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AKLAND

UNIVERSITY

**Learning  
Works**

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REPORT

NON-CIRCULATING



OAKLAND UNIVERSITY GRADUATES ARE KNOWN

AND VALUED FOR THEIR ABILITY TO THINK AND ADAPT. AND

OAKLAND FACULTY AND STAFF ARE VALUED BOTH FOR

THEIR DEDICATION AND INNOVATION IN CREATING

A RICH AND RESOURCEFUL LEARNING ENVIRONMENT.

IN 1995, THE UNIVERSITY COMMUNITY SET A COURSE

FOR THE NEXT DECADE WITH ITS STRATEGIC PLAN 1995-2005.

THIS ANNUAL REPORT PAYS TRIBUTE TO THE MEN AND

WOMEN WHO ARE MAKING OUR STRATEGIC VISION —

“LEARNING WORKS” — A REALITY.



WE ARE  
PREPARING A  
COMMUNITY  
OF LEARNERS  
FOR THE  
OPPORTUNITIES  
OF TODAY AND  
TOMORROW.

Someone once said that the successes of the future are built on the sacrifices of the past.

If this is true, then it is time we pause to celebrate our many accomplishments, for the tremendous progress we have experienced this past year comes only after the diligent investment of our time, resources and collective knowledge toward building a basis for growth at Oakland University.

This foundation has taken shape in our Strategic Plan, which was approved in June by the Board of Trustees. Eighteen months in the making, this document drew on the experiences, desires and vision of nearly 170 university members and friends. The comprehensive plan sets our sights on a common vision and serves as our guide in decision making, our blueprint for the next decade.

Oakland University is a community of learners and leaders, characterized by a diverse blend of faculty and staff who share one goal: preparing students for a rapidly and constantly changing workplace and society.

We are certainly positioned well for success. Total enrollment for fall 1995 set a second consecutive record, with 13,600 students. Over the last five years, our graduate enrollment has grown an exceptional 23 percent.

While our numbers grow, so also does the level of academic quality. We are fast

becoming more learner-centered and technology-enriched. Our commitment to quality improvement can be seen through the multifunctional process redesign teams we have established, as well as the annual academic assessments we now conduct. We continue to reach beyond our campus through innovative use of distance learning and interactive video programming.

We have strengthened our alliances with the corporate world, pursuing internships and partnerships that provide beneficial experiences for both our students and faculty. We continue to invest in our community, forging new collaborations that will lead to more opportunities for our neighbors throughout southeastern Michigan and the state as a whole.

Consider also that our student population is becoming stronger through diversity. With the success of initiatives such as our Trustee Academic Success Fund, we are better able to prepare students for a contemporary business climate that is multicultural in nature.

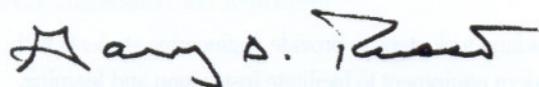
We are experiencing tremendous improvement in our physical plant, with the ongoing construction of the science and engineering complex, the planned addition of the recreation and athletic center, renovation of the Admissions Office and Academic Skills Center, and expansion of the Honors College.

Even in the face of such accomplishments, we find ourselves at the doorstep of extraordinary challenges. We are in serious need of teaching space and are working with the state to fund a new classroom building. Meanwhile, we continue to examine ways to recycle, to reconfigure our physical plant to be more efficient.

While nearly half of our courses are offered after 4 p.m., we are striving to create more extension opportunities, such as the new Oakland University Center-Birmingham, as well as weekend courses. We also will continue to expand our distance learning capabilities to meet student demand.

Such milestones could not have been achieved without the people who make up Oakland University. Because of the dedication of faculty, staff and students from all points of campus, we have accomplished much over the past year and are poised to contribute even more in 1996.

Please take a few moments to review the initiatives and individuals highlighted in this report. You will see how all our work is focused on the nine strategies of our Strategic Plan. Recognize our challenges and celebrate with us our many successes. And join us as we honor those who have sacrificed personally and professionally to ensure that Oakland University is prepared to continue its leadership role in preparing a community of learners for the opportunities of today and tomorrow.



Gary D. Russi  
Interim President  
Oakland University

# S T R A 1 T E G Y

OAKLAND VIEWS UNDERGRADUATE EDUCATION AS CENTRAL TO ITS MISSION AND WILL ENSURE AN ENVIRONMENT OF LEARNING EXCELLENCE IN ORDER TO EDUCATE A DIVERSE BODY OF STUDENTS TO BE PRODUCTIVE, CONTRIBUTING MEMBERS OF SOCIETY.

- ▶ A single professor now can provide one-on-one instruction to a classroom of students and offer immediate feedback on progress, thanks to the Robotel Computer Instructional System installed in labs in Oakland's School of Business Administration and Kresge Library. The system replaces overhead projection systems, enabling an instructor to control what goes on at 20 student computer workstations.
- ▶ The Secondary Teacher Education Program (STEP), a collaborative program between OU's College of Arts and Sciences and the School of Education and Human Services, continued its remarkable growth, giving students a full year of pre-service teaching experience – nearly twice that required by the State of Michigan. Since its inception in 1991, 18 students have been recommended for certification through STEP; that number will almost double with 35 interns entering the field in fall 1996.
- ▶ The Honors College finalized plans to expand, renovate and relocate to Vandenberg Hall, funded by a \$347,000 Oakland University Foundation grant. The college provides a rigorous general education curriculum with additional requirements that include a major creative or scholarly work under the supervision of a faculty member. The expansion of the Honors College, which now serves 200 students, is expected to be completed by fall 1996.
- ▶ The National League for Nursing reaccredited the School of Nursing program for eight years. The national accreditation board's move recognizes the high-quality baccalaureate and master's nursing program offered at Oakland.
- ▶ Sharon "Shea" Howell, associate professor, made OU history when she instructed the college's first interactive video class, a communications course in persuasion. Her 18 students in Vamer Hall were joined "live" via interactive television with five students signed up for the same course – more than 250 miles away at the Northwestern Michigan College University Center in Traverse City. Such techniques — collectively referred to as Distance Learning — take advantage of interactive video, satellite programming, e-mail, the Internet and other technology tools. Earlier this year, more than 50 faculty joined in the university's first training program designed to explore these techniques. ➔
- ▶ Margo Kendzier of Sterling Heights, an elementary education major, and Garrick Landsberg, an engineering major from Pontiac, began their terms as student liaisons to the Board of Trustees. Both will serve one-year, non-voting terms.
- ▶ Oakland initiated a collaboration between Meadow Brook Hall and the College of Arts and Sciences' Department of Art & Art History that will provide new research and internship opportunities. The partnership is expected to lead to joint exhibition and publication projects, as well as the development of coursework on museum management and training.
- ▶ Oakland took steps to provide engineering students with modern equipment to facilitate instruction and learning, funded by a gift from the Strategic Plan Implementation Fund. The updated electrical, electronics and computer control laboratories are expected to better prepare students for real-world experience.

# LEARNING IS OUR VISION



Sharon "Shea" Howell  
Professor  
Rhetoric, Communication and Journalism

"People who embrace technology can let it dominate in the classroom, but ignoring it isn't the answer either. We need to take the best of technology and make the classroom better than it could be otherwise. We're trying to create a classroom that really is interactive – not just with me as an instructor, but students interacting with one another. They come to know each other and are enriched by it. When you think about the extraordinary cost and limitations of a university's physical structure, programs like Distance Learning can make education possible in places that have been excluded from any sort of higher education or university life.

Universities need to truly strive to become classrooms without walls. Distance Learning gives us the extraordinary ability to take what's best about education – the excitement of ideas, critical discussion, exchange of experiences – and allow it to happen outside the traditional setting. And it still captures the essence of our vision."

# S T R A 2 T E G Y

TO SUSTAIN OAKLAND'S REPUTATION OF OVERALL EXCELLENCE IN SELECTED AREAS OF GRADUATE AND PROFESSIONAL EDUCATION, RESOURCES WILL BE FOCUSED ON CREATING AND STRENGTHENING AREAS OF GRADUATE STUDY IN A MANNER THAT IS RESPONSIVE TO REGIONAL AND NATIONAL NEEDS.

- ◀ Oakland's two-year-old Master of Science in Engineering Management degree was introduced to working engineers in Austria. Oakland faculty will teach six separate one-week courses in Vienna as part of the degree, which is offered through a collaborative executive education program sponsored by Oakland University and The Technical University of Vienna.
- ◀ Led by some 60 Oakland graduate students, a wide-eyed group of 5- to 8-year-olds befriended turtles, measured earthworms and held snake races during the two-week Enviro-Explorers Day Camp. The camp was sponsored by the Institute for Action Research as a joint teaching effort between faculty from Oakland's School of Education and Human Services and the Auckland College of Education in New Zealand. The camp gave early childhood education graduate students, most of whom teach during the regular school year, an opportunity to take curriculum and assessment courses, then put theory into practice and practice into assessment. The 29 children campers came nose to nose with everything from ants and pollywogs to groundhogs and beehives. The campers kept journals, worked on computers and dramatized their findings as they made scientific and mathematical discoveries around an environmental theme.
- ◀ Physical therapists became students again when Oakland's School of Health Sciences began offering a Master of Science in Physical Therapy. The degree gives practicing therapists advanced preparation in such areas as orthopedic manual physical therapy (OMPT). The master's degree, Oakland's 28th, is the second advanced physical therapy degree program in the state – and the only one in the nation teaching orthopedic manual physical therapy in an academic setting. Oakland also offers a Master of Physical Therapy degree, a combined bachelor's/master's program.
- ◀ Oakland University Center-Birmingham opened its doors in Groves High School. The new extension site offers the only fully accredited Master of Business Administration program located in Oakland County. Oakland is one of 112 universities nationwide and only three Michigan schools to have American Assembly of Collegiate Schools of Business (AACSB) accreditation of both the School of Business Administration and its Accounting program.

# RESPONDING TO OUR COMMUNITY



Ron Olson  
Dean  
School of Health Sciences

“Our Master of Science in physical therapy degree was created because of interest at the grass-roots level. Our community of clinicians approached us wanting to learn Orthopedic Manual Physical Therapy [OMPT] – a method of evaluating and treating musculoskeletal disorders. So we developed a continuing education course. Now, seven years later, we offer the expanded program as a master’s. It’s the only one in the nation teaching OMPT in an academic setting, and it came about only because of community interest. This demonstrates that there are some skills not taught to entry-level physical therapists that are of value to patients and the profession. Oakland University is becoming a center noted for teaching these skills, and I’d like to see this act as a model for other master’s and even doctoral initiatives. It’s an exceptional template for responding to the community – and developing programs without committing new dollars until the students are there.”

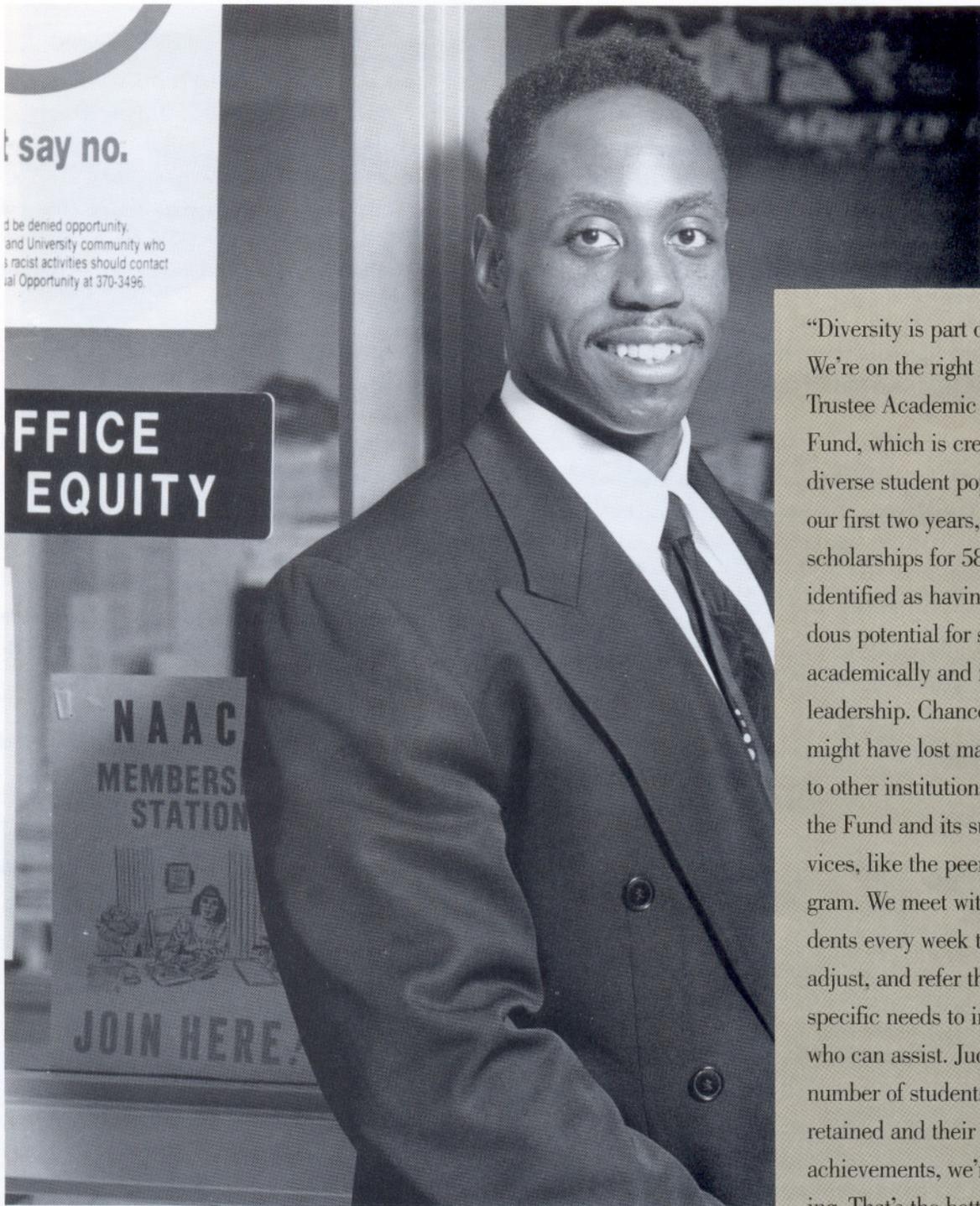
# S T R A 3 T E G Y

TO PROMOTE THE RECRUITMENT, RETENTION AND SUCCESS OF ITS STUDENTS, OAKLAND WILL PROVIDE AN ENVIRONMENT RICH IN HUMAN DIVERSITY, WITH DEDICATED SUPPORT SERVICES, EXTENSIVE NON-CLASSROOM ACTIVITIES AND OUTSTANDING INSTRUCTIONAL, RESIDENTIAL AND RECREATIONAL/SPORT FACILITIES.

- ◀ The National Science Foundation awarded \$5 million to a partnership of six Detroit-area universities – including Oakland – to attract minority students to the hard sciences, engineering and mathematics. Oakland’s Student Research Institute will seek to increase minority recruitment efforts, establish scholarship programs and develop cultural diversity workshops for faculty who will serve as mentors.
- ◀ Dave Moroz became coordinator of the new Minority Teacher Initiative of the School of Education and Human Services, designed to recruit minorities for teaching careers at Oakland. The program, a collaboration between Oakland Community College and OU, is a support network that provides mentors and helps students improve study and time management skills.
- ◀ The men’s and women’s basketball teams each received bids to the NCAA Division II tournaments – the second consecutive trip for both.
- ◀ Homecoming at Oakland took a different twist with the start of a new tradition called “Weekend of Champions-OU.” The community festival focused on varsity soccer, student activities, a comedy club and an alumni reception and recognition banquet.
- ◀ The School of Engineering and Computer Science established a new lab to study ways to improve suspension control systems for the automotive industry. The lab is supported by a \$125,000 gift from Carolyn Ross and Louis R. Ross, chair of the Oakland University Foundation and member of Oakland’s Board of Trustees.

- ◀ Oakland committed to expanding the cultural horizons and diversity of the student body by creating the Trustee Academic Success Fund. The fund acts as an endowment and will be used to recruit and retain a culturally diverse student body, and to prepare them for success in an increasingly multicultural world. ➔
- ◀ Like a compass, Oakland’s new international orientation program pointed foreign students in the right direction — academically and socially. The four-day summer program, sponsored by a grant from the Oakland University Foundation, helped international and exchange students feel welcome and acclimated to the university and the general community. Adjustment issues ranging from language and cultural barriers to school registration, immigration law and how to shop in American supermarkets were covered.
- ◀ The Office of Disability Support Services opened four assistive technology rooms in Kresge Library to aid students with their academic studies. New technology includes a versatile reading machine that converts text to speech, two color CCTV systems that help magnify text and can be integrated with PC monitors, and a Braille computer and printer.
- ◀ Oakland University’s Wade H. McCree, Jr. Incentive Scholarship Program has grown to include a third school district. The newest McCree collaboration is with the Oak Park School District. Last fall, 25 Oak Park High School freshmen were inducted at the university into the McCree Program. The program guarantees a full-tuition scholarship at Oakland for young students who fulfill a number of criteria, including a 3.00 GPA in college preparatory courses.

# T U R N I N G O U T L E A D E R S



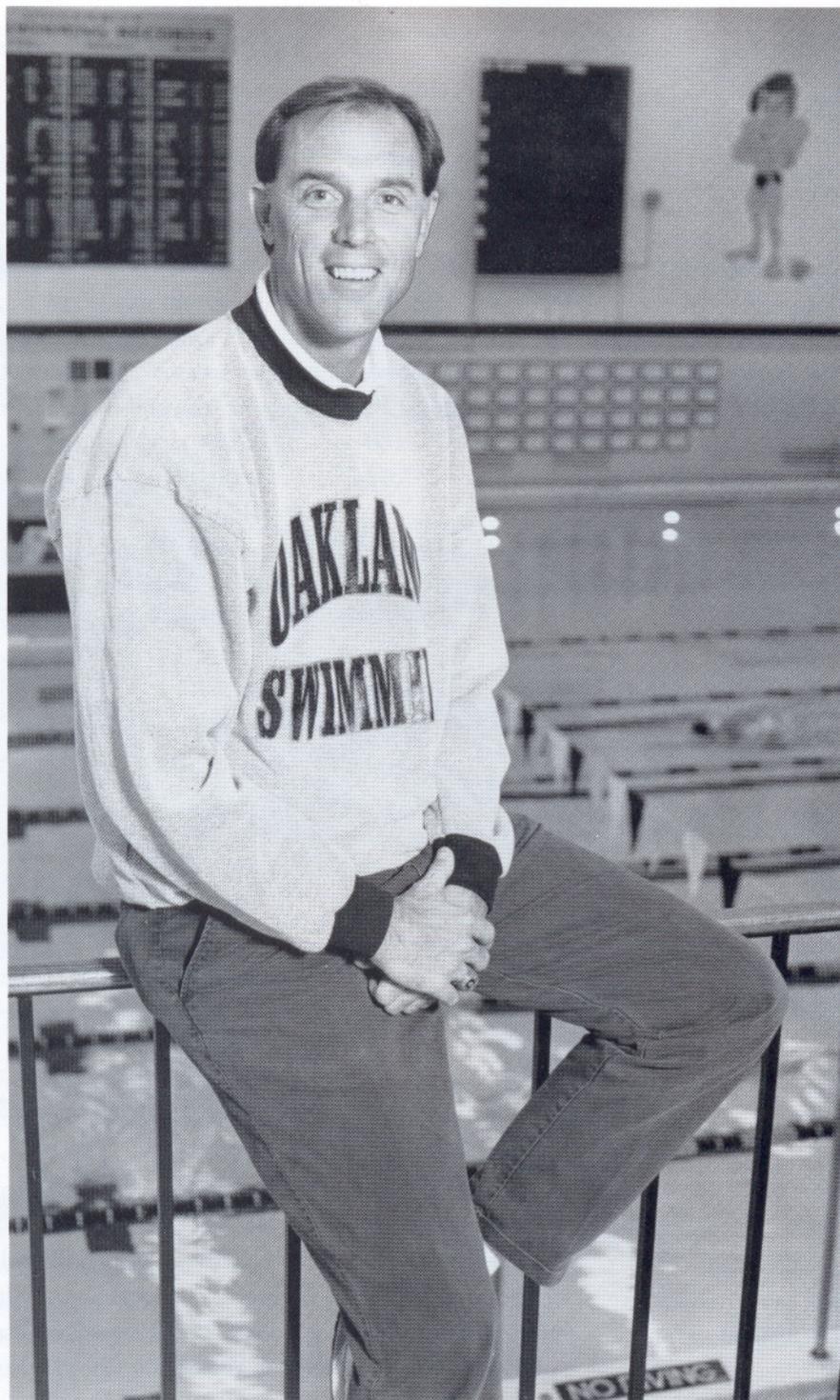
“Diversity is part of our vision. We’re on the right road with the Trustee Academic Success Fund, which is creating a more diverse student population. In our first two years, we provided scholarships for 58 students identified as having tremendous potential for success, both academically and in terms of leadership. Chances are we might have lost many of them to other institutions if not for the Fund and its support services, like the peer mentor program. We meet with these students every week to help them adjust, and refer those with specific needs to individuals who can assist. Judging by the number of students we’ve retained and their academic achievements, we’re succeeding. That’s the bottom line. When we think about Oakland University, we think about turning out leaders. And we know leaders need the skills to deal with diverse people.”

Glenn McIntosh  
Director  
Office of Equity

# S T R A 3 T E G Y

- ◀ Students with access to the Internet were able to apply to any of Oakland's undergraduate or graduate programs – via computer. The new on-line admissions application became available through OU's home page, along with information on registration dates, closed class lists during registration, and academic, sports and cultural program schedules.
- ◀ In 1995, Oakland marked its second consecutive all-time record for fall enrollment with 13,600 students, a 3.3 percent increase over the previous year. Undergraduate (3.6 percent) and graduate (12.2 percent) growth exceeded university projections. The achievement was fueled by sharp increases in first-time, full-time students, new students reached through distance learning and other creative off-campus programs, which grew from 68 courses in 1994 to 84 in 1995. Over the past five years, undergraduate enrollment has swelled by almost 10 percent and graduate student enrollments have increased nearly 23 percent.
- ◀ Oakland expanded its transfer opportunities through articulation agreements with Macomb Community College, Oakland Community College and other institutions. Oakland also now has agreements with Delta College, Guizhou University and Education Commission (People's Republic of China), Japan Center for Michigan Universities Consortium (Shiga Prefecture, Japan), JuSeong Junior College (Republic of Korea), Malaysia Center for Robotics and Industrial Automation, St. Clair County Community College, and C.S. Mott Community College in Flint.
- ◀ Oakland rolled out the red carpet for 1995 students. Welcome Week featured events and entertainment to greet new and returning students, while the convocation welcomed incoming freshmen and their families with a formal program and reception. The Freshman Success Seminar, supported by a \$5,020 gift from the Oakland University Foundation, also assisted new students in adjusting to campus life.
- ◀ Men's swimming and diving coach Peter Hovland earned Coach of the Year honors in 1994 and 1995, as his team won consecutive NCAA Division II national championships. The 1995 team earned a record 890 points and junior All-American Chris Zoltak was the division's Men's Swimmer of the Year. The women's team celebrated its fifth consecutive national championship in 1994, before finishing second last year behind Air Force. ➔➔
- ◀ Final plans were approved for a dramatic three-level addition to the Lepley Sports Center. The 190,000 square feet of new construction will feature a 3,000-seat indoor arena, elevated running/walking track, three-court gym, racquetball courts, aerobic rooms and Olympic-size, competitive natatorium with 1,000 spectator seats. The center is expected to open by fall 1998.
- ◀ Construction began on Oakland's new science and engineering complex, a \$43-million project that will enhance the university's eminence in the sciences. The complex, expected to open in early 1997, will include space for biological sciences, chemistry, physics and mathematical sciences from the College of Arts and Sciences and the department of Electrical and Systems Engineering from the School of Engineering and Computer Science.
- ◀ The OU presence on the World Wide Web expanded significantly with new home pages and extensive information available on Oakland University, the College of Arts and Sciences, Departments of Chemistry and Mathematical Sciences, School of Business Administration, School of Engineering and Computer Science, School of Nursing, Career Advising and Placement, Distance Learning, Public Safety and Police, Local Sports and home pages for faculty, staff and students.

# SACRIFICE AND TEAMWORK



Peter Hovland  
Men's Swimming Coach  
NCAA Division II Coach of the Year  
(83, '88, '90, '94, '95)

"Sports is more than entertainment; it's essential to a well-rounded educational experience. A lot of people in the business world associate swimmers with sacrifice, commitment, teamwork and discipline. That's the type of individual we develop, and that's why a lot of our kids are recruited for jobs after graduation. The successes we produce every year are not exceptions, but the rule, both on the men's and women's swim team. Year after year, we lead the country academically, as well as in the sport. If we were successful only in the pool, we wouldn't attract the level of students we're getting. That's why we're an extremely attractive place to be for men and women who happen to swim. We're able to recruit worldwide. Most important is that through our accomplishments, we've brought greater attention and recognition to the university. Word is getting out about our success – and about our commitment to excellence."

# S T R A 4 T E G Y

RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES ARE AMONG OAKLAND'S GREATEST STRENGTHS AND WILL BE AGGRESSIVELY ENCOURAGED AND SUPPORTED.

- ▶ Twelve engineering faculty interned at Chrysler Corporation during summer 1995. The invitation was extended by OU alumnus Dennis Pawley, Chrysler executive vice president, Manufacturing, and Oakland University Foundation director.
- ▶ Michael Riley and Barry Winkler, both professors of Biomedical Sciences working in Oakland's Eye Research Institute, were awarded National Eye Institute grants totaling \$437,293 to support their work on the retina and cornea.
- ▶ Research topics ranging from environmental protection under NAFTA to political repression in America were among those explored in a series of internal grants awarded by the OU Research Committee. The \$6,500 awards were made to 16 faculty to encourage continuing research.
- ▶ Anahid Kulwicki, associate professor of Nursing, was granted a Fulbright Scholarship to study cardiovascular risk factors in a select population of Jordanians in Amman, Jordan.
- ▶ Oakland joined the University of Michigan-Flint and UM-Dearborn in co-hosting a conference highlighting the research and creative activities of undergraduate students. With most of the day reserved for student presentations, "Meeting of the Minds III" offered a forum for diverse ideas and accomplishments.
- ▶ The School of Engineering and Computer Science, supported by a \$12,000 Oakland University Foundation grant, established an Electromagnetic Compliance Lab to research the effects of electromagnetic radiation on equipment and of the equipment on the environment.
- ▶ Grant, contract and sponsored research activity at Oakland reached a record \$8.2 million for fiscal year 1994-95, up nearly 30 percent since 1991. A total of \$8,274,225 was awarded for research and other sponsored projects produced by faculty and staff. Funding for sponsored research alone has increased 40 percent since 1991, to a record total exceeding \$5.5 million for fiscal 1994-95.
- ▶ Oakland began making plans for an animal care facility for biomedical research, funded by a \$500,000 grant from the OU Foundation. The facility will be part of the new science and engineering complex.
- ▶ Oakland students were involved in significant research activities including:
  - Sandhya Kodali and Lisa Sevilla presented their findings on breast cancer research at the annual meeting of the American Society of Biochemistry and Molecular Biology in Washington, D.C.
  - Doctoral student Sumi Dinda was among researchers worldwide who made presentations at the annual meeting of The Endocrine Society in California. The study examined the potential of the drug RU486 as an anticancer agent.
  - Researchers showed that a new two-drug combination has promise as a chemotherapeutic agent to manage breast cancer. Research authors were Professor R. Craig Taylor, chemistry, graduate student Sandhya Kodali and undergraduates Michael Burkley and Kaushik Nag.
  - Seven undergraduate and graduate students presented their work at the 19th Conference of Student Research in the Biological Sciences in Dodge Hall. The work was conducted under the direction of Virinder Moudgil, professor and chair of the Department of Biological Sciences.

# DEFINED BY OUR ABILITIES



Donald A. McCrimmon  
Director  
Grants, Contracts and Sponsored Research

“How difficult it is to do things well. Yet our faculty and staff have risen to the challenge of increasing funding for research at Oakland University. They have the vision, persistence, dedication and expertise to produce winning proposals, a testament to Oakland’s strength in times of unprecedented competition for increasingly scarce resources. Our success actually is not in the money. The real importance is the research and scholarly activity going on here. That’s what makes a university. We have solid academics, a reputation for excellence in focused areas of research, a desire to collaborate in finding solutions to important problems related to human life and the human condition, and a commitment of service to our sponsors. We’re at a stage of maturity where we’re offering true academic products, yet we’re still young enough to be pretty hungry as an institution. We’re becoming more and more defined by our abilities, not our walls. And that’s exciting.”

# S T R A 5 T E G Y

OAKLAND VIEWS COMMUNITY OUTREACH AS AN INTEGRAL COMPONENT OF ITS ACTIVITIES AND WILL EXPAND ITS EFFORTS TO SERVE THE COMMUNITY CONSISTENT WITH THE UNIVERSITY'S MISSION AND VISION.

- ◀ Mathematics came to life at Longfellow Elementary Professional Development School in Pontiac. An Oakland professor and two students filmed, edited and produced a videotape that records math in action at Longfellow. The 45-minute video documents changes made by Longfellow teachers, students and families as they teach and learn math. Funded by two OU Foundation grants totaling more than \$5,000, the real-life video showcases how students learn by doing math with programs such as OU's innovative "Beginning School Math" (BSM) initiative.
- ◀ Through an initiative of the College of Arts and Sciences, Oakland was designated as an Urban Grant Institution under the U.S. Department of Education's Urban Community Service Program, allowing the university to compete for government funds for projects that help solve urban problems. Oakland also will be invited to participate in a national network of urban institutions. The program provides grants to institutions of higher education working with private and civic organizations to devise and implement solutions to pressing and severe problems in their urban communities. The network also will help facilitate communications among urban academic institutions on issues related to urban community service, and will promote successful activities and strategies throughout the nation.
- ◀ Elementary schoolchildren in metro Detroit districts are learning math in a new and fun way, thanks to an innovative program created in New Zealand called Beginning School Mathematics (BSM). Introduced in the United States by Oakland's School of Education and Human Services through a grant from the W.K. Kellogg Foundation, BSM is being piloted in Detroit, Highland Park, Bloomfield Hills, Grosse Pointe, Pontiac, Southfield, Walled Lake and Waterford schools. Oakland University has been designated as the North American center for BSM by the New Zealand Ministry of Education. →
- ◀ The Board of Trustees paved the way for Oakland to begin receiving applications for charter schools, approving a policy on Public School Academies and Criteria for the Evaluation of Applications. The policy embodies Oakland's desire to enhance educational opportunities and participate in the formation of public school academies, an innovative approach to education in Michigan.
- ◀ Oakland's School of Business Administration partnered with several corporate sponsors to establish a Center for Family Business, the state's only major resource for the advancement of family-owned businesses. The center will serve as a major resource for the advancement of family-owned businesses throughout Michigan. Research, consulting, publications and business retreats are planned.

# T H E R E I S V A L U E I N S H A R I N G



Mary L. Otto  
Dean  
School of Education and Human Services

“I really believe we are a world connected rather than a world divided. That’s why we are so committed to being part of our international community. We have exceptional programs in which New Zealand faculty visit to learn about our educational system and to conduct professional development programs for our teachers. And Chinese teachers and students come to Oakland University and community schools to meet with students, teachers and administrators. Our involvement brings people together, not for tolerance, but to learn. It’s much easier to understand the decisions of others if we understand the context of their thinking. We also have a responsibility to make available to this community the best practices possible, and we must have a worldwide knowledge to do that. For our children, we must model that there is value in sharing – especially knowledge. We don’t know everything, but we do know the places we can go to learn.”

# S T R A 5 T E G Y

- ▶ The College of Arts and Sciences was named the planning unit for the Family Coordinating Council of Oakland County. The council is proposing ways to help improve the delivery of family and children's services within the county.
- ▶ Students at Oakland were among the first in Michigan to participate in the new AmeriCorps community service program, a local service patterned after the Peace Corps and funded in part by the Skillman Foundation. Some 40 students were accepted to work with at-risk junior high school-age youth, serving as mentors and working on a variety of projects within agencies in the City of Pontiac or Oakland County.
- ▶ Oakland established an automotive research and education center called the Michigan Center for Automotive Research (MiCAR). The center will offer specialized courses, interdisciplinary academic collaboration and a merger of applied learning, academic theory and research with a practical orientation. Central to the program is the formation of early retirees and OU faculty into problem-solving teams to serve the research and development needs of area businesses and industry. The center is supported by an initial grant of \$150,000 from the OU Foundation.
- ▶ Oakland was chosen to serve as the hub of the innovative Macomb-Oakland Area Network (MOAnet) that will eventually connect via the Internet more than 370,000 students from 49 public school districts in two counties, as well as Oakland Intermediate School District, Macomb Intermediate School District, Oakland Community College and Macomb Community College.
- ▶ Oakland and five other area colleges and universities formed OakCHEC (Oakland County Continuing Higher Education Consortium) to facilitate non-credit training programs for area employers.
- ▶ Nearly 300 of the world's finest classic autos went on display as Meadow Brook Hall in August hosted the annual Concours d'Elegance, one of the top three classic car shows in the world.
- ▶ Meadow Brook Art Gallery and the College of Arts and Sciences' Department of Art and Art History sponsored an exhibit introducing Japanese shibori, showcasing the aesthetics, history and techniques of indigo-dyed fabrics from the town of Arimatsu. The event helped mark the 50th anniversary of the end of World War II.

# OPENING THE DOOR TO KNOWLEDGE



Jeff Marraccini '94  
Network Project Manager  
Office of Computer and Information Services

“The Macomb-Oakland Area Network brings the power of computers to K-12 educators, giving school districts access to information they once had to travel to or pay for — information such as graphic art collections, libraries, research institutions, university leaders. We’ve brought this network of knowledge to the schools — knowledge that will have a tremendous impact on the lives of students and educators alike. Teachers will be able to collaborate more, to share with others the course material they develop. Oakland students and faculty can conduct research with students, administrators and teachers at hundreds of different schools without leaving the campus. And those off-site people can access us too. High school teachers can easily ask an Oakland economist an academic question, and then develop a class project around it. We’ve opened the door to greater collaboration on educational issues. What an opportunity to expand knowledge!”

# S T R A **6** T E G Y

OAKLAND WILL DEVELOP AND SUPPORT AREAS OF  
INSTITUTIONAL EXCELLENCE AND DISTINCTION THAT CONTRIBUTE  
TO NATIONAL EMINENCE.

- ▶ Oakland's Eye Research Institute (ERI) earned a coveted \$1,399,911 million core grant from the National Eye Institute (NEI) of the National Institutes of Health. The funds will support electron microscope, tissue culture and animal holding facilities which will be shared with other NEI grant holders and clinical faculty appointments from William Beaumont Hospital. The ERI has earned \$25 million in funding from the NEI since its founding in 1968.
- ▶ Oakland was rated 23rd in academic reputation among the 122 top midwestern regional colleges and universities for 1996 by U.S. News & World Report. Oakland also was ranked in the first tier of midwestern colleges and universities in both the 1994 and 1995 guides. Ranking methodology included the opinions of the university's peers, as well as alumni, financial, student and faculty data.
- ▶ One of the most popular sites on the Internet, the university's OAK Software Repository, or Oak Archive (oak.oakland.edu), offers more than 30,000 software packages that can be downloaded free of charge to anyone connected to the Information Superhighway. More than 300,000 Internet users now log onto the OAK Repository every day.
- ▶ The College of Arts and Sciences is working to formally establish a new Center for Biomedical Research. Supported by a \$154,000 commitment from the Strategic Plan Implementation Fund, the center expects to attract more top-level doctoral candidates and provide additional opportunities for grant and contract support.

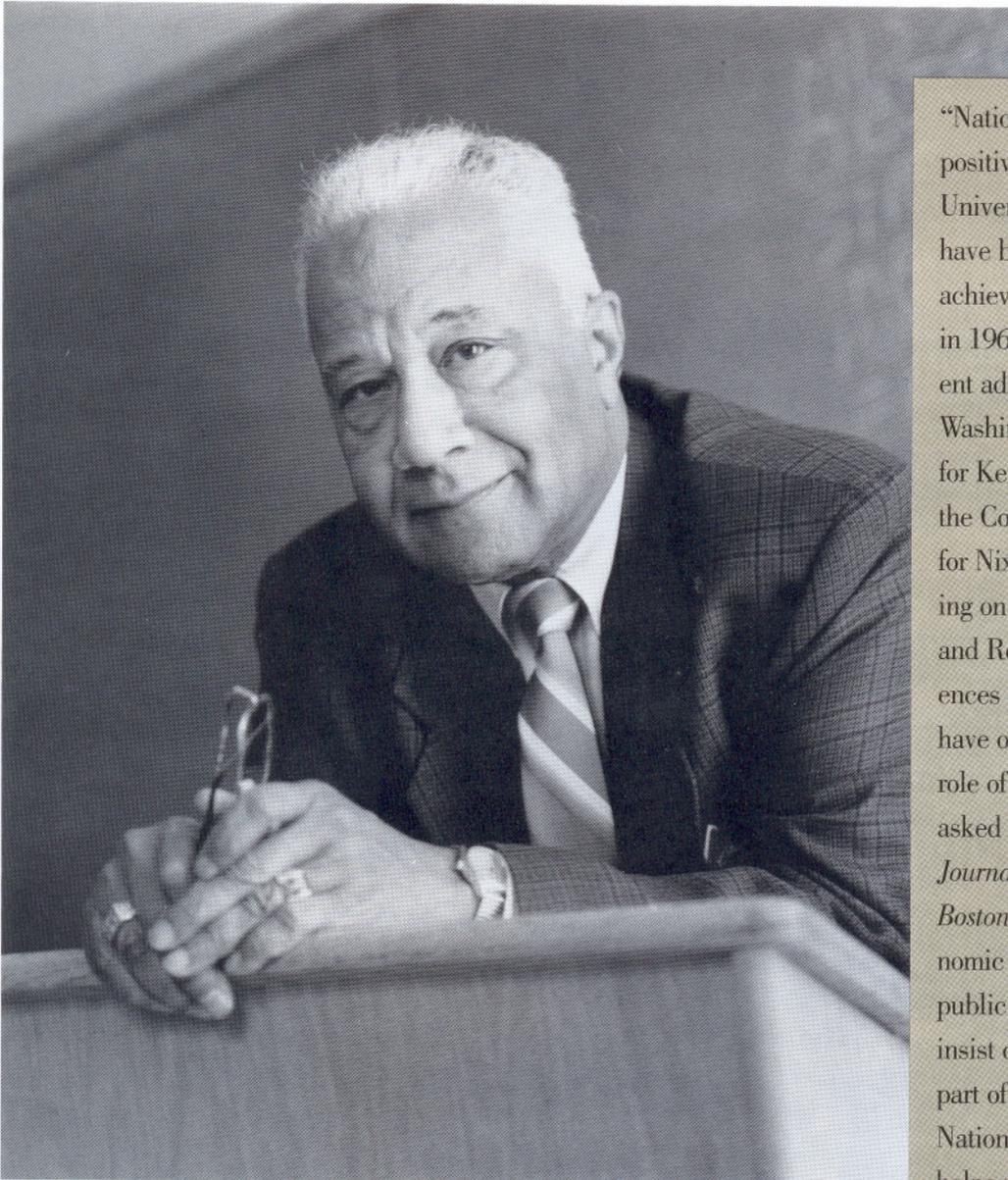


▶ Two faculty members were awarded the title of distinguished professor, joining only five others ever to receive such recognition. Honors went to Karl D. Gregory, professor of economics and management in the School of Business Administration, and Venkat N. Reddy (pictured at left), co-developer

and director of the Eye Research Institute and professor of Biomedical Sciences. Both Gregory and Reddy have received international recognition for accomplishments and expertise in their respective fields.

- ▶ Oakland's Ph.D. program in reading and language arts garnered praise throughout the country. Four graduates in the last three years have won top honors for best dissertation from the prestigious International Reading Association. Also, 37 percent of the degree candidates are people of color, making the program a national leader in minority representation. And many minority graduates are returning to K-12 public schools, which have a great need for skilled minority teachers and role models.
- ▶ Oakland's Center for Robotics and Advanced Automation forged a partnership with the Malaysian Center for Robotics and Industrial Automation. The arrangement will enrich OU's robotics program by developing joint ventures while providing technology transfer and commercialization, as well as training exchange programs and facilities.

# BUILDING CREDIBILITY



Karl D. Gregory  
Distinguished Professor of Economics and Management  
School of Business Administration

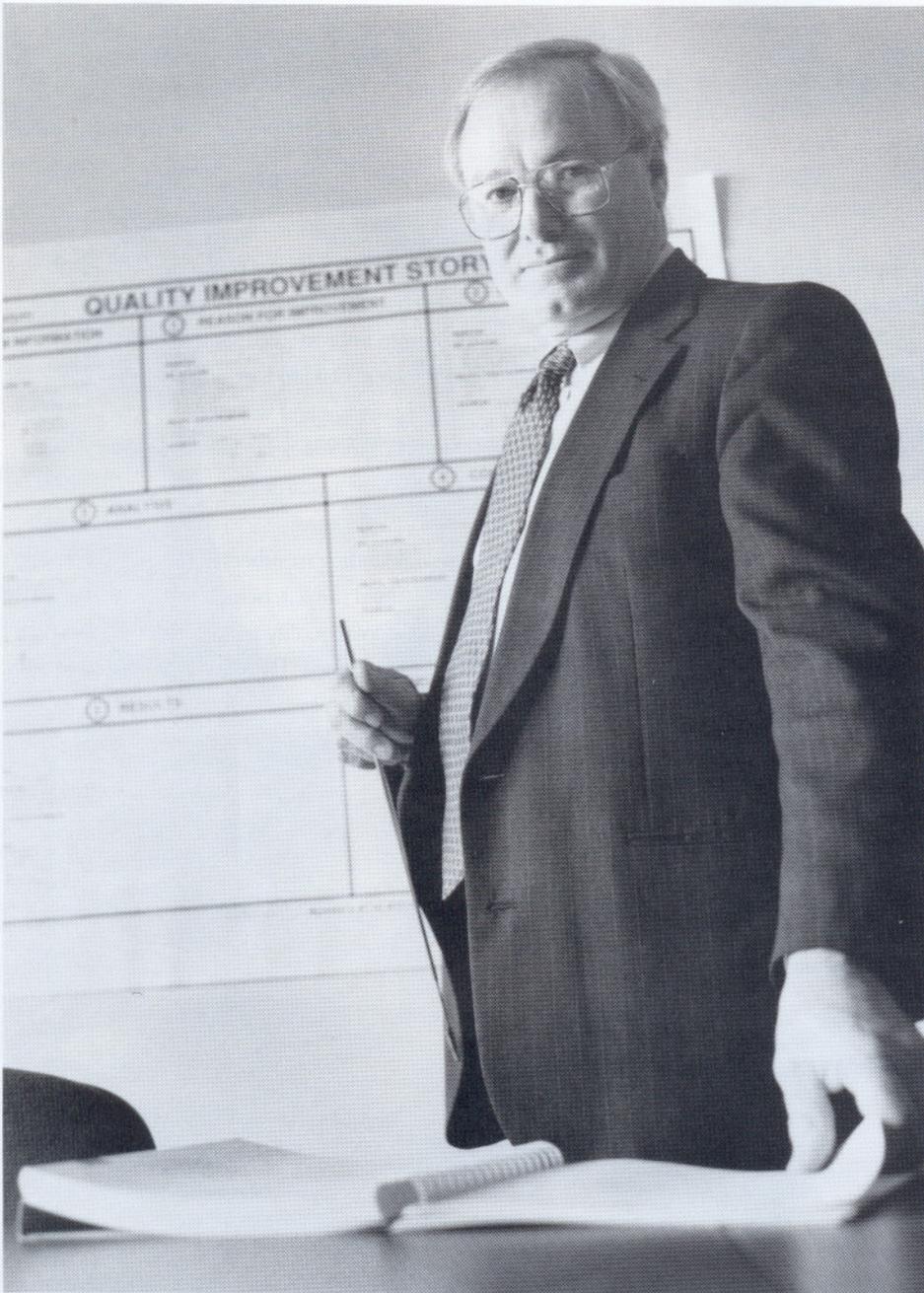
“National exposure reflects positively on Oakland University, and I’m pleased to have been in a position to achieve that since coming here in 1968. I’ve served six different administrations in Washington – as an economist for Kennedy and Johnson, in the Congressional budget office for Nixon and Ford, and advising on world trade for Carter and Reagan. These experiences enrich my teaching, and have often placed me in the role of media expert. I’ve been asked by the *Wall Street Journal*, *New York Times* and *Boston Globe* to interpret economic issues and comment on public policies. And I always insist on identifying myself as part of Oakland University. National attention such as this helps us recruit quality students and excites our alumni. It creates a solid reputation with the many businesses that pay their employees’ tuition. It builds credibility with our sponsors, and makes us a desirable place to teach.”

# S T R A 7 T E G Y

OAKLAND WILL CREATE AN EMPOWERED COMMUNITY OF DIVERSE, UNIFIED, COMMITTED AND MOTIVATED EMPLOYEES WHO FOCUS THEIR COLLECTIVE SKILLS, TALENTS AND KNOWLEDGE TOWARD REALIZATION OF THE UNIVERSITY'S MISSION AND VISION.

- ◀ Oakland strengthened its focus on affirmative action, meeting seven goals for women, African Americans and other minority groups. The 1994-95 Affirmative Action Report showed a 37 percent increase in minority faculty, 56 percent increase in African American faculty, 27 percent increase in minority staff and 2 percent increase in female staff members, up to 64 percent, during the 1990-95 analysis period.
- ◀ Gary D. Russi, vice president for Academic Affairs, was named interim president of Oakland University in January 1995. Russi began as Oakland's chief academic officer in July 1993. Prior to this, he was vice president for Research and Strategic Planning and a tenured professor of Pharmacology and Toxicology at Drake University in Des Moines, Iowa. Russi calls Oakland "an innovative university devoted to excellence."
- ◀ Mary Beth Snyder was appointed vice president for Student Affairs. Previously, she served as dean of students at Iowa State University in Ames, and is currently responsible for the Oakland Center, residence halls, disabled student services and other student programs and facilities.
- ◀ Mary Otto, professor of Education and acting dean, became dean of the School of Education and Human Services. She has served as special assistant to the president and an American Council on Education Fellow in academic administration.
- ◀ Oakland's process redesign efforts kicked into high gear as multifunctional teams began evaluating, designing and redesigning key processes to help improve efficiency and effectiveness. The teams, led by nearly two dozen faculty and staff who received extensive training to become quality team leaders, also implemented feedback mechanisms such as surveys, needs analyses and focus groups. ➔
- ◀ Rochelle A. Black was named director of Government Relations, overseeing state and federal legislative affairs. Black serves as chief lobbyist and liaison with legislators, state and federal legislative committees and other key contacts.
- ◀ Susan Gerrits was appointed general counsel and secretary to the Board of Trustees. She is responsible for all legal representation of the Board of Trustees and the university, and supervises a team of seven staff members.
- ◀ David Downing, associate professor of Mathematics, was named dean of the College of Arts and Sciences. A faculty member since 1977, he has been associate dean of the college since 1989 and was acting dean prior to the appointment.
- ◀ John Gardner was named the fourth dean of the School of Business Administration. He had been serving as associate dean and professor in the School of Management at Binghamton University in Binghamton, New York.
- ◀ Justine Speer was named dean of the School of Nursing. Speer had been dean and professor of nursing at the University of Louisville since 1984.

# LISTENING TO OUR CUSTOMERS



Willard C. Kendall  
Assistant Vice President  
Employee Relations

“The key to improving service to those you serve is to find out what they want and how you’re doing. You can’t sit in your office and decide how to become more efficient and effective. We actually have to go to our customers, ask them questions, talk with them and then set standards for improvement. And that requires teaching your people how to do this. That’s what we’ve done. Over the past year, we’ve trained faculty and staff how to talk to those we serve – and how to examine ourselves. We’ve also conducted surveys and developed focus groups. The exciting part is we’re getting to the people and finding out exactly what they need from Oakland University. And that means that any improvement we make will be fact-based; we’re not basing our decisions on hunches. We’re making it everyone’s job to improve service, actually building it into the fabric of Oakland University. This is a new way of thinking.”

# S T R A 8 T E G Y

OAKLAND BELIEVES THAT CONTINUOUS PLANNING AND EVALUATION ARE NEEDED TO EFFECTIVELY CHART THE FUTURE OF THE UNIVERSITY, AND THEREFORE OAKLAND WILL INCREASE ITS SELF-ASSESSMENT ACTIVITY.

- ▶ The Strategic Plan was approved by the Board of Trustees, culminating 18 months of extensive work by nearly 170 university members and friends to position OU for growth and excellence well into the 21st century and beyond. The nine-point plan articulates the steps Oakland should take over the coming decade to improve areas that are central to its vitality, growth and quality. The plan outlines main areas of commitment and major objectives, and establishes guidelines to keep the university progressive.
- ▶ Oakland began its quality improvement effort, called process redesign, by establishing cross-functional work groups. Teams of 50 faculty and staff members examined some of the ways the university does business and received training in quality concepts and practices before tackling specific areas of improvement. The efforts are now intensifying, taking on a more university-wide focus and including the creation of a faculty and staff survey to help prioritize training and development needs.
- ▶ Oakland completed its first full year of formal assessment of academic majors and programs. The program, which aims to improve the quality of the educational experience at Oakland, evaluated every academic major and program and will become an annual exercise at OU. Student achievement also will be measured in future assessments.
- ▶ Oakland, one of the founding members of the Michigan Quality Council (MQC), helped with statewide promotion of total quality management standards within the workplace. The university has several quality initiatives in place, both on campus and off, and has housed the MQC since its inception in 1993.

# STRIVING TO BE BETTER



Laura A. Schartman '79, '82  
Director  
Institutional Research and Assessment

“As a university, we know it’s important that our students learn and develop as human beings. But how do we determine what that means? That’s what academic assessment is all about – evaluating what we’re doing and learning how to do it better. Deciding on goals and how to measure them. Making sure our majors know what we think they should know. Our assessment is a way of looking at how the university is doing, rather than simply looking at resources, like rankings do. Rankings are important, too, but we say the excellence of a university is not just the resources you have but how effectively you’re using them. In our first year, we’ve already seen departments change their curriculum and adjust their approach to teaching. It’s a change in how we view what we do; a willingness to say that no matter how good we are, we’re going to strive to be better. We’re going to move from excellent to being more excellent.”

# S T R A T E G Y

## OAKLAND WILL SECURE, ALLOCATE OR REDIRECT HUMAN, PHYSICAL AND FINANCIAL RESOURCES IN A MANNER THAT ENHANCES THE UNIVERSITY'S MISSION AND VISION.

- ▶ Oakland's new main entrance off University Drive was officially opened in ribbon-cutting ceremonies in June 1995. Nearly 40 oak trees were planted on both sides of the entrance and exit lanes. Meanwhile, a new campus signage program was approved to help visitors find their way more efficiently.
- ▶ Meadow Brook Hall will receive a restored and enhanced entrance drive, as well as front and service courtyards, thanks to a \$2.3 million commitment from the Matilda R. Wilson Fund of Detroit.
- ▶ Many university offices stayed open later and increased services to accommodate growing numbers of working and non-traditional students. A Customer Service Excellence Team formed to focus on new ways staff can assist students.
- ▶ Oakland mapped out an extensive three-phase, \$1.6-million plan to modify campus facilities to meet requirements of the Americans with Disabilities Act. Representatives from the Department of Labor, alumni and graduate and undergraduate students offered input on the plan, which will make OU more accessible to persons with disabilities.
- ▶ The first full year of recycling efforts paid off for the Oakland community, saving more than \$10,000 and sparing an estimated 611 trees. Almost 36 tons of white and mixed paper were recycled.
- ▶ Seniors and graduate students were the first to use the new phone registration system unveiled in fall 1995. The system enables students to register in five to six minutes and will be available to the entire student body in spring 1996.
- ▶ Oakland's Academic Skills Center and Admissions and Enrollment Management Office are scheduled for major renovation beginning in spring 1996, thanks to a \$531,000 grant from the OU Foundation.
- ▶ Cable television was installed throughout the residence halls. An interconnection with various cable television systems throughout the state provides Oakland with the ability to deliver interactive video instruction to many remote locations and work sites.
- ▶ The Career Resource Center was renovated to better serve students. The center provides individual counseling, publications, academic and career exploration programs, and a computerized career guidance system.
- ▶ The Math and Journalism departments began sharing a computer lab, enhancing the skills of students in both disciplines. Funded by a \$65,000 grant, the collaboration added new computers, software and a printer. The Math Department plans to use the lab for a math camp for high-achieving high school students, while the Journalism Department will be able to add computer graphics classes.

# FOCUS ON SERVICE



Terrie Rowe '95  
Senior Systems Analyst  
Administrative Information Systems

"We've made student service a priority at Oakland University, and our phone registration system is just the beginning. It's reflective of a new administration that is committed to improving service and recognizes that we need to let students focus on education. Their time is better spent in the library than standing in line to register. We would rather students pursue opportunities in the skills center or spend time with their adviser. And watch for more dynamic services over the next several years: accepting credit card payment over the phone; a voice-response system that allows students to call for grades, request transcripts or check the status of financial aid; class registration over the Internet; computer kiosks on campus where students can walk up and get information; and our greatest challenge – an improved information system that will open doors to new services we can't provide now. I think the only ones more excited about these changes than us are the students we're serving."

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*Director, Eye Research Institute*

Justine J. Speer

*Dean, School of Nursing*

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James L. Howlett, *Legal Counsel*

Gary D. Russi, *Interim President*

# OAKLAND UNIVERSITY

## AT A GLANCE 1995-96

Founded.....	1957
Total enrollment .....	13,600
Undergraduate students.....	10,769
Graduate students .....	2,831
Student to faculty ratio.....	19 to 1
Faculty holding Ph.D. degrees .....	87%
Classes taught by faculty (not graduate assistants) .....	98%
Students employed within the first three months of graduation .....	92%
Operating budget .....	\$104 million
Tuition and fees .....	\$3,396 (freshmen and sophomores)
Room and board.....	\$4,165
Degrees offered.....	71 undergraduate programs 30 graduate programs
Academic units.....	College of Arts and Sciences School of Business Administration School of Education and Human Services School of Engineering and Computer Science School of Health Sciences School of Nursing