

Minutes of the Meeting  
of the  
Oakland University  
Board of Trustees  
November 18, 1981

The meeting was called to order by Acting Chairman Alex C. Mair at 7:30 p.m. in Lounge II of the Oakland Center.

Present: Acting Chairman Alex C. Mair, Trustees David Handleman, Patricia B. Hartmann, Arthur W. Saltzman, and Howard F. Sims

Absent: Trustees Richard H. Headlee, Marvin L. Katke and Ken Morris

Approval of Minutes of October 14, 1981

Acting Chairman Mair requested approval of the minutes of the Board meeting of October 14, 1981.

Mr. Saltzman offered a motion for approval of the minutes. Mr. Handleman seconded the motion which was voted on and approved by all of the Trustees present.

Acceptance of Gifts and Grants

Acting Chairman Mair requested the Board's acceptance of the gifts and grants totaling \$307,931.56. (A copy of the complete list of gifts and grants is on file in the Office of the Secretary to the Board of Trustees and the Office of the Vice President for Development.)

In response to Acting Chairman Mair's request for comments, Mr. Robert W. Swanson, Vice President for Development, called the Board's attention to a \$14,000 gift from Mr. and Mrs. Theodore Yntema, Sr., for the School of Economics and Management. He also noted that there were two grants from the Michigan Council for the Arts in support of Meadow Brook Theatre for \$104,000 and \$103,000, respectively. He stated that the grant for \$103,000 supports the "Arts Outreach" program which permits a theatre production to be taken "on the road" to other communities in the State.

Mrs. Hartmann moved that the gifts and grants be accepted with gratitude. Mr. Sims seconded the motion which was voted on and approved by all of the Trustees present.

Approval of Personnel Actions

Acting Chairman Mair presented the following faculty personnel actions for the Board's approval:

Appointments

Aragones, Jaime V., Clinical Assistant Professor of Health Sciences, effective August 15, 1981, through August 14, 1983

Freeman, Gerald, Associate Professor of Education with tenure, effective August 15, 1981 (supersedes previous Board action of September 9, 1981)

Leaves of Absence

Barnfather, Janet S., Instructor in Nursing, leave from August 15, 1982, through August 14, 1984

Engram, Alice, Special Instructor in Music, leave from September 2, 1981, through December 19, 1981

Minor, Billy Joe, Associate Professor of Education, sabbatical leave from January 4, 1982, through April 24, 1982

Mr. Handleman moved that the faculty personnel actions be approved. Mrs. Hartmann seconded the motion which was voted on and approved by all of the Trustees present.

Approval of Amended Constitution of the College of Arts and Sciences

Acting Chairman Mair stated that the Board has received a proposed amendment to the Constitution of the College of Arts and Sciences. On the recommendation of the administration, the following resolution was presented for the Board's consideration:

RESOLVED, That the Board of Trustees approve the amended Constitution of the College of Arts and Sciences dated March 24, 1981, with the proviso that Article VII is not presented for Board ratification at this time and therefore Article VII is not adopted; and be it further

RESOLVED, That the Board of Trustees is approving the remaining articles of the Constitution to permit the College of Arts and Sciences to conduct the business of the College as required.

Acting Chairman Mair called upon Interim Vice President for Academic Affairs and Provost Keith Kleckner to elaborate or answer questions on the recommendation.

Mr. Kleckner stated that periodically each academic unit reviews its constitution. The proposed amendments would provide greater flexibility in reorganizing the College's electoral groupings, thereby assuring appropriate representation for the departments. He added that the recommendation was a bit unusual since it contains a proviso that Article VII should not be included. The reason for this exclusion is that the administration felt that employment contract references should be in the bargaining agreement, and matters of governance should be in the Constitution. The College of Arts and Sciences will reconsider this article; however, by approving the balance of the amended Constitution, the College will be able to function more efficiently. Mr. Kleckner introduced Dean Brian P. Copenhaver of the College of Arts and Sciences who was prepared to answer questions. There were no questions.

Mr. Saltzman moved that the foregoing recommendation be approved. Mr. Sims seconded the motion which was voted on and approved by all of the Trustees present.

Approval of the Transfer of the Department of Rhetoric from the Center for General and Career Studies to the College of Arts and Sciences

Acting Chairman Mair presented the following recommendation for the Board's consideration:

RESOLVED, That the Department of Rhetoric be transferred from the Center for General and Career Studies to the College of Arts and Sciences, effective upon this action; and be it further

RESOLVED, That the College of Arts and Sciences be granted authority to recommend primary appointment of faculty in the discipline of Rhetoric.

Acting Chairman Mair called upon Mr. Kleckner for comments.

Mr. Kleckner stated that prior to the adoption of the 1981-82 University budget, the Department of Rhetoric was "housed" in the Center for General and Career Studies. Last spring the necessity to effect substantial reductions in general-fund budget commitments resulted in a proposal to eliminate the administrative structure of that Center. One facet of this proposal was to shift the administrative locus of the Department of Rhetoric to the College of Arts and Sciences. Administrative actions to close the Center and transfer the Department to the College were a part of the University's 1981-82 budget approved by the Board of Trustees on May 20, 1981. Mr. Kleckner added that the Department of Rhetoric at some future time would be merged with another department. No action would be taken without Board approval.

Mrs. Hartmann moved that the recommendation be approved. Mr. Sims seconded the motion which was voted on and approved by all of the Trustees present.

### Approval of Conflict-of-Interest Policy

Acting Chairman Mair presented the following Conflict-of-Interest Policy for the Board's consideration and requested that President Joseph E. Champagne comment on it:

#### Conflict-of-Interest Policy

##### I. Preamble

All employees, consultants, and members of the Board of Trustees (hereafter "Trustees") of Oakland University serve a public-interest role and must conduct all affairs of the University in a manner consistent with this concept. Decisions are to be made solely to promote the best interests of the University and the public good rather than to serve a personal interest.

This policy is designed to foster high ethical standards of performance by insuring that actual or apparent conflict-of-interest situations are avoided.

Nothing in this policy shall be considered to conflict with applicable State laws governing the conduct of public officers and public employees.

## II. Definitions

- A. Employee: As used hereafter, the term "employee" means an employee, regardless of classification or rank, or a consultant to the University.
- B. Financial Interest: "Financial interest" means any interest, direct or indirect, in the financial success or failure of an organization or company with whom the University does business, regardless of how such interest was acquired. A "financial interest" includes owning stocks or bonds; being a partner, employee, or creditor; or any other arrangement that results in an interest in or claim upon the assets or income of the company or organization.

Excluded are immaterial interests, that is, interests of such a general or insignificant nature that University transactions with the organization or company will not result in direct benefit to the individual. A "financial interest" includes any interest of the employee, Trustee, or employee or Trustee spouse; and any interest of those who are related to any of the foregoing as parents, children, or siblings.

- C. Gift: A "gift" means anything of value except as excluded below. A "gift" may be in the form of money, goods, entertainment, services, price concessions not available to all employees or to the public, use of property or facilities, loans (except loans upon normal terms from a lending institution), or in any other form. Specifically excluded from the term "gift" are nominal advertising items or promotional materials of token value, or food consumed at a business meeting.

## III. Statement of Policy

University employees and members of the Board of Trustees (hereafter "Trustees") should not have a personal financial interest in transactions with the University. Recognizing, however, that such interests will be on occasion unavoidable, there should be full disclosure of any such interest in advance of University action, and special approval

of the transaction is required as set forth herein to insure that University welfare is the paramount consideration. The specific terms of this policy are to be interpreted in light of the broad objectives set forth in the preamble.

- A. No employee or Trustee shall recommend or determine to enter into a transaction on behalf of the University when such transaction involves an organization in which the employee has a financial interest unless the provisions of Article IV are met in advance. If there is any question about whether this prohibition III A should apply, the provisions of Article IV must be followed.
- B. The University shall not enter into any transaction for the purchase of any item or service (other than an employment or consulting contract) with any employee, Trustee, or employee or Trustee spouse, or with anyone who is related to any of the foregoing as parent, child, or sibling.
- C. Acceptance by an employee or a Trustee of a gift from an individual or organization that engages in commercial transactions with the University is prohibited. If a gift is received, it must be returned unless an acceptable statement is filed with the University President (or the Board of Trustees Audit and Finance Committee, in the case of the President or a Trustee) describing the gift and justifying its retention in terms of the University's best interests.
- D. An employee or Trustee must inform the University of any outside interest, consulting service, or other relationship that might interfere with her/his internal duties or raise a question of conflict of interest. In cases in which an employee's outside relationship substantially interferes with the employee's ability to carry out her/his job responsibilities and/or act in the University's best interests, the employee must either end the outside relationship or sever employment with the University.

- E. A Trustee must abstain from voting on any matter when to do so would place or appear to place the Trustee in a conflict-of-interest situation. The minutes of Board meetings shall record such abstentions.

#### IV. Exceptions to this Policy

- A. No employee or Trustee of the University shall have the authority to authorize, approve, ratify, or confirm any transaction which is an exception to this policy, except as provided below.
- B. The President of the University or his designee may approve exceptions to this policy which involve University employees. Any such designation shall be made in writing. Exceptions involving the President or a Trustee may be approved by the Audit and Finance Committee of the Board of Trustees. Any approved exceptions to this policy must be made in writing and the reasons therefore must be documented.
- C. Approval of an exception shall be based upon a finding that the transaction is fair, reasonable, and in the best interests of the University.

#### V. Role of the Purchasing Department

The Purchasing Department is empowered to delay the processing of any requisition that appears to be in violation of this policy in order to investigate the circumstances surrounding the proposed transaction. If, following investigation, the transaction still appears to be a violation, the matter will be referred to the Vice President for Administrative Affairs.

Any purchase order or contract issued by the University is subject to cancellation if any University employee involved has a relationship or history of activity with the vendor that is violative of this policy. All purchase orders and contracts shall contain a clause to this effect.

## VI. Policy Dissemination

The University will communicate this policy to Trustees and the campus community at the time of its adoption and at least annually thereafter. The policy shall be included in the University Administrative Policies and Procedures Manual.

President Champagne stated that at the present time the University did not have an adequate conflict-of-interest policy. In the interest of public trust and full public disclosure it was important for the institution to have a policy. The proposed policy is concerned with (1) the financial interests of employees, Trustees and selected family members in the conduct of business affairs, and (2) the receipt of gifts by employees, Trustees and selected family members. President Champagne stated that he felt this document was fair and equitable and had considerable administrative review. In addition, Mr. John De Carlo, Secretary to the Board of Trustees and Vice President for Governmental Affairs and General Counsel, worked closely with the drafters of the policy.

Mr. Handleman moved that the recommendation be approved. Mrs. Hartmann seconded the motion.

Mr. Saltzman inquired about the implementation of the policy.

Mr. De Carlo responded that procedures would be developed and published after the policy was adopted.

President Champagne added that the implementation of this policy would follow a pattern similar to that effected when the Equal Opportunity Policy was phased into the system and parameters were established.

There being no further questions, the motion was voted on and approved by all of the Trustees present.

### Approval of the November 1, 1981 - October 31, 1983 Agreement Between Oakland University and Local 1418 of AFSCME Council No. 25

Acting Chairman Mair announced that an agreement between the University and Local 1418 of AFSCME had been reached, and requested that Mr. Willard C. Kendall, Jr., Director of Employee Relations, expand on the recommendation submitted to the Board of Trustees.

Mr. Kendall stated that an addendum had been supplied to the Board members on this item. The University's negotiating team consisted of himself as chief negotiator; Doreen Bieryla, Director of Residence Halls; Frank Polasek, Senior Internal Auditor; Richard Moore, Associate Director of Campus Facilities and Operations; with significant assistance from Marie McNamara, Senior Food Service Director of Saga Corporation. Mr. Kendall noted that the negotiating atmosphere was very professional and cordial with both sides working diligently for a resolution of all issues. He said that neither group obtained everything they wanted, but that the final contract was "very fair and within the parameters established by the Board." Mr. Kendall introduced the President of the campus AFSCME Local, Mr. Edward D. Moshier. Mr. Kendall then presented the following recommendation for the Board's consideration:

RESOLVED, That the Board of Trustees approve the newly negotiated Agreement Between Oakland University and Local 1418 of AFSCME Council No. 25 (November 1, 1981 to October 31, 1983) whose changes in terms from the previous Agreement are separately described in the document entitled, "Summary of Changes and Costing of Tentative Agreement Between Oakland University and Local 1418 of AFSCME Council No. 25, November 1, 1981 - October 31, 1983"; and be it further

RESOLVED, That the terms of this Agreement take effect retroactively to November 1, 1981; and be it further

RESOLVED, That the Board of Trustees authorize Robert J. McGarry, Vice President for Administrative Affairs, and Willard C. Kendall, Jr., Director of Employee Relations, to sign the Agreement on behalf of the University.

Mrs. Hartmann moved that the recommendation be approved. Mr. Sims seconded the motion which was voted on and approved by all of the Trustees present.

Acting Chairman Mair commended both bargaining units for their efforts.

#### Report on Student Organizations

Acting Chairman Mair called upon Ms. Wilma Ray-Bledsoe, Vice President for Student and Urban Affairs, for a report on student organizations.

Ms. Ray-Bledsoe stated that there would be a slide presentation which would expand on the material previously supplied to the Board members. She introduced the following staff members: Paul Franklin, Coordinator of Campus Programs; Cameron Brunet, Coordinator for Student Organizations; Joseph Euculano, Assistant Director of Campus Information, Programs and Organizations (CIPO) and Coordinator for Information Services; and Rosalind Andreas, Dean of Students.

Ms. Andreas compared the number of student organizations on Oakland University's campus to other comparable universities noting that Oakland University had a very active program for its student population. She said that Wayne State University which is nearly three times this University's size has about 170 organizations. Grand Valley with 7,000 students has 50 student organizations. Oakland University has 12,000 students and 131 organizations. She added that student organizations are another complement to learning on campus.

A slide film was presented to augment the student organization materials supplied to the Board.

After the film, Acting Chairman Mair thanked the group for their excellent presentation.

#### President's Report

President Champagne indicated his pleasure with the presentation on student organizations and informed the Board that the administration would attempt to provide appropriate recognition to various University activities at each Board meeting. He noted that there are many outstanding programs at the institution and he was proud of their contributions to University life.

President Champagne stated that at the last two Board meetings he presented formal written reports on the dismal financial affairs of the State. This evening's report would encompass some of the plans to cope with the economic situation which shows no sign of immediate improvement. He felt that the economic problems in Michigan will continue for some time and there is the need to accept these economic facts and determine exactly where "we are going" in order to accomplish institutional objectives. Oakland University has long been noted for the "breadth of its programs and the high quality of its activities". The financial crises we now face should not be allowed to deteriorate or erode the quality of the University's efforts. In a recent colloquium address to the faculty,

he outlined his plans for a study committee designated the Committee on Academic Mission and Priorities. A special edition of the OU News, dated November 16, 1981, which was distributed to the Board members, provided a full public disclosure to the community on the committee. The publication contained the following information on the committee's charge:

WHEREAS Oakland University finds itself in a period of declining real revenues appropriated by the State of Michigan; and

WHEREAS students cannot realistically be expected through increased tuition and fees, to offset in a major way declining real revenues; and

WHEREAS it may reasonably be projected that this condition may persist for several additional years; and

WHEREAS the continued viability of Oakland University in its present configuration is called into serious question and is perhaps made impossible;

THEREFORE, a Committee on Academic Mission and Priorities is herewith established whose charge shall be to:

1. Consider the quality, scope, and enrollment trends of the academic programs of Oakland University;
2. Ascertain the Oakland University academic "targets of opportunity," such as activities that:
  - a. Exhibit strong present or future student demand, or
  - b. Hold promise of substantial opportunity for community public service;
3. Identify those programs for which:
  - a. Existing academic strength matches one or more targets of opportunity, or

- b. That have achieved or are on the verge of achieving substantial critical acclaim for excellence and/or uniqueness, and which, therefore, even in a period of extremely restricted resources, should receive fiscal sustenance or, perhaps, new resources at the expense of other programs;
4. Specify those academic activities which need not necessarily hold program (or academic major) status but which are essential to the offering of a degree with any major; and
5. Present to the President on or before March 15, 1982, a report of its conclusions concerning the academic mission of the institution and concerning program priorities for the purpose of better allocating scarce and/or declining resources.

The committee will be chaired by Mr. George Feeman, Professor of Mathematical Sciences and Acting Associate Provost. There will be eight faculty members; one student, Mr. James Green; Ms. Joan Stinson, Director of Alumni Relations; and Mr. Robert Bunger, Executive Assistant to the President.

President Champagne continued that in all of the review processes, the University must maintain a "profile of complete and open disclosure." He noted that it would be possible to review these issues in a closed fashion, but this form would violate the very nature of an academic institution. Therefore, as "we look at ourselves and examine our strengths and weaknesses", the process will be open with full public disclosure. It is for that reason that he announced the formation of the committee and published the charge so that the University community would be fully apprised of the process.

President Champagne stated that he was looking forward to results of the committee's deliberations. He added that some individuals are unfortunately referring to the group as the "hit committee." This result sometimes occurs when a committee or body makes a program review during a period of declining resources. This is not a "fair characterization of the committee's function" since its charge is to look for all possible options. If there are ways to preserve the integrity and quality of the institution

and keep the programs in terms of breadth and complexity, that would be the desirable outcome. However, there may also be ways to consolidate activities, to change or redefine functions, and delivery systems which are less costly. It must be understood that the fiscal position of the University will not permit it to do everything as it has in the past. Certain programs "may be slated for downsizing and, indeed, even for phasing-out". Every option must be kept open. There is nothing preconceived at this point and the committee is asked to present a report that will be advisory to the President for review with the Provost and the academic deans before the formulation of a recommendation for processing through the governance mechanisms and Board approval.

President Champagne stated that he was also taking the opportunity this evening to announce the formation of a "Committee on Student and Urban Affairs Mission and Priorities". He is asking the Student and Urban Affairs Division to examine itself to determine its contribution to the Oakland University experience. The committee will develop a "profile and mission statement and a profile of its activities which take into account the varied composition of the student body". There are approximately 2,000 students living on campus with the remainder being commuters. The age of the student body is increasing with "older learners" returning to the campus. The "older student" has definite needs to which the University should respond. President Champagne read the following committee charge:

WHEREAS Oakland University finds itself in a period of declining real revenues appropriated by the State of Michigan; and

WHEREAS students cannot realistically be expected through increased tuition and fees to offset in a major way declining real revenues; and

WHEREAS it may reasonably be projected that this condition may persist for several additional years; and

WHEREAS the continued viability of Oakland University in its present configuration is called into serious question, and is perhaps made impossible; and

WHEREAS Oakland University must insure the personal development and well-being of a diverse student body with varied needs;

THEREFORE, a Committee on Student and Urban Affairs Mission and Priorities is hereby established. The charge to the committee shall be:

1. To consider the purpose, quality, scope and utilization of activities and programs provided by or offered through the Division of Student and Urban Affairs;
2. To evaluate current and/or additional activities and programs in light of institutional strengths and mission, cost effectiveness, and student needs;
3. To evaluate present and potential sources of funds as well as costs for these activities and programs;
4. To present to the President by March 15, 1982, a report which shall include a recommended mission statement, a rationale for division activities and programs, and recommendations concerning priorities with the goal of appropriately allocating scarce and/or declining resources.

President Champagne announced that Ms. Ray-Bledsoe is currently working with him on the membership of the committee. He stated that the committee will have a significant membership of students.

President Champagne stated that he believes one of the "keys to the University's success" will be the expansion, enrichment and greater disclosure of the institution's public service activities. Many individuals have asked for an explanation of his statements relating to the need for greater public service. Much of what he has reference to is carried out by the "outreach" programs of Urban Affairs, Continuing Education and other institutional community service programs. But much of what he has in mind will come through developing an attitude and posture that academic programs should also have value to the community at large and not just to those students who come to this institution and matriculate

as registered students. It is necessary in the research areas to take a "closer look" at the whole aspect of applied research. The University engages in many areas of research and does this well. Oakland University is one of the few universities in the country that has an undergraduate research program. President Champagne offered a challenge to the academic community of finding additional activities of an applied research nature which will help the State's economy by assisting industry and business. He wishes to apply the intellectual "brainpower and the research expertise" that the institution possesses to specific problems faced by various entities in the State.

Another aspect of public service relates to the delivery methods of the institution's academic programs. Are the programs being delivered in a fashion which encourages the community to come to the campus? Has the University adequately reviewed its evening and weekend programs, as well as the prospect for special purpose institutes which may grant credit for shorter time periods for those individuals whose schedules are such that they cannot attend semester programs? Has the University looked at these elements including the development of a University posture which would permit taking a quality academic program and packaging it in a way which does not erode quality, but makes the program available and attractive to a clientele of adults who need the education and are matriculating for the first time? With the thought in mind of giving the institution a true public service orientation in its academic research and service activities, President Champagne announced the formation of a committee to be chaired by Professor Jacqueline Scherer of the Department of Sociology. The membership on the committee is still under review, but he wishes to have the academic community look at the University's academic strengths and to suggest improved ways to reach the community. He believes that one of higher education's problems in this country is that it has traditionally had "too myopic a view of the problems of education in a dynamic and changing society". He wished to see Oakland University move forward in a leadership role to expose the quality of its efforts to the community. President Champagne will ask the committee to review the various programs at the University and what should be done to enhance our public service image.

President Champagne then stated that he has a personal concern that perhaps grows out of his own educational background which relates to issues of ethics and values in our society. He has asked Professor William Fish who teaches ethics at Oakland University to chair a task force to review this institution's curriculum and general education program and the programs at other universities to insure that all of Oakland University's graduates have "been exposed if not to courses at least to a kind of ethos which causes our students to think about ethical issues as they

move on through their careers in life". Ethical considerations are a fundamental aspect of a good undergraduate curriculum, and should be a part of the Oakland University experience.

President Champagne concluded by stating that he wanted to share with the Board some of his thoughts on the ways that the University will examine its programs. The University "is not going to falter under the financial problems it faces", but will regard these problems as a "challenge" to find ways in which to remain relevant to the community it serves while maintaining its program quality.

Acting Chairman Mair thanked President Champagne for his "exciting and informative report".

Acting Chairman Mair asked if there were any questions from the Board. There were no questions.

President Champagne announced that there had been a University Congress election and that the newly elected president for the 1982 term was present. He introduced Congress President-elect Zachary Shallow, an Honors College student. President Champagne stated that he was looking forward to working with him. President Champagne commended Jane Hershey, the current President of the University Congress, for her outstanding leadership and stated that he would be recognizing her at a later date when she completes her term of office.

Acting Chairman Mair inquired if there were any questions or comments from the audience. There were none.

The meeting was adjourned at 8:20 p.m.

Approved,

John De Carlo, Secretary  
Board of Trustees

Alex C. Mair, Acting Chairman  
Board of Trustees

Date \_\_\_\_\_