

Minutes of the Meeting
of the
Oakland University Board of Trustees
January 9, 1991

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Present:

Trustees Larry Chunovich, Andrea L. Fischer,
Phyllis Law, Googasian, David Handleman, L. Brooks
Patterson, Stephen Harf, James A. Sharp, Jr., and
Howard Sims

Chairman Howard Sims called the meeting to order at 5:09 p.m. in the Gold Rooms of the Oakland Center. He then introduced and welcomed newly appointed Trustees Andrea L. Fischer and L. Brooks Patterson to their first Board meeting.

Approval of the Minutes of the Meeting of December 12, 1990

Trustee Larry Chunovich, seconded by Trustee Phyllis Law Googasian, moved approval of the proposed minutes of the meeting of December 12, 1990. The motion was voted on and unanimously carried.

Approval of the Minutes of the Closed Meeting of December 12, 1990

Trustee David Handleman, seconded by Trustee Googasian, moved approval of the minutes of the closed meeting of December 12, 1990. The motion was voted on and unanimously carried.

Resolutions honoring former Trustees Patricia Hartmann and Ken Morris

Chairman Sims stated that resolutions have been prepared recognizing the long service of Trustees Patricia Hartmann and Ken Morris. He called on Mr. John De Carlo, Vice President for Governmental Affairs, Secretary to the Board of Trustees and General Counsel, to read the recommendations.

Mr. De Carlo read the following resolution:

WHEREAS, former Trustee Patricia Hartmann was appointed to the Oakland University Board of Trustees on September 8, 1980 with her term of office ending January 8, 1991; and

WHEREAS, the Board of Trustees wishes to recognize the fact that former Trustee Hartmann has served Oakland University with dedication and distinction; and

WHEREAS, she has served as Chairman of the Board of Trustees and as Vice Chairman of the Board and as a member of various committees of the Board sharing her knowledge, wisdom and experience in behalf of the University; and

WHEREAS, former Trustee Hartmann has engaged in a variety of programs and activities in support of the University both in its programmatic and fund raising efforts; and

WHEREAS, she has always accepted appointments and assignments willingly in behalf of the University and has expended many hours on her responsibilities; and

WHEREAS, former Trustee Hartmann has provided this Board and the University with her expertise and knowledge in a variety of areas; and

WHEREAS, the Board of Trustees recognizes that former Trustee Hartmann has performed her duties as a Trustee with great acumen and skill, accepting the important responsibilities of her office; and

WHEREAS, the Trustees and the entire University community are grateful to former Trustee Hartmann for her devoted service and wise counsel, now, therefore, be it

RESOLVED, that the Board of Trustees publicly expresses its deep appreciation to former Trustee Patricia Hartmann; and, be it further

RESOLVED, that former Trustee Hartmann be designated as Trustee Emerita with all the attendant rights and privileges of this position; and, be it further

RESOLVED, that a copy of this resolution be forwarded to her to convey the esteem in which she is held by the Board of Trustees and the University community; and, be it further

RESOLVED, that the Trustees extend to former Trustee Hartmann and her husband, Jan, their best wishes for continued happiness and the hope that they will continue their association with the University.

Mr. De Carlo then read the following resolution regarding Trustee Ken Morris:

WHEREAS, former Trustee Ken Morris was appointed to the Board of Trustees on August 12, 1970, as a charter member of the Oakland University Board of Trustees and is the longest serving member; and

WHEREAS, this service was preceded by former Trustee Morris' membership on the Citizens Advisory Committee which established Oakland University; and

WHEREAS, his distinguished tenure as a Trustee has concluded and the Board of Trustees wishes to recognize the contributions to the University and to the State of Michigan by former Trustee Morris; and

WHEREAS, former Trustee Morris has served the University in numerous ways such as Chairman of the Board of Trustees and most recently as Chairman of the Finance and Personnel Committee; and

WHEREAS, former Trustee Morris was instrumental in the creation of the Ken Morris Center for the Study of Labor and Work and in the establishment of the Industrial Health and Safety Program in the School of Health Sciences; and

WHEREAS, the Board also recognizes the great service to the University, the labor movement and the community by former Trustee Morris and his strong advocacy in behalf of the institution and its students and his concerns for making education accessible to all members of our society; and

WHEREAS, former Trustee Morris has always accepted assignments willingly in behalf of the institution, taking his stewardship as a Trustee seriously, and has provided this Board and the University with the wisdom that he has gained through his distinguished career; and

WHEREAS, the Trustees and the entire University community are grateful to former Trustee Morris for his devoted service and wise counsel; now, therefore, be it

RESOLVED, that the Board of Trustees publicly expresses its deep appreciation to former Trustee Ken Morris; and, be it further

RESOLVED, that he be designated as Trustee Emeritus with all the attendant rights and privileges of this position; and, be it further

RESOLVED, that a copy of this resolution be forwarded to former Trustee Morris to convey the esteem in which he is held by the Board of Trustees and the University community; and, be it further

RESOLVED, that the Trustees extend to former Trustee Morris and his wife, Doris, their best wishes for continued happiness, and the hope that they will continue their association with the University.

Trustee James A. Sharp, Jr., seconded by Trustee Googasian, moved approval of the recommendations. The motion was voted on and unanimously carried.

Recommendation to accept Gifts and Grants to Oakland University for the period of November 1, 1990, through November 30, 1990; and Information Report on Gifts and Grants to the Oakland University Foundation for the same period

Mr. David Rodwell, Vice President for Development and Alumni Affairs, stated that the gifts and grants to Oakland University for the period of November 1, 1990, through November 30, 1990, totaled \$517,418.45. He also reported that the gifts and grants to the Oakland University Foundation for the same period totaled \$18,857.88.

Trustee Handleman, seconded by Trustee Chunovich, moved acceptance of the gifts and grants. The motion was voted on and unanimously carried.

Faculty Personnel Actions

Mr. Keith Kleckner, Senior Vice President for Academic Affairs and Provost, made the following recommendation:

Appointment

Di Chiera, David, Adjunct Professor of Music, effective August 15, 1989, through August 14, 1992 (renewal)

Dworkin, Howard J., Clinical professor of Medical Physics, effective August 15, 1990, through August 14, 1992 (renewal)

Shumaker, Bryan P., Adjunct Assistant Professor of Physics, effective August 15, 1990, through August 14, 1992 (renewal)

Smith, Dorothy J., Clinical Instructor in Physical Therapy, effective August 15, 1990, through August 14, 1994 (renewal)

Leave of Absence

Cheng, Charles Ching-an, Associate Professor of Mathematical Sciences, sabbatical leave from August 27, 1991, through December 18, 1991 (with full pay)

Retirement

Arnold, Harvey J., Professor of Mathematical Sciences, effective August 14, 1991

Michaud, Paul M., Associate Professor of History, effective August 14, 1991

Trustee Googasian, seconded by Trustee Chunovich, moved approval of the recommendations. The motion was voted on and unanimously approved.

Faculty Reemployment Action (non-tenure)

Mr. Kleckner stated that the Faculty Agreement requires certain reviews for possible reemployment of non-tenured faculty members during the fall semester and the early part of the winter semester. Mr. Kleckner made the following recommendation based on the result of such a review:

RESOLVED, that the Board of Trustees approve the following personnel action, which has been formulated by the Provost with the advice of the dean and faculty colleague review bodies in accordance with the specified tenure review process.

Assistant Professor eligible for reemployment to a final two-year probationary term as Assistant Professor, effective August 15, 1991.

Business Administration

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Trustee Chunovich, seconded by Trustee Googasian, moved approval of the recommendation. The motion was voted on and unanimously carried.

Adoption of a Graduate Major in Nurse Anesthesia in the Current Master's Program in Nursing

Mr. Kleckner stated that he was pleased to present the recommendation for a graduate major in nurse anesthesia. He noted that the

program is a product of considerable time and effort expended by certain University academic administrators and faculty along with representatives of William Beaumont Hospital. Mr. Kleckner stated that the Eye Research Institute is presently in collaboration with Beaumont Hospital working under a major \$2.5 million grant on clinical studies of age-related eye diseases. He noted that the proposed recommendation toward an additional collaborative effort with Beaumont Hospital would offer a major in nurse anesthesia that Oakland could not offer based on its own resources. Mr. Kleckner stated that there is a considerable need for nurse anesthetists and that the present undergraduate nursing program is suitable as a basis for advanced work in nursing. Beaumont Hospital will offer clinical instruction toward licensure in the field. In addition, Beaumont has agreed to contribute a significant portion of funds required to support the program and has also offered to provide the clinical facilities.

Mr. Kleckner introduced Dean Penny Cass, Interim Dean of the School of Nursing. Dean Cass introduced Mr. Jim Sear, Associate Hospital Director, Ms. Christine Zambricki, Nurse Anesthetist and Director of Nurse Anesthesia at Beaumont Hospital and Ms. Therese Pilchak, Nurse Anesthetist and Assistant Director of Education for the proposed program. Dean Cass stated that the initiative for this program emanated from Beaumont Hospital in response to a shortfall of nurse anesthetists. She expressed her enthusiasm for and support of the program, and she thanked the Beaumont representatives for their work in preparing the proposal for Board consideration. She noted that the proposed program is collaborative in nature, reaching out into the community and maximizing the use of Beaumont's and Oakland's resources.

Trustee Googasian stated that as the Chairman of the University Affairs Committee she moved for the adoption of the program. She added that the Committee expects it will be an exceptionally high quality program in which Oakland will be quite proud. Trustee Sharf seconded the motion.

Trustee Sharf asked if there was a plan to accommodate an increase in student interest in the program. Dean Cass responded that there are specified clinical experiences which must be accomplished by the students in order to receive certification, and the facilities at the Beaumont site will accommodate only 12 students at this time.

Trustee Sharp expressed appreciation to the staff members of Beaumont Hospital and the University who produced the proposal.

The motion was voted on and unanimously carried.

Approval of Cellar Door Contract for 1991 performances at the Meadow Brook Music Festival

Mr. Frank Cardimen, Interim Vice President for University Extension and Public Service, stated that in an attempt to reduce the risk of continued financial losses at the Festival, he is proposing that the University engage a principal promoter of "pop concert" acts in 1991. He stated that the administration recommends that Cellar Door Productions of Michigan, Inc., be contracted to 1) pay the University a minimum guarantee of \$175,000 for up to 20 concerts or a dollar value per ticket sold, whichever is greater; and, 2) to pay all direct University costs related to Cellar Door's performances.

Mr. Cardimen then made the following recommendation:

RESOLVED, that the Board of Trustees authorizes the Vice President of Finance and Administration to enter into an agreement with Cellar Door Productions of Michigan, Inc., to promote a series of concerts at the 1991 Meadow Brook Music Festival, with such agreement to be consistent with the general terms enunciated in this agenda item and to be reviewed by University Counsel prior to execution.

Trustee Chunovich, seconded by Trustee Googasian, moved approval of the recommendation. The motion was voted on and unanimously carried.

Discussion of Strategic Guidelines developed by the University Senate

President Joseph E. Champagne made the following statement:

It is with great pleasure that I address the Board this evening on a matter of critical importance to the future of Oakland University.

Oakland, from its very inception in the late 1950's, was always intended to be an institution of the highest quality possible, focusing on the needs of a dynamic and changing society. Indeed, the early vision of the initial planning process for the institution, through the Meadow Brook seminars, emphasized strongly the intense drive for excellence which would be a hallmark characteristic of Oakland University throughout its endeavors. In some of the very early descriptive statements about Oakland University, the very familiar phrase that Oakland would be "the Harvard of the Midwest" characterized a drive for excellence and scholarship

which this university has never allowed to diminish. The University built over the years a strong faculty and staff, committed to the highest degree of scholarship possible.

The period of the 1980's was a time of extreme resource limitation. In the early 80's, all of Michigan higher education faced severe financial constraints. There were budget reductions as the State itself tackled devastating economic and financial problems. In order for this institution to be a strong, viable and relevant partner in the rebirth of the State of Michigan, a commission was established in 1981 to look at all aspects of university programming and to chart a course which was realistic, achievable, and relevant to the needs of the people of Michigan. This commission was called the Commission on Academic Mission and Priorities. Emerging from the work of that commission was a new Role and Mission Statement adopted by the Board of Trustees in the Summer of 1982. It emphasized four correlated themes: Instruction, Scholarship, Public Service, and Student Development. Following completion of the work of that commission was the creation of the Commission on University Excellence. The purpose of that commission was to focus on the elements put forth by the Commission on Academic Mission and Priority to insure that what Oakland had elected to do would be done with the highest degree of excellence. In essence, the work of the Commission on University Excellence took into account the fact that Oakland could not be all things to all people; but, what it did elect to pursue would be pursued vigorously and with a high degree of scholarship.

One of the concepts that emerged from this exercise was that of controlled growth. A realization was made that there are limits to growth. This realization was not unique to Oakland University, but, in fact, was consistent with a topic of great national and international debate as our world looked at the problems facing our universe. In the mid 1980's, the process of enrollment management was begun at Oakland, not because there was any special desire to limit growth as such but rather the purpose was to intelligently control growth so that the underlying concepts of excellence and scholarship could be maintained as hallmarks of this fine and still young university.

In 1986, the University Affairs Committee of the Board of Trustees began to take a serious look at the future of Oakland University within the framework of long-term planning. What would our resources realistically allow us to become and what should we avoid lest in our desire to serve we lose sight of our fundamental principles of excellence and scholarship?

After several meetings of the University Affairs Committee of the Board of Trustees which looked at all aspects of university programming, the Role and Mission Statement, resources available to the University and the changing demographics of our region and state, it became clear that it was time for significant faculty input relative to this long range planning exercise. While the Committee felt that it had much information at its disposal, it believed strongly that it needed input from the faculty and staff so that the governance mechanisms of the University would be adequately preserved and the strength of the faculty would be tapped.

Consequently in the Fall of 1987, I asked the Academic Planning and Policy Committee (APPC) of the University Senate to address the issue of Oakland at 2000. How did the faculty view Oakland and how did the faculty view Oakland's future in light of the changing world in which this University found itself? In my statement to the APPC, I said: "What is needed is a framework for institutional development and continuity which builds upon our strong academic and service tradition." In the charge to the APPC, I summarized the relevant aspects of the University Role and Mission Statement related to instruction, research and scholarship, public service, and student development. I further specified a series of areas which should be looked at by the APPC in its deliberations toward Oakland at 2000. These included such areas as undergraduate, graduate, and life-span education, research and scholarship, public service, facilities planning, and community support. The APPC chaired by Professor Ronald Tracy of the School of Business Administration took seriously my request for input and over a period of two and a half years worked vigorously to achieve faculty input and develop a set of guidelines which would assist this University in the determination and control of its future. During that time, the Board of Trustees formulated the Ad Hoc Committee on University Planning, chaired by former Trustee Patricia Hartmann. This Board Committee met on two occasions in 1989 with the APPC to obtain a progress report and to provide informal input to the APPC. The APPC had conducted surveys, reviewed position papers and later held public hearings and engaged in open debate on the critical issues facing the institution.

In the Winter and Spring of 1990, it brought closure to its efforts and on April 30, 1990, the Senate endorsed the recommendations of the APPC: Strategic Guidelines for Oakland University, Educating Students for the 21st Century, Pursuing the Future, Building on the Past. The Senate resolved endorsement of the recommendations as constituting the

fundamental principles which should guide the operation and development of the University for the coming years and the Senate further endorsed the continuation of a planning process in accordance with the recommendations contained in the guidelines. It further resolved that the Senate request the President and the Board of Trustees to establish formally excellence, cultural diversity, collaboration and the focusing of resources towards these ends as the strategic guiding principles for Oakland University's continued development.

I wish to commend the APPC and the Senate for their vision, their courage, and their tenacity in preparing an insightful set of principles which in part can serve as a magnificent framework for additional planning considerations to be made by the Board of Trustees as it guides the future development of this outstanding University. The four principles of excellence, cultural diversity, collaboration, and resource focusing were not achieved without rigorous debate and considerable input from all levels of the University community.

I endorse these four principles as viable and workable guiding elements as we look to our future. A document produced by such a process cannot provide all of the answers to all of the problems that a university such as Oakland faces, but the document does provide a strong framework upon which future planning can take place. In my judgment, the document gives our instructional component at Oakland a magnificent underpinning for future implementation and development.

The APPC document did address the area of research and scholarship to some extent, but there are some within the faculty who have felt and do feel that greater emphasis should have been placed on the research role of Oakland University in the Guidelines. While their concerns were debated within the Senate, the Senate chose not to amend the document to take into account all of the concerns of this contingent of the University faculty. Oakland has had a very distinguished history of research success. In fact, this success was well noted in the recent report of the North Central Association in which, in some respects, our University excelled in its research thrust and selectivity even beyond measures found in traditionally research intensive universities. And I believe that we should never lose sight of the value of research and scholarship in the life of an academic institution such as Oakland.

Oakland University has found a viable model in the utilization of research in the instructional aspects of its programs. Many of our alumni have told me in glowing terms how much they appreciated the opportunity to participate side by side with senior faculty in various aspects of research and scholarship, even to the point of publishing with faculty members the results of research projects. And, therefore, I would endorse the concept that Oakland continue to pursue research vigorously as part of its mission. For it is my belief that the dissemination of knowledge through teaching is greatly enhanced by the generation of knowledge through research. Not only is society well served by the research activities of our universities, but the continuing education of our faculty is greatly enhanced by research endeavors, for it is through these cutting edge activities that our faculty often have the opportunity to remain current and innovative in their approaches to instruction. I find research to be a very important element in the life of Oakland University and our success to date verifies this importance.

Likewise, I strongly endorse, as stipulated in our Role and Mission Statement, the importance of public service. We live in a learning society and more and more of our citizens must have access to the enormous brain power and talent that exist within our universities. We as universities have a fundamental obligation to provide intellectual services to the betterment of our society and world so that the quality of life of all citizens can be greatly enhanced. In short, I endorse the concept of continuing our public service thrust and developing our continuing education efforts as vital to an effective societal role and mission for this University. To some extent the issue of public service was addressed in the guidelines under the concept of collaboration. It is frequently through collaboration with other universities or with the various segments of society that great public service is rendered. By working together with school districts, with governmental units, with labor unions, with hospitals, with business and industry and with the other segments of society, the enormous intellectual capacity of the University can be applied to the solution of critical and pressing social problems as well as to the expansion of knowledge. Through collaboration, not only does society benefit from the involvement of the University, the University derives direct feedback as it applies its skills and knowledge to pressing and immediate issues. It is my strong belief that the public demands, and rightly so, that our universities provide such service as our world becomes increasingly plagued with complex problems which require complex solutions.

All of these elements, instruction, research, and public service, must lead to greater student development on campus as well. Our student body is changing dramatically. What used to be called the non-traditional student is now the traditional student. Institutions such as Oakland must apply the traditional triad of instruction, research, and public service to the full and complete development of their students. Many of Oakland's students are young and fresh out of high school, but many of our students are older, working, and coming to Oakland to improve the quality of their lives. We must continue to seek ways to meet their needs so that their intellectual and career development pursuits and goals are met adequately and responsibly. When we as an institution fully accept each of the principles contained in the Role and Mission Statement developed in 1982, we shall have achieved our purpose with dignity and depth. Oakland has also assumed a major cultural role in our region. The Meadow Brook enterprises must remain strong and responsive in our public service efforts.

Members of the Board, you have received a copy of the Senate endorsed strategic guidelines and you have listened patiently to my report this evening. I ask that you accept this report and that you accept the basic principles put forth in the Senate endorsement resolution and in so doing that the process of deliberation be continued. I therefore recommend that the work of the Board Ad Hoc Committee on University Planning be resumed with this additional input as requested in 1987.

I, as a university educator, shall reference the principles of excellence, diversity, and collaboration as principles inherent in the mission of higher education in this country, and I express my personal gratitude to the Oakland University Senate for its endorsement of these concepts formulated in a progressive statement.

Upon acceptance of my report, I shall officially transmit the Senate document to the Board Ad Hoc Committee on University Planning for its continued deliberation on the future of Oakland University.

Chairman Sims thanked President Champagne and stated that as Chairman of the Board, he would refer the Strategic Guidelines document to the Ad Hoc Committee on University Planning.

Trustee Googasian stated that the Board "sincerely appreciates the time and care taken by the faculty" in preparation of the Strategic Guidelines document and she promised in return a "great deal of time and care" in considering the document.

Chairman Sims called on those members of the faculty who had asked to address the Board on this issue.

Professor Gottfried Brieger of the Chemistry Department stated that he represented 80 science colleagues who had submitted a petition to the University Senate setting forth the shortcomings they perceive in the Strategic Guidelines document. He noted that he is aware that a great deal of effort has gone into the development of the document, and he believes that "the overall goals of excellence, diversity, collaboration and focusing of resources are unarguable." He stated that he and his colleagues feel that it is a "sound document for an undergraduate institution." However, he raised the question of whether, in the year 2000, Oakland wishes to be a predominantly undergraduate institution with a regional focus or a research university with special emphasis in certain areas where national strength has already been recognized. He stated that if Oakland chooses to be a regional predominantly undergraduate institution, the consequences will affect both resources and personnel. Professor Brieger noted that Oakland has assembled an "outstanding faculty" over the years. This faculty has been attracted to Oakland because they were afforded the opportunity to develop in their selected research specialties. He added that if Oakland wishes to continue employing faculty of this caliber, it must seriously consider a plan for graduate education and research. He pointed out the substantial additional resources which can be brought to the University through its research activity. He stated that Research Excellence Fund money is earned through research. He added that Oakland has received more support in the last two or three years for Chemistry research than in the last 27 years that he has been with the University indicating the importance of research at the University. He urged the President and the Board to seriously consider a second plan for research and graduate education at Oakland to "parallel" the document which is presently under consideration.

Professor Abe Liboff of Physics and Director of Medical Physics stated that he did "not like the document". He stated that he is concerned with the lack of attention to the research and graduate areas. Professor Liboff stated that he sensed there are "two institutions" at Oakland. The first "institution" is interested primarily in undergraduate education which he agreed "certainly is a mission of any of the State institutions," and the second "institution desires to break out of the bonds of not being permitted to pursue research and graduate work in the way that we think we can do it." Professor Liboff stated that "these two institutions sometimes feel threatened by one another, but there is room for both" which is not reflected in the Strategic Guidelines document. He concluded that he and the colleagues who share his feelings on this subject brought a petition and their concerns forward to two University Senate meetings, however, he felt they were "basically ignored."

Professor Michael Riley of Biomedical Science stated that he realized that the APPC has put a lot of effort into the Strategic Guidelines document. He noted that he agrees that "excellence is the keystone" for which Oakland University strives, and he believes that research is an integral part of academic excellence. Professor Riley stated that he was encouraged by the President's statement on research this evening. He noted that research costs are increasingly expensive, and the money can only come from federal funds or philanthropic gifts. Each external agency looks carefully at the institution to which it is granting money for evidence of support of new faculty and projects and the extent of its research environment. Professor Riley stated that the Strategic Guidelines document does not place an adequate emphasis on research. There is a need to encourage and support research at Oakland. He noted that a "parallel or supplementary document" could cover not only the need for an increase in graduate activities in specific areas, but also the need for supporting the environment of research in order that external agencies can look favorably upon the University and will continue their financial support. Professor Riley stated that "only by stepping up Oakland's commitment to research on a University-wide basis are we going to be able to compete in the manner which we have successfully competed in the past."

Professor Robert Edgerton of the School of Engineering and Computer Science stated that the research area is quite competitive and there is a need to develop a plan regarding research work and graduate programs which is not addressed in the document under discussion. He noted that the Eye Research Institute, which is extremely well known throughout the world, attracts funding that could not be achieved were it not classified as an Institute. He stated that Oakland must improve its competitive position for funding from the State, and a revised document bent toward attracting "the best and brightest" students and faculty would assist in this positioning. Professor Edgerton stated that the document is "a reactive rather than a proactive document." He concluded that leadership positions in research and graduate studies must be generated from within the University in order to make progress.

Chairman Sims thanked Professors Brieger, Liboff, Riley and Edgerton for their comments. He noted that the document has been referred to the Ad Hoc Committee on University Planning for further discussion.

Special Liquor Licenses Report

Mr. De Carlo stated that the Special Liquor Licenses report is a periodic report with respect to special (24 hour) liquor

licenses. This report lists the licenses obtained during the period of July 1, 1990, through December 31, 1990.

Mr. De Carlo noted that Oakland University obtained a license for the following events:

July 17, 1990 Picnic on the Grass, Meadow Brook Music Festival

December 1, 1990 Student Program Board Dance

He reported that the Meadow Brook Performing Arts Company obtained licenses for the following events:

October 3, 1990 25th Anniversary, Meadow Brook Theatre

November 18, 1990 Meadow Brook Art Gallery Barron Auction

Mr. De Carlo noted that no licenses were obtained on behalf of the Oakland University Foundation during this period.

Other items that may come before the Board

Trustee L. Brooks Patterson asked about the procedure that would be followed regarding the Strategic Guidelines document after its referral to the Ad Hoc Committee on University Planning. Chairman Sims responded that the Ad Hoc Committee will review the document and make recommendations that will be brought before the Board for approval. Trustee Patterson asked if the interests of those Professors who spoke earlier would be addressed by the Committee. President Champagne stated that "there is no question" that the issues raised in this meeting relative to research and graduate programs will be covered by the Ad Hoc Committee. He noted that they are very significant issues relative to the future framework of the University. He anticipated that by January, 1992, the Committee would have completed its work on the document. He noted that the Trustees are "extremely anxious" to bring this matter to closure.

Trustee Chunovich suggested that interim reports should be made to the Board by the Committee.

Trustee Sharf asked why the University Senate did not "listen" to the Professors who raised concerns regarding the research issue. Mr. Kleckner stated that with an amalgamation of professional interests, it is very difficult to create a document that will please everyone. He noted that the University Senate is an elected body of faculty representing all academic and research areas

at the institution. He stated that when the research and graduate program issues were raised, the Senate listened and considered the arguments. After deliberation, it was determined that other issues and concerns were more "overriding," and the consensus was that the document presented was the most appropriate document at this time. He noted that he is not surprised at this kind of "divergence at a University of this size."

President Champagne stated that the actions of the Senate are advisory to the President. In receiving the document as officially endorsed by the Senate, the faculty with research and graduate program concerns contacted him to discuss their perception of the shortfalls of the document. He stated that he informed those faculty members that when the issue was discussed by the Board, they would be notified in order that they could express their concerns. He noted that the comments made this evening expressed well the sentiments of the 80 faculty members who are concerned with the scope of the document. He concluded that these issues were discussed by the Senate, but the Senate did not elect to bring them forth in the document.

Ms. Fischer asked if the Ad Hoc Committee had the power to change the document. President Champagne responded that only the Senate could change its own document. The Committee may make recommendations to the Board on the long term goals of the University. He noted that the Board is not bound by any document prepared by the Senate or any other governance mechanism within the University unless it involves a contractual commitment. Only the Board can legally define the mission of the University.

Trustee Patterson asked if the Senate had a mechanism to provide for minority view reports. Mr. Kleckner responded that there is no formal system for addressing the dissenting opinion. Trustee Patterson suggested that minority reports would assist the Trustees in fully understanding the issues and concerns of the faculty. Mr. Kleckner responded that a mechanism could be developed for bringing additional information to the Board.

There being no further discussion on the planning document, Chairman Sims then called on Dean George Stevens of the School of Business Administration who has recently joined the University for some personal remarks.

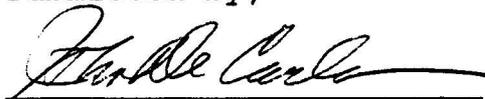
Dean Stevens stated that "it is an honor and a privilege" to serve as the Dean of the School of Business Administration at Oakland University. He thanked the Board, the search committee and the search firm for the "fantastic" opportunity. He noted that for the past year he has served as the Interim Dean of the College of

Business Administration at the University of Central Florida. He briefly reviewed his experience as Interim Dean at Central Florida and the collaborative activities with which the College of Business Administration had been engaged. He also noted the considerable support the University received from the external community. Dean Stevens stated that external support is "incredibly crucial at Oakland." He stated that Professor Ronald Horwitz "has done a marvelous job" as dean for the past 11 1/2 years, and the SBA is comprised of an "incredibly strong faculty, high quality students and a wonderful support staff." Dean Stevens noted that he is pleased to be following in former Dean Horwitz's "footsteps." Dean Stevens stated that from his perspective, the SBA is "poised for take off." He noted that there are a "number of opportunities and many challenges" for the SBA faculty and staff whose job it is to identify where the "knowledge, skills and abilities" are concentrated in order to "be superior to our competitors." He stated that "research and teaching are important to our mission." The real "reason for being" is the students, and, in his opinion, teaching is the most critical activity that Oakland performs. He noted that teaching and research are not dichotomous, because a student "must be able to relate theory to practice." It is the University's responsibility to "bring the real world to the student and the student to the real world." The student must not only learn what is relevant for today, but he or she must understand the rapid changes in technology in order to ascertain what is needed for tomorrow. "Our relationships with the business community must be nurtured and enhanced if we are to help our academic program move to the cutting edge. The days for quality programs and excellence on state budgets alone have passed. We must build relationships with business and other entities that reflect the synergistic effect that such bonds can bring to us and those who work for us. I see the quid pro quo relationship where if we want something we must give something in return." He noted that his intention is to learn how the SBA is perceived and share with others what can be accomplished toward serving others to "our mutual benefit."

Chairman Sims thanked Dean Stevens for his comments. There being no further items for discussion, Trustee Handleman, seconded by Trustee Sharp, moved adjournment of the meeting. The motion was voted on and unanimously carried. The meeting was adjourned at 6:29 p.m.

Submitted by,

Approved by,



John De Carlo, Secretary
Board of Trustees

Howard F. Sims, Chairman
Board of Trustees

Written and Prepared by
Catherine Gianakura Rogg