

Minutes of the Meeting
of the
Oakland University Board of Trustees
November 13, 1991

Present: Chairman Howard F. Sims; Trustees David Handleman, Phyllis Law Googasian, Stephan Sharf and James A. Sharp, Jr.

Absent: Trustees Larry Chunovich, Andrea Fischer and L. Brooks Patterson

Chairman Howard Sims called the meeting of the Board of Trustees to order at 3:12 p.m. in the Gold Rooms of the Oakland Center.

Approval of the Minutes of the Meeting of October 9, 1991

Trustee David Handleman, seconded by Trustee James A. Sharp, Jr., moved approval of the proposed Minutes of the Meeting of October 9, 1991. The motion was voted on and unanimously carried.

Approval of the Minutes of the Closed Meeting of October 9, 1991

Trustee Handleman, seconded by Trustee Sharp, moved approval of the proposed Minutes of the Closed Meeting of October 9, 1991. The motion was voted on and unanimously carried.

Report on Gifts and Grants to Oakland University for the period of September 1, 1991, through September 30, 1991, and to the Oakland University Foundation for the same period

Mr. David Rodwell, Vice President for Development and Alumni Affairs, stated that the total gifts and grants to Oakland University for the month of September, 1991, totaled \$553,705.42. He also reported that the total gifts and grants to the Oakland University Foundation for the same period totaled \$62,895.72.

Trustee Sharp, seconded by Trustee Handleman, moved acceptance of the gifts to Oakland University and acknowledgement of the gifts to the Oakland University Foundation. 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 recommendations:

Appointments

Evjenth, Olaf, Clinical Instructor in Physical Therapy, effective August 15, 1991, through August 14, 1994 (new appointment to an honorary position)

Slavin, Andrei N., Assistant Professor of Physics, effective September 23, 1991 (filling a vacant authorized position)

Trese, Michael T., Clinical Associate Professor of Biomedical Sciences, effective August 15, 1991, through August 14, 1994 (renewal)

Changes of Status

Otto, Mary L., from Associate Professor of Education to Associate Professor of Education and Acting Chairperson, Department of Counseling, effective January 2, 1992, through April 25, 1992

Rapin, Ronald F., from Assistant Professor of Spanish to Assistant Professor of Spanish and Acting Chairperson, Department of Modern Languages and Literatures, effective January 2, 1992, through April 25, 1992

Reddan, John R., from Professor of Biological Sciences to Professor of Biological Sciences and Adjunct Professor of Biomedical Sciences, effective August 15, 1991, through August 14, 1993

Leaves of Absence

Berven, Keith A., Associate Professor of Biological Sciences, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Botsas, Eleftherios N., Professor of Economics and Management, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Bricker, David C., Professor of Philosophy, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Halsted, Carol E., Associate Professor of Dance and Acting Director, Center for the Arts, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Singer, Philip, Professor of Health Behavioral Sciences and Anthropology, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Resignation

Champagne, Joseph E., President of Oakland University and Professor of Management, effective August 1, 1991

Retirement

McKinley, John M., Professor of Physics, effective August 14, 1992

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

Salary Recommendation for Deans, Academic Administrators and Executives

Interim President John De Carlo stated that at the October 9, 1991, meeting of the Board of Trustees, approval was given for salary increases for the administrative/professional (AP) employees, but no action was taken on deans, academic administrators or vice presidents pending further review by the Finance and Personnel Committee at its November 1, 1991, meeting. He stated that at its October meeting, the Board approved a five percent increase for all APs earning less than \$50,000, those above \$50,000 were given a five percent increase based upon the individual's mid-point in the classification range which resulted in an overall increase for this upper management group of approximately 4.6 percent. In addition, he noted that the University does not have a formal merit system, and he indicated that a system is being developed. Interim President De Carlo stated that it was also determined that APs currently performing below University standards would be limited to an increase of 3 percent. He stated that at the October 2, 1991, Finance and Personnel Committee meeting, there was an additional concern expressed that there needed to be some control over the salary levels.

Interim President De Carlo noted that after a thorough discussion, the Finance and Personnel Committee determined that the average pool of funds for the increase for the deans, academic administrators and vice presidents should be 4.5 percent based on merit or performance and comparisons with other institutions, with a maximum increase of 5 percent. He noted that there may be

two possible equity exceptions. He stated that the Finance and Personnel Committee was of the opinion that there needed to be a gradual resolution of the appropriate salary levels using comparative data.

The Interim President then made the following recommendation:

RESOLVED, that the pool of funds for salary increases for deans, academic administrators and vice presidents should be 4.5 percent; and, be it further

RESOLVED, that the amount of increase should be based upon merit, taking into consideration salary levels at comparable institutions, and may range from 0 to no more than 5 percent for any individual; and, be it further

RESOLVED, that if there are any salary levels that require special adjustment, the funding for these levels shall not be limited to the 4.5 percent fund for these employees; and, be it further

RESOLVED, that the recommended salary increases for all of the above employees shall be reviewed by the Chairman of the Board of Trustees and the Chairman of the Finance and Personnel Committee.

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

Monthly Update on Search for a Dean of the School of Nursing

Mr. Kleckner stated that advertisements have appeared in many national publications relating to higher education. Approximately three-quarters of the letters to each dean of an accredited program in nursing have been sent. The remaining letters will be sent by the end of the week. He noted that the search committee is presently preparing a list of questions for telephone interviews.

Mr. Kleckner stated that a copy of a memorandum to the faculty of the School of Nursing has been distributed to the Trustees regarding the search and the status of the interim deanship of the School. He noted that Interim Dean Penny Cass has submitted her resignation from the University effective January 2, 1992, to assume the deanship at the University of Wisconsin/Oshkosh. He

stated that she will be missed and that she is a very dedicated member of the faculty. Mr. Kleckner added that a short-term interim appointment must be made for the deanship until a permanent dean is named.

In response to a question from Chairman Sims regarding the target date of the appointment of a dean, Mr. Kleckner stated that the application deadline is January 2, 1992, and he anticipates that a recommendation for an appointment will be made at the March, 1992, Board meeting.

Interim President De Carlo stated that he is deeply sorry that the University is going to lose Interim Dean Cass, and he extended to her the University's best wishes. He also stated that he appreciated her willingness to remain at the University until January 2, 1992. Interim President De Carlo stated that he has spoken to the chair of the search committee, Professor Anne Tripp, who concurred in the need for a search process even prior to Dean Cass' decision. He discussed the possibility of accelerating the search process suggesting that qualified candidates should be brought in for interviews prior to the application closure date.

Trustee Sharp stated that the Board and the administration "should learn from this situation." He noted that Dean Cass has much faculty and administrative support and has accomplished many positive things for the School of Nursing. It is unfortunate that "she is being lost to a process." He stated that when an interim appointment is made, the search process for the position should begin immediately upon the appointment to avoid the delay which, in this case, has resulted in the loss of "one of our best and brightest."

Chairman Sims stated that Trustee Sharp's suggestions seem reasonable and appropriate, and he asked for a response from Messrs. De Carlo and Kleckner. Interim President De Carlo stated that he believed there should be a policy that would not permit an interim position, which requires a search for a permanent appointee, to continue for an indefinite period of time. He concurred in Trustee Sharp's comments that a recommendation for an interim appointment should be accompanied by a timetable regarding a search. He stated that he would prepare such a policy for Board consideration.

Mr. Kleckner respectfully requested that the Trustees read the materials relating to the Nursing issue that were distributed at

this meeting, and he noted that he would be happy to discuss his views on this issue in an appropriate forum chosen by the Board.

Trustee Googasian stated that she received more letters "lauding" Interim Dean Cass than on any other issue that the Board has faced in her tenure. She noted that she regrets that Oakland no longer has the opportunity to consider her for a permanent appointment.

Trustee Sharf concurred in Trustee Googasian's statement noting that "a search process should begin immediately, since it is not fair to a person to remain indefinitely in an interim appointment."

Trustee Handleman stated that the Board was very pleased with Dean Cass. He noted that it is unfortunate that the process sometimes "causes damage, and we were unable to respond in any other way."

Trustee Sharp stated that the Board should not receive issues for which it is responsible "at the eleventh hour." He noted that the Board is responsible for such appointments, and for whatever reason, "the process has allowed us to drop the ball."

Chairman Sims stated that rather than move toward any "impromptu resolution," he requested that Interim President De Carlo return in December with a policy recommendation that addresses interim appointments in order to avoid a similar outcome in the future as has occurred with the Dean of Nursing position.

Mr. Frank Cardimen, Interim Vice President for University Extension and Public Service, stated that as an interim appointee for an extended period of time, he wished to express the frustration he experienced in being placed in a position with an uncertain future. He noted that he is gratified that the Board is discussing the implementation of a policy that will avoid considerable delays in the future.

Trustee Googasian left the meeting at 3:36 p.m. due to a previous personal commitment.

Mr. De Carlo stated that with the departure of Trustee Googasian, there is no longer a quorum of the Board which means that action on the remaining items will be advisory to the administration and not legally binding. These items will require ratification at the next regularly scheduled meeting. He noted that action on the items at this meeting will not be legally binding.

Capital Outlay Budget Request 1992-93

Mr. Robert McGarry, Vice President for Finance and Administration and Treasurer to the Board of Trustees, stated that each year the state of Michigan invites the universities to submit their requests for Capital Outlay funding for the subsequent year. He presented Oakland's request for 1992-93. He noted the inclusion of the Science Building and the special maintenance and remodeling category which requests \$4.2 million. This figure does not include all of the University's needs in this area but only those projects that might warrant state support.

Mr. McGarry made the following recommendation:

RESOLVED, that the Board of Trustees approves the 1992-93 Capital Outlay Request, as presented with this recommendation, to the state of Michigan, Department of Management and Budget.

(A copy of the 1992-93 Capital Outlay Request is on file in the Office of the Board of Trustees and the Office of Finance and Administration.)

Trustee Sharp noted that the University Affairs Committee recommended a few adjustments to the requests and asked if they had been included in the document. Mr. McGarry responded that all recommendations made by the Committee were addressed in the request, and he also noted that a Facilities Management Plan has also been developed for the Committee's review in December, 1991.

Trustee Sharf asked about the rationale for the request of funds for the Science Building and also a classroom/office building. Mr. Kleckner responded that the Science Building is not predicated on growth, but a classroom/office building would permit the University to grow. He noted that the typical time between the inception and completion of buildings is 15 to 20 years, and he does not expect any immediate attention on the part of the state to the classroom/office building. The request is included in order to inform the state that the University has opportunities for growth if it receives funding for a facility to accommodate the students.

Chairman Sims stated that the state process encourages long range projection by the listing of needs far in advance of the actual date that they would be implemented. He noted that a classroom/office building is certainly necessary based on present needs.

There was discussion regarding the spending of the allocated maintenance funds prior to their receipt. Mr. McGarry stated that last year the projects were begun based on the allocation assigned to Oakland due to the need to have the projects completed. Because of the state's fiscal problems, the funding authorization was rescinded. Trustee Handleman asked what the process would be this year. Mr. McGarry responded that there are no plans to proceed with any project until funding is received from the state.

President De Carlo concurred in Mr. McGarry's comments that funds will not be expended unless the University had "cash in hand."

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

1992-93 Budget Request to the State (PRRs)

Mr. McGarry presented the 1992-93 Budget Request to the state which is also part of the annual state budget process. He noted that an expenditure budget increase of \$5.4 million is reflected which is made up of two major elements: program needs and economic factors which include compensation and inflationary increases.

Mr. McGarry then made the following recommendation:

RESOLVED, that the Board of Trustees approves the 1992-93 Operating Budget Request to the state of Michigan in the amount of \$69,859,000, as described in the detailed material accompanying this action.

(The 1992-93 Operating Budget Request to the state of Michigan is on file in the Office of the Board of Trustees and the Office of Finance and Administration.)

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

Update on Status of Operation Graduation

Ms. Wilma Ray-Bledsoe, Vice President for Student Affairs, stated that last year the University engaged in discussions with students over a wide range of issues affecting equal opportunity at the University. A document entitled Operation Graduation was

developed and some 72 initiatives were identified in 18 areas of the University. She noted that the majority of those objectives have been or are being met, and she reviewed some of the more significant items. A supplemental instruction program with an emphasis on mathematics has been developed. Mathematics happens to be one of the barriers preventing minority students from gaining access to a number of majors. She noted that every academic department has been asked to evaluate its internal admissions requirements and to develop new methods of retaining African American and Hispanic students, in particular. Reports have been received from the departments and are being reviewed by the University's Human Relations Commission. Ms. Ray-Bledsoe noted that the Board has recently received a report on the improved performance in the hiring of minority faculty and staff with the appointment of nine additional Black faculty, one Hispanic and one Asian American. She stated that all of the initiatives are occurring in three areas: academic support, enhancement of the social environment for students, and community relations. An example of community relations initiatives is the 1991-92 season at Meadow Brook Theatre which is more diverse this season than it has been in the past. There have been expanded initiatives to insure participation of the minority community in University programs.

Ms. Ray-Bledsoe also stated that a new collaborative effort, Visions Unlimited, has been launched in the City of Pontiac that involves the Pontiac Board of Education, the University and the City government. This project is operating in a public housing development in Pontiac, and it is the type of program that will have long range implications. Also, the multicultural resource guide, which has been identified as helpful to students, will be revised during the course of this academic year.

Ms. Ray-Bledsoe noted that there have been several areas that have proven frustrating as well. For example, the position of Multicultural Coordinator to assist in the implementation of the aforementioned objectives has not yet been filled, since the initial search was unsuccessful. She stated that the programs focusing on mentoring should be more intensely oriented toward the minority students' academic success. Also, it is important to continue to be "vigilant" toward insuring that the "social climate on campus is open, respectful and inclusive of diverse perspectives." She expressed a concern regarding a recent incident in student government indicating insensitivity to these issues.

Ms. Ray-Bledsoe stated that it is important that the University community recognize that these initiatives are commitments which the University has made for the long term.

Chairman Sims thanked Ms. Ray-Bledsoe for her report. He asked about the key indicators used to measure the success of the program.

Ms. Ray-Bledsoe responded that the kind of indicators used would be the number of Black and Hispanic students admitted to Oakland, and, most importantly, the number who graduate. One of the short term measurements is the increased enrollment in the Academic Opportunity Program over the course of the last year having admitted this summer the largest class to date of 123 students. At present, too few students are succeeding in areas that require strong quantitative preparation and this is the reason for the emphasis on mathematics as addressed earlier. Ms. Ray-Bledsoe noted that another indicator would be the extent to which collaborative and multicultural co-curricular activities are occurring on campus routinely and are finding a broad base for support.

Chairman Sims stated that to the extent that it is feasible, the progress of each area should be regularly reported to the Board. Interim President De Carlo stated that he has asked for a report detailing each response to the initiatives in order to determine their status and whether any progress has been made. This report is scheduled to be presented at the December, 1991, Board meeting.

Ms. Ray-Bledsoe stated that it is also important to note that many initiatives identified with Operation Graduation do not address the comprehensive thrust the administration is attempting to achieve in this area.

Chairman Sims noted that the ultimate goal, as indicated in the project title, Operation Graduation, is the focus on assisting minority students toward graduation.

Continued reorganization of divisions of Development and Alumni Affairs and University Extension and Public Service

Interim President De Carlo stated that at the October 9, 1991, meeting of the Board of Trustees, he announced the transfer of the Meadow Brook Health Enhancement Institute and Meadow Brook Hall to the Academic Affairs division and the Development and Alumni Affairs division, respectively. At this meeting, he wished to address the transfer of Continuing Education to the

Academic Affairs division from University Extension and Public Service. He stated that he believes it is an appropriate move, because of the academic nature of Continuing Education. He noted that the Director of Continuing Education, Ms. Pamela Marin, will report directly to the Provost. Interim President De Carlo complimented the staff of the program for its efforts and indicated that Oakland will continue to support the activity.

Interim President De Carlo stated that this change will leave Mr. Frank Cardimen, currently Interim Vice President for University Extension and Public Service, with the responsibility for the Meadow Brook Music Festival, Meadow Brook Theatre and the Meadow Brook Art Gallery along with his activities in working with the Tech Park. He noted that this last function must be addressed in a more specific manner, because there is a need to develop a relationship, not only with the Tech Park, but with other companies outside of the narrow limits of the Park. He then recommended the transfer of Mr. Cardimen and his remaining functions to the Development and Alumni Affairs division making Mr. Cardimen an Assistant to Mr. David Rodwell. He noted that Mr. Cardimen will also become involved with fund raising activities, since there are two vacancies in this area. At the December meeting, there may be a recommendation on the reorganization of the Development division including the proposal of a revised division name. He noted that when Mr. Rodwell's retirement becomes effective, a search for the new position will commence immediately.

Interim President De Carlo then made the following recommendation:

RESOLVED, that effective December 1, 1991, the staff, functions and budget relating to the Continuing Education Department shall be transferred from the University Extension and Public Service to the division of Academic Affairs. The director of the department shall continue in that position reporting to the Senior Vice President for Academic Affairs and Provost; and, be it further

RESOLVED, that there shall be no departmental organizational changes at this time and no increase or decrease in budget, since accounts shall be transferred in total as currently approved and authorized by the Board of Trustees and President of the University.

He also recommended the following:

RESOLVED, that effective December 1, 1991, the staff, functions and budget relating to the University Extension and Public Service division including the Meadow Brook Art Gallery, Meadow Brook Music Festival and Meadow Brook Theatre shall be transferred to the division of Development and Alumni Affairs; and, be it further

RESOLVED, that the division of University Extension and Public Service shall be dissolved and that the interim vice president for that division, Mr. Frank Cardimen, shall be appointed Assistant to the Vice President for Development and Alumni Affairs and shall be responsible for overseeing the Cultural Affairs programs and certain fund raising activities.

Trustee Sharp asked if Board approval was required for these changes. Interim President De Carlo responded that while in the past some of these functions were not brought before the Board, he believes that the closing of a division is a policy issue and should be approved by the Board. Since there is not a quorum, he requested that the changes should still be effective December 1, 1991, subject to Board approval or revision at the December meeting.

Trustee Sharp asked about the constituency which was consulted in the investigation process. Mr. De Carlo stated that he spoke with all of the principals involved including Mr. Cardimen and Mr. Kleckner, all of the vice presidents and the Board committees. It was also discussed with the deans and some members of the faculty. He stated that the saving of funds is a critical factor in his recommended changes, since there is a need to reduce some administrative activities at the institution in order to make them more efficient and provide resources for the academic mission.

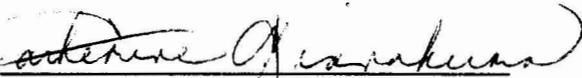
Chairman Sims asked if the structure at other universities indicated that the departments of Continuing Education reported to Academic Affairs. The Interim President stated that the only University outside of Oakland that does not have its department of Continuing Education reporting to Academic Affairs is Michigan State University. Mr. Cardimen concurred in this comment.

Interim President De Carlo introduced Ms. Marin. She also concurred in the Interim President's comments and stated that the recommended change would be consistent with the majority of the state institutions as well as institutions nationally.

Trustee Sharp, seconded by Trustee Handleman, moved approval of the recommendations. The motion was voted on and unanimously carried.

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 4:04 p.m.

Submitted,



Catherine Gianakura
Administrative Assistant
Board of Trustees

Approved,

Howard F. Sims
Chairman
Board of Trustees