction of faculty member Gregory Patterson, will feature works by OU choreographers and guest choreographer Shane O'Hara at 8 p.m. November 12-13 and at 3 p.m. November 14 in Varner Recital Hall.

In faculty member Carol Halsted's *Safe Shakes*, students take a humorous look at manners — particularly how to shake hands — choreographed to the music of the Turtle Island String Quartet.

Patterson will premiere *Divas*, a theatre satire set to Mozart's *Piano Concerto No. 21*.

Oakland Dance Theatre will also present a new work by O'Hara, coordinator of the dance program at James Madison University in Harrisonburg, Va. *Notes to Myself*, danced to music by the Latvian Women's Choir, is a moving dance-theatre work that whispers one moment and screams the next.

Dance instructors Giuseppe Canale and Tim Foster will also premiere works in the concert. Canale's *Dedicated To* is in honor of his late mother. Foster's *Seam With Love* explores emotions evoked by the Names Project Quilt.

Tickets for the concert are \$8 general admission, \$6 for senior citizens and \$3 for students. They may be purchased through the department box office at 370-3013. Persons with disabilities who need special assistance should call the box office.

Holiday Concert Time

The Oakland University Community Chorus invites the public to join in its 31st annual Yuletide Concert at 8 p.m. December 3 in Varner Recital Hall.

Director John Douras will lead the 100-mixed voice choir in a festive program: *Born Today!* by Sweelinck; two motets by Aleotti; *Canzon Noni Toni* by Gabrielli, with double brass, choir and organ; *Psalm 150* by Schutz, with double chorus, double brass and organ; and *Touro-Louro-Louro* by Saboly. The concert concludes with *Gloria* by Poulenc.

The chorus' traditional yuletide songfest with the audience will close the program.

Tickets are \$8 general admission, \$6 for senior citizens and non-OU students and \$3 for OU students. For details, call 370-3013.

Task Force on Excellence and Distinction

The task force charge was "...to identify selected areas of excellence and distinction and develop plans to enhance external recognition and support of these areas."

The task force approached its charge by selecting a small group of areas which could become preeminent on a national level. Each was divided into strengths, weaknesses, opportunities and threats. The programs listed below are from what were designated "first tier."

Beginning School Mathematics Project and Institute for Action Research

Strengths

- Top primary math project
- Correlates well with state and national goals/needs
- Currently involves school districts, 20 teams, 140 teachers and 3,500 children
- Innovative and exciting
- Teacher mentoring
- \$953,000 received to date in funding
- Comprehensive

Weaknesses

- Need to expand funding for national dissemination
- Need to try to publish reports widely
- Need funding for assessment

Opportunities

- Oakland could become the North American training center; potential for \$1.3 million in funding; helps with training for disadvantaged children

Threats

- Other institutions could start marketing similar programs; if Oakland does not move quickly, the university will lose its advantage

Eye Research Institute

Strengths

- Internationally recognized faculty
- Outstanding publication and grants record
- National and international reputation for ophthalmic research
- Strong relationships with other clinical services, research centers and health-care organizations

Weaknesses

- Limited involvement with academic programs and the teaching mission of Oakland University
- Limited local visibility

Opportunities

- Increased involvement with academic programs; increased involvement with the teaching mission of Oakland University

Threats

- Dependence on external grants with very limited general fund support; change in Oakland University priorities regarding support for research

Biotechnology Institute

Strengths

- Director well respected and entrepreneurial
- Need more focus
- Director spread too thin with other (service) obligations

Opportunities

- Environmental remediation; biosensor technology; possible graduate programs

Threats

- State of biotech in Michigan; other schools have more resources

Department of Biological Sciences

Strengths

- History of significant external funding
- Several faculty work with the ERI and/or the Biotechnology Institute
- Biomedical research is a significant departmental focus
- Commitment to undergraduate and graduate research

Weaknesses

- Graduate stipends not competitive
- Doctoral program not operational
- Only 13 students in graduate program

Opportunities

- Expand biomedical focus; molecular biology is a dynamic and expanding field

Threats

- Aging faculty; loss of faculty

Department of Mathematical Sciences

Strengths

- Outreach to local industry — applied statistics — Ford Cooperative, scholars
- Research/technical level of faculty
- Delivers significant number of graduate math credits — third highest in Michigan
- External reviewers (45) of potential doctorate speak highly of the skills and programs of the department

Weaknesses

- Continued perception of some students that math is not "user-friendly"; possible need for someone in the area of scientific computing

Opportunities

- Market additional programs to industry (i.e., expand to tech park); need for mathematicians/statisticians in environment; examine additional ways to assist in math teacher train-

About This Series ...

Preliminary reports from the university Blue Ribbon Strategic Planning Task Forces are being compiled for presentation to the Board of Trustees.

Excerpts from the *draft* reports of the task forces will be published in this and future issues of the *Oakland University News*. These reports result from a lengthy process that began in February. More than 150 members of the university community were involved. Through public hearings, the task force members listened as individuals spoke about university strengths and weaknesses. From this will come guidelines to shape the Oakland University's future.

ing with School of Education and Human Services; proposed doctoral program includes collaborative partnership with industry

Threats

- Business takes over own training via internal mechanisms; national trend — poor math skills of entering students; image of mathematicians as "hard" and/or not useful

Department of Physics

Strengths

- Good grant record
- Productive/recognized faculty
- Unique doctorate in medical physics
- Ties with local hospitals

Weaknesses

- Research equipment budget
- Assistantships not competitive
- Oakland University does not receive direct benefit from hospital grants
- Recent loss of two faculty

Opportunities

- Possibility of world-class magnetics center (almost critical mass of faculty); could grow doctoral program in medical physics

Threats

- Continued loss of faculty; Henry Ford Hospital is affiliated with Case Western, so weakening of medical physics could result in loss of collaborative efforts

Department of Reading and Language Arts

Strengths

- National reputation for literacy education
- Success with minority doctoral students (10 of 30 candidates)
- Only pure reading doctorate in Michigan
- Provides literacy services to schools, business and government
- Interdisciplinary contacts with Oakland University

- National Reading Recovery site
- State-of-the-art multimedia center

Weaknesses

- Aging faculty
- Classroom and clinic space problems
- Assistantship levels

Opportunities

- Major U.S. source of minority doctorate leadership in literacy education; major research and teaching center for Reading Recovery training; could provide innovations in multimedia technology in literacy

Threats

- Better-funded competitors may lure potential doctoral and MAT students; rival master's programs may be established

Honors College

Strengths

- Undergraduate research a component of Honors College experience
- Provides a forum for the interaction between scholars and enthusiastic students
- Low direct cost, high efficacy experience which increases the quality of the undergraduate experience at Oakland University
- Offers a forum for faculty to create and offer truly great, innovative and interdisciplinary undergraduate courses. An arena for unique educational offerings
- Director does outreach "orientation" talks
- Interest via scholar-athletes

Weaknesses

- Limited administrative support
- Teaching support is dependent on the willingness of various department chairs to release faculty to teach Honors College classes
- Lack of scholarships directly from Honors College

Opportunities

- Increased interest in Honors College from students; many talented students available in region who might be attracted to Oakland University by the Honors College; an existing structure to offer truly innovative, interdisciplinary courses at Oakland University

Threats

- Lack of administrative support; lack of funding; no appeal to bottom-line types; low number of graduates (language requirement, se-

nior colloquium conflicts with major requirements)

Meadow Brook Hall

Strengths

- In the upper level of "grand" houses in the United States
- Concours d'Elegance provides regional and national exposure
- High utilization rate
- Self-supporting — no general fund dollars
- Part of Oakland University heritage

Weaknesses

- Need better relations between academic units and hall
- Telephone hold system is not service friendly
- Use of maid rooms for guests

Opportunities

- Use in Oakland University marketing efforts; continued interest by corporations for use of hall as retreat site; may be additional research projects which can help tie hall to rest of Oakland University

Threats

- Cost of maintenance

Physical therapy

Strengths

- Faculty strongly committed to teaching
- Nationally recognized faculty (Kornelia Kulig one of 20 post-doctoral physical therapists in the U.S.)
- National reputation
- Provides clinical and academic experience
- Unique program for international certification of PTs
- High market demand for graduates (4-10 jobs per graduate)

Weaknesses

- High teaching load
- Not all faculty currently possess doctorate
- Insufficient research activity to date (teaching, doctoral training demands)

- Insufficient equipment
- Insufficient student stipends

Opportunities

- Considerable growth potential; "... program is poised to become a premier example of physical therapy education and research." (external program reviewer); increasing demand for advanced degree PTs

Threats

- Loss of faculty to competing institutions/private practice; scholarly activity will suffer more without adequate support

Student athletics

Strengths

- Academic record of student-athletes (3.17 GPA)
- All-America awards
- Women's program commitment
- National records
- Tracy Huth (Division II Coach of the Year three times)
- Award-winning coaches
- Graduation rate
- Swimming
- Student achievement in other aspects of campus

Weaknesses

- Scholarship dollars weak

Opportunities

- Intramural expansion; improved recruiting; summer camps (potential students); Olympic potential; coaching/training; expand physical activity education; sponsor tournaments; media recognition

Threats

- Old facility; football mentality (desire for football team which could draw resources from currently excellent programs); could lose coaches; pool needs to come up to code

Undergraduate research

Strengths

- Highly distinctive
- Reinforces culture of Oakland University as student-oriented
- Part of Oakland University tradition

Weaknesses

- Time intensive
- Funding environment may change

Opportunities

- Expand publicity beyond current item on chemistry and biology; recruit high school students

Threats

- Change funding environment; if shift to many more graduate programs — what will happen to undergraduate research?; possible loss to other schools now undertaking undergraduate programs; lack of Oakland University Scholarship opportunities

University Policy Regarding Class Cancellations and Emergency Closings

This information from the Employee Relations Department is intended to provide clarifications and guidance regarding Early Release of Employees, Cancellation of Classes, and Emergency Closings of the University due to severe weather conditions, non-functioning of university mechanical systems, or other unforeseen circumstances.

Early Release of Employees means that certain employees are granted permission to leave work before their regular quitting time without loss of pay when emergency or hazardous conditions exist.

Cancellation of Classes means that the university has made a decision to cancel classes for a given period of time. However, university offices would normally continue to operate and non-faculty employees would normally continue to work their regular shifts.

An **Emergency Closing** is an unanticipated official closing of the university. Scheduled classes are cancelled, all university offices are closed and operations are ceased during an Emergency Closing — although specific exceptions may be authorized as directed by appropriate university officials.

Further clarifications, related policies and procedures, and guidelines for administration are set forth below.

I. DISTINCTION BETWEEN EMERGENCY CLOSINGS AND EARLY RELEASE OF EMPLOYEES

An Early Release of Employees, whether only in certain units or more generally throughout the university, is not synonymous with an Emergency Closing and does not initiate Emergency Closing procedures.

A. **Emergency closings, or weather emergency closings**, are official closings of the university in accordance with the *Emergency Closing Policy* described below.

When an official "closing" is declared, provisions relating to notification of employees, to employee work requirements during the period of the "closing," and to employee compensation for this period go into effect.

Emergency closings generally occur when the university is unable to function because of utility failure, inability to clear campus roadways and parking lots because of excess snowfall and, when a snow emergency is declared by the State Police.

The university president will make the decision whether to close the university. If the adverse conditions exist prior to the start of the working day, the assistant vice president for campus facilities and operations will contact the vice president for finance and administration by 5 a.m. to apprise him of the situation. By 5:30 a.m., the vice president for finance and administration will notify the president of the circumstances. If the president's decision is to close the university, the vice president for finance and administration will so inform the vice president for academic affairs, the vice president for student affairs, the senior vice president for governmental affairs, and the vice president for university relations, who will inform the director of news service, and the public safety department.

B. **Early release of employees** from their work stations for the remainder of their work schedule may be effected at times when emergencies or hazardous conditions exist other than for official Emergency Closings that occur during the work day.

The decision to authorize a campus-wide early release of employees will be made, subsequent to consultation with the university president, by the vice president for finance and administration, who will inform the divisional vice presidents.

In granting authorization to particular units and categories of employees, the individual vice presidents will consider the impact of the decision on university operations and services. Additionally individual department heads, managers, and supervisors are expected to exercise judgment such that early release is not inappropriately granted in an instance where university operations would thereby be jeopardized. The respective vice president should be notified and consulted regarding such instances. Regular employees who are granted such release time will be paid at their regular rate for the remainder of their regular work schedule that day. Employees not granted early release shall continue to be

paid for regular scheduled hours worked at their regular rate of pay. Early release does not initiate Emergency Closing procedures.

II. EMERGENCY CLOSING POLICY AND GUIDELINES FOR IMPLEMENTING THE POLICY

A. Emergency Closing Policy

1. **Period of Declared Emergency Closing**
For purposes of the extent of the declared emergency closing, the *operational day* shall be considered 7 a.m. until 10 p.m.

Accordingly if an emergency closing is declared for a given day, the period of the official closing shall be from 7 a.m. until 10 p.m. unless specified otherwise. An emergency closing may be extended beyond 10 p.m. if the determination is made that the circumstances which caused the official closing persist. Further, if an emergency closing extends to two or more calendar days in a row, the period(s) between the affected "operational days" shall also be considered official closing periods.

For purposes of determining appropriate compensation, compensatory time, or leave time in accordance with the *Guidelines for Implementing the Emergency Closing Policy*, a regular work shift which begins during an "operational day" for which an emergency closing has been declared and which extends beyond 10 p.m. shall nonetheless be considered to be wholly within the emergency closing period.

2. **Prior to 7 a.m.**
When an emergency closing is declared prior to the start of classes for the day, all university offices will be closed unless the president notifies the vice presidents that administrative offices are to be kept open.

If offices are to be kept open, it is the responsibility of each vice president to notify his or her employees that they are to report to work.

3. **During Scheduled Class Periods (7 a.m. to 10 p.m.)**
If a weather emergency or some other emergency condition seriously affecting the ability of students to attend classes arises during the class day, the university may cancel classes but keep offices open. In such a case, employees are to maintain their regular work schedules.

Occasionally, the severity of the weather or some other emergency condition will force the university to close during the day. The decision to close will be made by the president or a designee, and members of the president's cabinet will direct their respective managers to send employees home.

University faculty and staff members may not cancel classes or close offices independently. All decisions are made at the vice presidential level.

4. Meadow Brook Hall, Meadow Brook Theatre, and Meadow Brook Health Enhancement Institute

When the president or a designee may elect to keep Meadow Brook Hall, or Meadow Brook Theatre, or Meadow Brook Health Enhancement Institute open when the rest of the university is closed during an emergency closing.

5. Scheduled Athletic Events and Other Scheduled On-Campus Programs

Normally all scheduled activities will be cancelled during an emergency closing. However, in extraordinary circumstances the President or a designee may elect to allow a scheduled event to occur on an exceptional basis.

6. Extension Centers

When the university closes or cancels classes, extension centers may be closed or classes cancelled if the same conditions occur as on campus. There may be cases in which the extension centers are closed by decision of the local school district rather than by the university which may remain open. In these cases, the extension office will notify the director of news service, or in his/her absence, the assistant vice president for university relations so that public announcements can be handled centrally.

7. Public Announcement

All public announcements concerning cancellation of classes or emergency closings, including those relating to Meadow Brook Hall, Meadow Brook Theatre, or Meadow Brook Health Enhancement Institute, are to be coordinated by the director of news service, or in his/her absence, the

assistant vice president for university relations. The president or vice president for finance and administration will inform the director of news service, or in his/her absence, the assistant vice president for university relations, of the decision to declare an emergency closing and to close the university or cancel classes. (The vice president for academic affairs will be consulted before a final decision to close or cancel classes is announced.) Other vice presidents will be informed by the vice president for finance and administration.

Once the decision has been made to cancel classes or to close the university, the following actions will occur:

a. Public safety will notify the State Police LEIN Network for public announcements via radio and television.

b. Confirming phone calls to radio and television stations will be made by the director of news service or, in his/her absence, the assistant vice president for university relations. The following will be notified: WJR, WWJ and WXYT radio, and TV Channels 2, 4 and 7.

c. If classes are cancelled during the work day, CIPO will be notified by the vice president for student affairs since it serves as a central information point for student inquiries.

d. The university switchboard will also be notified by the vice president for university relations. If the university is closed, a recorded message will be used.

8. Sources of Information for Students and Employees Regarding Cancellation of Classes and/or University Closing

a. **Telephone 370-2000** (or extension 2000 if calling on campus)

(1) A tape-recorded message will be carried on the system. Incoming callers will either receive the taped message or a busy signal. The system can handle twenty-eight (28) calls at one time. Callers who get a busy signal must re-dial the number to access the message.

(2) There will always be a tape-recorded message at this extension. If the message simply provides normal university operating hours, either the university is operating as usual or the Telephone Department has not yet been notified about a change.

b. Listen to a radio station or view a TV station identified in 7.b. above.

c. Please do not telephone the public safety department or switchboard. The public safety dispatchers are expected to be available to receive communications of an emergency nature and to stay in communication with patrol vehicles.

B. Guidelines on Implementing the Emergency Closing Policy

1. AFSCME Labor Agreement

"In the event of an emergency which requires the employer to close or significantly curtail operations, all employees not specifically directed to absent themselves from their work station shall, if reasonably possible, report to their work stations as scheduled. In such circumstances, such employees who report to work as scheduled may be assigned such work as their supervisors or their designees direct, but shall be paid at the overtime rate for their regular position for hours worked while the emergency closing is in effect. However, there shall be no compounding of overtime: if the employee qualifies for overtime pay due to working beyond eight (8) hours in the work day or beyond forty (40) hours in the work week, he/she shall not receive additional overtime pay for the same hours because the emergency closing is in effect.

"Employees specifically directed to absent themselves from the work place or to go home shall be paid at their regular pay rate for all hours for which they were scheduled to work during the emergency closing. Employees who are not directed to absent themselves, but do not report to work may apply for authorization to use their accrued personal time or vacation time if weather conditions which caused the emergency prevented attendance at work."

2. UAW/TOP Labor Agreement

"Official Closing of the University. Employees who report for work and do work at the request and/or direction of the university when the university is officially closed due to adverse weather conditions shall receive compensatory time

off at the rate of one hour for each hour of work actually performed on the date the university was officially closed. Such compensatory time shall be consumed within the next four (4) weeks, at a time to be mutually agreed upon between the employee and the immediate supervisor."

NOTE: Employees in classifications covered by the UAW/TOP Agreement who were scheduled to work and do not work during such conditions are paid their regular salary.

3. Excluded CT Employees

The above provisions are applied to this group of employees.

4. Administrative-Professional Employees

While there is no language in the AP Personnel Policy Manual covering this subject, employees in administrative-professional classifications who are scheduled to work but are prevented from working due to an emergency closing are paid their regular salary.

5. Police Officers Association Agreement

Employees in classifications covered by the POAM Agreement have been compensated in accordance with the call-in provisions of that Agreement, Article XIX, Section 19.1: "Call In Pay. A full-time employee reporting for duty at the employer's request for work which is outside and not continuous with his regularly scheduled shift will be guaranteed a minimum of four (4) hours pay at the applicable overtime compensation rate specified in Section 18.3 or Section 18.4. A part-time employee shall receive four hours pay at his/her regular rate except that hours that are in excess of forty hours in the work week will be compensated at the applicable overtime rate."

6. Police Officers Labor Council Agreement

Employees in classifications covered by the POLC Agreement have been compensated in accordance with the call-in provisions of that agreement, Article XIII, paragraph 67: "Call In Pay. An employee reporting for duty at the director of public safety's direction which comes before or after and is not contiguous with his/her regularly scheduled shift will receive a minimum of four (4) hours pay at the overtime salary rate."

7. Unclassified Employees

Employees in "unclassified" positions and all other employees not specifically covered above who were scheduled to work during such circumstances and do not work are to be paid their regular rate.

Employees who do work are to be paid for time worked and are also to be granted compensatory leave at the rate of one hour for each hour worked. Compensatory leave should be scheduled within thirty (30) days on a date to be agreed upon between the employee and his or her supervisor.

C. Treatment of Employees not "Scheduled to Work" During an "Emergency Closing"

When the university effects an "emergency closing," those employees in the following categories who are scheduled to work and are prevented from working because of the "emergency closing" qualify for payment for those hours they were prevented from working: executives, deans, AAs, APs, UAW/CTs, excluded CTs, and those miscellaneous employees whose supervisor approves such payments.

But, employees in these groups who are on sick, vacation or personal leave (or are scheduled for such) would continue to have the "time away from work" charged to their respective accrual accounts, since they would not have been at work during the "emergency closing" in any event.

III. CANCELLATION OF CLASSES ON SATURDAY

The regular Monday through Friday procedures as described above will be followed as closely as possible when serious adverse conditions require cancelling Saturday classes. The process is as follows:

Decision Process

In the event of severe weather conditions, the grounds department manager or, if he/she is unavailable, the Department of Public Safety will assess campus conditions (including, if applicable, snow removal/ice control operations), and advise the assistant vice president for campus facilities and operations (CF&O) by 6 a.m. For any other serious conditions which might affect campus operations, the Department of Public Safety will notify the assistant vice president as soon possible. If the assistant vice president for CF&O is unavailable, the grounds department manager or the Department of Public Safety will contact the vice president for finance and administration.

The assistant vice president for campus facilities and operations will advise the vice president for finance and administration of the conditions and provide an assessment of the degree to which campus facilities and operations can deal with the conditions (including keeping the transportation system open and accessible). The vice president for finance and administration will consult with the vice president for academic affairs and will subsequently inform the president of the situation and recommendation(s). The president shall make the decision of whether to cancel classes.

If neither the assistant vice president for campus facilities and operations nor the vice president for finance and administration is available, the grounds department manager or the Department of Public Safety will call the vice president for academic affairs (or, if the vice president is not available, the associate vice president for academic administration) who shall then inform the president for a decision.

Dissemination of Decision to Cancel Classes

If the decision is to cancel classes, the vice president for finance and administration or, in his/her absence, the vice president for academic affairs (or associate vice president for academic affairs) will inform the following offices:

Public safety, which will call the State Police LEIN Network and OU Telecommunications (which will add the information to the recorded message on the 370-2000 line).

University Relations, which will confirm the message with the media normally contacted (WWJ, WJR, and Channels 2, 4, and 7). The order for calling university relations staff, until one is reached, is as follows: director of news service (home telephone or beeper), assistant vice president for university relations.

Campus Facilities and Operations will continue to act to restore the campus to safe and functional status.

The vice president for academic affairs (or associate vice president for academic administration) will call the director of continuing education, who will activate the department's internal messaging system.

The message placed by OU Telecommunications on the university voice mail system will clearly state that the cancellation notice applies only to classes. The message will refer callers to other extensions for information about other scheduled campus events, such as Meadow Brook Theatre productions, activities at Meadow Brook Hall, activities at the Meadow Brook Health Enhancement Institute, athletic events, and events scheduled for the Oakland Center.

Events

Persons with disabilities who need special assistance to attend any of the events listed should call the sponsoring unit, or the Office of Equal Opportunity at 370-3496.

NOVEMBER

Meadow Brook Hall tours, 1:30 p.m. daily and from 1-5 p.m. Sundays (last tour begins at 3:45). Admission. Gift Shoppe also open. Call 370-3140.

Until November 21 — Exhibition, *Culver's Nature: Selected Works of Animals, Birds and Plants* by Charles Culver, Meadow Brook Art Gallery. Free. Hours vary. 370-3005.

12-14 — Oakland Dance Theatre, *An Evening with Shane*, 8 p.m. Friday and Saturday, 3 p.m. Sunday, Varner Recital Hall. Sponsored by Department of Music, Theatre and Dance. Admission. 370-3013.

16 — Kresge Library LUIS Workshop on advanced searching techniques, noon-1 p.m., 225B Kresge Library. Free. Register by calling 370-2469. Walk-ins welcome.

16 — Alcoholics Anonymous confidential meetings, noon-1 p.m., room 11, Counseling Center, Graham Health Center.

17 — Kresge Library LUIS Workshop on advanced searching techniques, 11 a.m.-noon, 225B Kresge Library. Free. Register by calling 370-2469. Walk-ins welcome.

17 — Environmental Film Series and discussion, Big

Fish, Little Fish, noon-1 p.m., Oakland Center Annex I. Free. Sponsored by the Honors College, CIPO and the Environmental Studies Program. 370-4450.

18 — OU Bible Study, noon, Oakland Center Faculty Lounge. Call Victoria Junior at 370-3480.

18 — Afram Jazz Ensemble and Vocal Jazz Ensemble, *Jazz Through the Years*, 8 p.m., Varner Recital Hall. Sponsored by Department of Music, Theatre and Dance. Admission. 370-3013.

19 — Oakland Chorale and University Chorus, *Fall Concert*, 8 p.m., Varner Recital Hall. Admission. Sponsored by Department of Music, Theatre and Dance. 370-3013.

23 — Alcoholics Anonymous confidential meetings, noon-1 p.m., room 11, Counseling Center, Graham Health Center.

26 through December 30 — Play, *A Christmas Carol*, at Meadow Brook Theatre. Times vary. Admission. Call 370-3300.

26-28 — Play, *Inspecting Carol*, 8 p.m. Friday and Saturday and 2 p.m. Sunday, Varner Studio Theatre. Admission. Sponsored by Department of Music, Theatre and Dance. 370-3013.

30 — Alcoholics Anonymous confidential meetings, noon-1 p.m., room 11, Counseling Center, Graham Health Center.

DECEMBER

Meadow Brook Hall tours, 1:30 p.m. daily and from 1-5 p.m. Sundays (last tour begins at 3:45). Admission. Gift Shoppe also open. Call 370-3140.

1 — Environmental Film Series and discussion, *Saddam's War on Wildlife*, noon-1 p.m., 128 Oakland Center. Free. Sponsored by the Honors College, CIPO and the Environmental Studies Program. 370-4450.

1 — Personal appointments with TIAA/CREF retirement counselor. Call Staff Benefits Office, 370-3483, for an appointment.

1 — Oakland Center Art, Gift & Craft Fair, 9 a.m.-5 p.m., Crockery. Free.

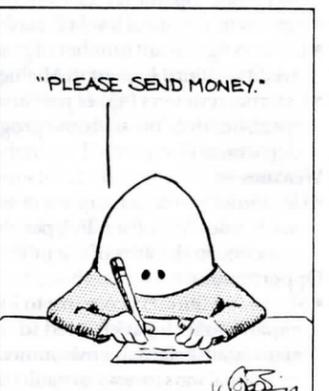
2 — OU Bible Study, noon, Oakland Center Annex II. Call Victoria Junior at 370-3480.

2 — Lecture by Jane Elliot, creator of the *Blue Eyes/Brown Eyes* discrimination experiment, 2:30 p.m., Oakland Center Gold Rooms. Admission. Sponsored by Student Life Lecture Board. 370-2020.

24 — Patron Dinners at Meadow Brook Hall to benefit preservation efforts. 370-3140.

3 — OU Community Chorus, *31st Annual Yuletide Celebration*, 8 p.m., Varner Recital Hall. Admission. 370-3013.

GRANTBAND®



Copyright 1993, Grantband Enterprises, Inc. All rights reserved.