



OU NEWS

President Outlines Budget Activities

Editor's note—President Joseph E. Champagne, anticipating recent economic news out of Lansing, has addressed the OU Trustees and the OU community about the challenges faced by the institution and about the need for a critical self-examination. His Sept. 14 remarks to the Board of Trustees are reproduced below. President Champagne's address at the Oct. 21 colloquium is carried as an insert in this issue of *The OU News*.

October 14, 1981

Members of the Board of Trustees:

Last month I made a formal statement to you concerning the scarcity of fiscal resources and the implications of this situation for the future of Oakland University. At that time I indicated to you that I believed that the university may have become too complex in scope for the size of its revenue base. Nothing has dissuaded me from that growing conviction. I indicated in that statement that the governor was considering a five percent budget reduction for fiscal year 1980-81 to take effect immediately. The governor did exercise an executive order requesting a three percent cut for higher education for fiscal year 1980-81 and this budget reduction was approved by the appropriation committees of the House and Senate. As a result of this executive cut, our budget was automatically reduced by \$561,000. While one might construe this reduction as being better than the more than \$900,000 that a five percent reduction would have brought about, we must view it in the context of new circumstances that are developing and that are discouraging.

Because of a projected state deficit for the 1981-82 fiscal year which the state has now entered, it is anticipated—and indeed we have been advised as late as this afternoon to expect—that a major budget reduction some time in the

immediate future will be requested by the governor. Whether this additional budget reduction would have to be absorbed entirely during our current fiscal year or whether some could be deferred to the next fiscal year is not yet known. It is quite certain that we must anticipate a major portion of it to have an immediate effect upon our current fiscal year. The balance of the cut plus any additional cuts that may be requested later in the year would likely have a major impact on the fiscal year, which starts on July 1, 1982. Thus, in effect, we would be entering our next fiscal year with a reduced budget before we even began the year.

It is anticipated that the additional budget cuts expected to be announced shortly could exceed \$600,000 for us based upon our fiscal 1981-82 state appropriation. This coupled with the already

effective \$561,000 cut would indeed be devastating to Oakland University and there is nothing to say that further cuts this winter will not happen. However, the problem is made even more seriously acute by the fact that tuition revenues for the current year are not so high as projected. Indeed, tuition revenues at this point are substantially below what was projected when the budget was built. This is due in large part to a decline in graduate enrollment this past summer and a continuing decline in graduate enrollment during the fall term. If we extrapolate the current shortfall in tuition revenue through the rest of the year, we anticipate tuition revenues of up to approximately \$600,000 less than budgeted.

Therefore, I am exercising my authority as president to call for a general expenditure

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OAKLAND UNIVERSITY CHANGES IN STATE APPROPRIATION 1979-80 to 1981-82 (OU Fiscal Year)

		Change in State Appropriation from Previous Year	\$ per Full-Year Equated Student
1979-80 Actual Appropriation	\$19,344,875		\$2053
1980-81: Original appropriation	\$18,975,459		
Less: September 1980 Executive Order	<u>214,021</u>		
Actual appropriation	\$18,761,438	-3.0%	1941
1981-82: Original appropriation	\$20,497,575		
Less: September 1981 Executive Order	<u>561,294</u>		
	\$19,936,281		
Less: Executive Order Announced on October 21, 1981 (1)	<u>474,603</u>		
Current appropriation	\$19,461,678	+3.7%	2006 (2)
Two year change, 1979-81 to 1981-82		+ .1%	

- (1) The amount of the proposed Executive Order is \$632,805. This presentation assumes that Oakland University will absorb $\frac{3}{4}$ of this amount during OU's 1981-82 fiscal year.
(2) At the budgeted FYES total of 9700. The equivalent figure at the now-predicted total of 9500 is \$2049.

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 * **BLOODY BESS** *
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 * Oct. 30-Nov. 15 *
 * Barn Theatre *
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 * **377-2000** *
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 * **CANDIDE** *
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 * Oct. 29-31 *
 * Studio Theatre *
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 * **377-2000** *
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President Outlines Budget continued

reduction to take effect immediately. If we act now, we can spread the shortfall in projected revenues over a longer period of time, thereby reducing the crippling shock of immediate one-time and emergency type cuts.

We are anticipating that a reduction of the general fund expenditures by approximately two percent spread across the various units of the institution will achieve a degree of relief that will prevent the sort of problems experienced last year as emergency actions had to be taken from time to time. If we couple the two percent expenditure reduction with other potential budget reductions that include the budgeted contingency fund as well as portions of the indexed items in the budget such as additional library acquisitions, equipment, micro-computers, and other items, we should be able to effect reductions of approximately \$1.6 million, which will cover the projected revenue losses. But I wish to point out that it is also entirely possible that at a future date we might have to increase this general budget reduction depending upon the size of the budget cuts approved in Lansing. While it will cause major and significant strain to the institution to reduce its budget by this large amount when we are already 1/4 of the way through the budget year, I feel strongly committed to this type of financial adjustment at this time rather than having to ask the students to again bear the burden of cost by a tuition increase. I am committed to do everything that is possible to prevent a further tuition increase during this university fiscal year. I believe that the students have absorbed as much as they can at this time.

I am asking board members of this institution as well as members of the community at large to make known the devastating effects of further budget reductions on higher education in Michigan. Higher education simply cannot continue to take a back seat in the priority process of the finances of the state. We have been eroded to dangerously low

positions and I firmly believe that the future viability of an effective higher education system in Michigan is now in question. I urge all of you to use whatever influence you may have individually or collectively to assist higher education in avoiding a process of qualitative erosion that frightens me at this time.

I am not crying "wolf." I am looking directly into the mouth of a very serious problem for education in this state. It is not a problem we can anticipate, it is one we are now experiencing. As Michigan attempts to diversify its economic base through the attraction of high technology industries, our educational systems must grow and develop to meet the demands of these sophisticated industries and businesses. There is no way that we will be able to meet the educational challenges of what the state is looking to in a more diversified economic base if our educational systems continue to erode. We will have a situation in which the state is attempting to attract industry without sufficient ability to provide a trained and educated workforce to support it.

During the course of the next month or two, I will be considering additional actions to assist Oakland University in rethinking its posture under the fiscal austerity that exists so that we emerge from this situation as unscarred as possible.

I indicated in my remarks to you last month that I was asking for your forbearance during these times. I re-emphasize my request. We will do everything as an educational community that we can to remain cohesive and to attack the problems of fiscal austerity head-on, but such periods will be, and always are, difficult and they will require the best that all of us—students, staff, faculty, administration, trustees, and alumni—can bring to bear to solve a most serious and threatening problem. Indeed, the survival of quality is at stake.

Senate Meeting

There will be a meeting of the Oakland University Senate on Thursday, November 12, at 3:00 p.m., in Rooms 128, 129, 130 of the Oakland Center.

United Way Drive

Members of the OU community who benefit from the United Way agencies are reminded that the OU/United Way Fund Drive is now in progress. In addition to individual services, OU received both research dollars and internship placements from United Way agencies last year. People who have not returned their pledge cards are urged to do so. Those who need cards are asked to call the campus co-chairpersons for the drive—Ruth Eberle (377-2250), Bill Hammerle (377-2206), Earl Harvey (377-2168) or Bill Marshall (377-3245).

Lecture Series

Nancy K. Schlossberg, professor of counseling and personnel services, University of Maryland, will lecture Nov. 5 at noon in the Gold Room of the Oakland Center.

Professor Schlossberg appears under auspices of The President's Club Lecture Series. Her topic is "Coping With Change: An Understanding."

The lecturer has been involved in a detailed study of the factors making it either difficult or easy to assimilate change. She will discuss the impact of change and how people can learn to deal more effectively with crises.

Sims Is New Trustee

Gov. William G. Milliken Wednesday announced the appointment of Howard F. Sims of Detroit to the Oakland University Board of Control, for the remainder of a term expiring August 11, 1988, subject to Senate confirmation.

Sims, 1326 Nicolet, president of Sims-Varner and Associates, Inc., an architectural firm in Detroit, will succeed David B. Lewis of Detroit, who resigned. A graduate of the University of Michigan, he is a member of the American Institute of Architects and of the board and executive committee of the Engineering Society of Detroit.

Sims said, "I am very pleased that Gov. Milliken has appointed me to the OU Board of Trustees. Since its establishment as a separate institution, OU has grown to be one of the outstanding universities of the state of Michigan. I anticipate continued qualitative growth and development by the university in the decade of the 80s and as the newest member of the university community I expect to play some part in that accomplishment.

"However, maintenance of our present high standards, let alone growth, will not be easy. A period of rising costs and decreasing state support will require the very highest commitment from the entire university community—students, faculty,

administration and trustees—to overcome obstacles to the continuation of university programs. To that end, you may expect from me nothing less than complete dedication and effort as one of your trustees toward the continuation and improvement of the academic programs of the university."

He has served as board member and chairman of the Michigan Construction Code Commission, is former chairman of the Committee on Barrier Free Design, and from 1973 to 1974 served as director of the National Organization of Minority Architects.

He also is director of the Citizens Research Council, director of the Detroit Bank Corporation of the Detroit Bank and Trust, director and member of the executive committee and chairman of the Commercial Development Committee for the Detroit Economic Growth Corporation, member of the executive committee of the Greater Detroit Area Hospital Council, life member of the National Association for the Advancement of Colored People, Inc., trustee for the Saint John's Hospital, and director and vice president of the United Community Services. Sims has received numerous awards and citations relative to his profession and community involvement.

Placement Notes

The Career Advising and Placement Office, 201 Wilson Hall, has received information from The American-Scandinavian Foundation regarding on-the-job training in engineering for the summer of 1982. Persons interested in reviewing materials for the opportunity to be employed in Finland or Sweden may do so by stopping by the office.

The office has also received information on the Hughes Fellowship Program for graduate studies in engineering, computer science, applied mathematics and

physics. Persons wishing to review the information booklet in preparation for applying for this program may do so by stopping by the office.

Notification has been received from the National Security Agency that the Professional Qualification Test (PQT) will be administered on November 14, 1981. Registration for the test must be received before October 31. PQT bulletins giving guidelines regarding test application procedures and descriptions of career opportunities can be picked up at 201 Wilson Hall.

Personal Loss Service

An Acute Personal Loss Service is available to members of the OU community through the University and Community Counseling Center.

Self-referrals and referrals from professionals are considered following a contact at the center. Interested persons should call 377-3465.

The service is intended for persons who are adjusting to a painful, personal loss explains Ralph Schillace, associate professor of psychology and staff member at the center.

Schillace says help is available for those hurt through the death of a loved one, a divorce, sudden and catastrophic illness, or a sudden alteration in a job or economic situation.

The center provides individual psychotherapy, assessment of individuals and referral to appropriate additional services including self-help groups and other professionals, consultation to couples and families following loss, and consultation to community groups and organizations concerned with grief, loss reactions and rehabilitations.

Information about fees and services can be obtained by calling the center at 377-3465.

New Faculty

Four new faculty appointments were approved by the OU Board of Trustees in personnel actions taken at the Oct. 14 board meeting.

The appointments are Barbara J. Cochran, instructor in nursing; Larry S. Carr, assistant professor of education; Mary Lou Sherman, special instructor in medical technology; and John R. Stevenson, instructor in education. All appointments are effective immediately.

ADDRESS OF THE PRESIDENT

Joseph E. Champagne Oakland University Colloquium

October 21, 1981

On March 19, approximately eight months ago, I had the honor of being officially installed as your president. Indeed, I say honor, for it was an honor.

The reputation of Oakland University extends far and wide. It goes much farther and much wider than many other public institutions of comparable size. Its reputation is well-deserved and it is regarded across the country as an institution of high quality. And it is young enough to be vibrant and capable of rapid responses to the changing intellectual challenges of the latter years of the twentieth century.

When I accepted the offer to become your president—now almost one year ago—many of my colleagues and friends from across the nation congratulated me at having been selected to be the president of a premier public institution. No one of any reputation in higher education had to say "Congratulations, Joe, but where is Oakland University?" Granted, there were some who thought that I was going to sunny California, but, indeed, how truly wrong they were. But even these, though they had geographically misplaced the university, knew of its pioneering spirit and drive to become one of the finest medium-sized public institutions in the country.

Some, as they would congratulate me, would say "That is a fine institution, but why would you elect to go to Michigan at this time?" My answer to that question was easy. "If the institution is truly as great as its reputation depicts it, then I believe that it has the internal force to transcend the financial problems of the state." Indeed, that is how I have felt and that is how I still feel. But we must make that happen, deliberately and definitively.

I am going to reflect on some of my early thoughts about Oakland University and then I am going to try to react to some of the current financial pressures and, to suggest directions Oakland University might take to emerge from Michigan's financial crisis as a strong, dynamic, and significant institution.

In my inaugural remarks I pointed to five pressures which have caused and are causing higher education to change rapidly during these times. First I pointed out that the undergraduate curriculum must provide a solid foundation upon which the graduate can make adequate individual and social choices and decisions based upon ethical considerations. I suggested that the undergraduate curriculum must be so structured as to provide the students the opportunity for those experiences that will help them reflect upon their value systems. The purpose would be to help the students emerge as persons who seek to enrich not only their own lives, but also those of others in society as a whole. I have looked at our curriculum here and, indeed, I believe we provide many rich avenues and opportunities for the students to question and examine themselves. But I should like to take this opportunity

to announce this afternoon the appointment of a special commission to advise me and the provost about ways in which we can institutionally address value issues in business and society through the curricular experience. I have asked Professor William Fish to head this ad hoc commission. I believe that even in a time of scarce resources, we must not let fundamental issues as these erode.

A second pressure discussed in my inaugural remarks concerns areas of equal opportunity. I believe that the university is now making significant progress in both equal educational and equal employment opportunity. Early on, we asked the Board of Trustees to reaffirm its policy of affirmative action, and this was done. In addition, I have contacted by memorandum or by newsletter all of the members of our university community, pointing out our responsibilities and obligations in the areas of equal opportunity. I shall continue to place great emphasis on this aspect of university life; not only because it is fair and equitable but, also, because the cultural and social diversity accomplished through an aggressive program of equal opportunity is a necessary and vital part of the collegiate experience.

A third concern is related to the growing professional curriculum of our universities. I will continue to support the professional aspects of Oakland University's curriculum, for through such programs lies a great opportunity for our graduates in a highly technological society. Indeed, our legislative leaders are calling for economic diversification through the attraction of high technology industries. It is even more important now that we provide a suitable climate for the development of our professional and technology-based curriculum. But we should continue to monitor these programs carefully in order to insure that the undergraduate curriculum in the professional schools is well-balanced to provide a comprehensive education while, at the same time, focused on specific career preparation. It is my belief that if the professional curricula become too technical at the undergraduate level, they will produce narrow-minded graduates whose skills can become obsolete quickly. There must be an adequate foundation in the arts and sciences that will provide firm footing for other areas to take hold. An enduring base upon which to rest the technical curriculum is fundamental.

A fourth point in my inaugural comments related to a growing discontent with university research among much of the non-academic world. My commitment to research remains indeed strong. The approach that Oakland University has taken with its undergraduate research program is entirely in keeping with an exemplary direction for university research to supplement a strong program of graduate-level research activity. We must, however, continue to seek answers through applied research, where the benefits of active research can be viewed readily. Such a program of applied research will defuse

much of the criticism levied against university research. A healthy balance between the applied and the theoretical is necessary.

The fifth pressure point concerned the problem caused by the austerity of the present economy. It was pointed out that these pressures are hitting us at a time when we must re-evaluate our curriculum and develop new programs and methods of delivery for the rapidly changing needs and student body of the 80s.

After approximately eight months as your president, I still regard these five pressures as predominant influences on the future mission of the university. I believe that we have laid some ground work in these eight months to continue a steady course that will keep us on track in the years ahead. But I would like to share with you now some of my thoughts as to how we can continue to react to these pressures on Oakland University. It is my strong belief—and I have never hidden from this fact—that the successful public institutions of the future in this country will be those that visibly and adequately provide a strong degree of public and community service to the public that supports them. It is simply no longer sufficient to provide an education of students toward degrees to maintain the level of public support necessary for our institutions of higher learning to survive. Indeed, few will question that the primary functions of the university are teaching and research. But more and more you will see mentioned in bolder terms a third dimension, i.e., public service. The literature now states more and more emphatically that teaching, research, and public service are the three legitimate dimensions of the university academy.

However, too frequently the public-service dimension is only given operational lip service. I believe that if we remain in the shell of the academy, we will smother from a scarcity of financial oxygen necessary to sustain us. I have no doubt whatsoever that we must achieve a genuine posture to serve the broader educational needs of a public constituency than only those students who come to our campus daily to experience our lectures or our laboratories. I am not advocating that we must become an "educational supermarket," for we must maintain the rigor of extreme quality in all that we do. Indeed, quality is defined by the excellence of a university, for the university is regarded as the standard-bearer of quality. If we decline internally in quality, so, also, will the educational standards of the nation decline. Universities are the gauges of quality; the higher our standards, the higher the standards of society. But while we must maintain a posture of excellence and extreme quality, we need not sacrifice relevancy and applicability. In other words, quality does not exclude the application of relevant knowledge to the issues of society. To this end, I have been working diligently these past eight months and, indeed, progress is being made. Professor Jacqueline Scherer has agreed to chair a special task force to evaluate the breadth and quality of our academic public services.

I have addressed many public bodies; I have met with many leaders. I am even more convinced that we have a greater responsibility than I had felt earlier to help improve and sustain the quality of life in Michigan and, in particular, in southeast Michigan. I am also fully convinced that we as an institution of excellence have the stamina and potential for improving the quality of life in this region. To do this we must

look beyond our walls and into the communities that surround us. Many of you are already doing this and doing this well. I am not asking for any kind of revolutionary concepts in public service; indeed, I am merely asking us to build upon what we have already built and to make it far more visible. One area, for example, where we can make a main contribution involves the problems that are associated with economic development in this region. Oakland University can serve as a better resource to assist the state in its efforts at economic diversification and recovery. Indeed, we are beginning to apply our resources to assist in these problems and we are being recognized now as an institution that can assist the state in its economic diversification.

I also believe that institutions today must seek out targets of opportunity toward which they can apply their resources. We must develop certain specific and relevant goals to which we can devote major portions of our efforts. An institution should develop several such goals and, indeed, Oakland University already has. I am convinced that Oakland University's contributions in terms of cultural activities is second to none in the nation. What we provide this region in terms of quality cultural experiences is unprecedented. These range from the Meadow Brook activities to programs through the School of Performing Arts to student productions that are open to the public. We must continue to support this level of cultural experience for it has become synonymous with Oakland University. And this reputation is a key to our future development, for it has given us important avenues of access.

Our research is known nationally as, for example, the research activities of our Institute of Biological Sciences. Oakland University is one of the leaders in the area of eye research. We must continue to maintain and even accelerate that program. Our other science departments are doing successful research of enormous applicability. The size of our research funding attests to the importance and success of our efforts. International conferences on various topics are held here on our campus. The School of Engineering has begun an aggressive program in robotics research, which holds great promise due to its early successes. We are attempting to expand the robotics research emphases by strong industrial connections through the application of robotics research to the American automobile industry. We have been successful in many other areas of application as well. I chose to mention the cultural, the scientific research, and the engineering and applied research as three examples or models of success for us to follow.

A very powerful target of opportunity to which we should address ourselves is the American automobile industry. Indeed, our very history is imbedded in the auto industry through the Dodge/Wilson estate. With the heart of the American automobile industry within minutes from our campus, we must make an effort to serve it more specifically, and to this end I have been working aggressively. We are achieving a measure of success. New doors are now open to us with Ford Motor Company, with General Motors, and with Volkswagen of America in specific areas. We intend to pursue these activities aggressively and to expand them to the other automobile manufacturers. But we have much to do. Recently, I approached one very high-level executive in one of the automotive companies to show him what we were doing at Oakland University to elicit support and he was amazed to learn that we had a School of Engineering. We have not marketed

the excellence of our efforts well at Oakland University. Now, however, we are engaging in a vigorous one-on-one program with key leaders to make them aware of the breadth and excellence of our various programs. A recent meeting with executives at one company, for example, will result—I am sure—in a broader development of our liberal arts co-op program with industry. These executives were pleased to hear that we had such a program and that we are interested in pursuing this program more vigorously. I believe that the American automobile industry provides us with a target for both applied and theoretical research as well as both traditional and non-traditional educational programs and for a wide range of public-service activities. I further believe that an aggressive university/industry partnership will be mutually beneficial financially to both entities. Indeed it is necessary for our survival.

I would like to turn my comments now to the terrible and devastating financial crisis that is upon us in Michigan. I must admit that it is far more serious in nature and scope than I saw it to be eight months ago. I recognized it as a serious problem at that time. I now see it as a problem that calls into question the viability of our higher-educational system as we know it in Michigan. I am further convinced that unless we at Oakland University reconsider our mission and scope, we may find ourselves caught in a qualitative downslide, which will be irreversible. We must take the time to reassess where we are and where—with severe and continuing financial restraints—we can continue to go. The economy in Michigan will likely never recover to the levels it once knew. We are simply in a new and more restricted economic climate. I am convinced that attempts at industrial development and diversification will at best help Michigan remain a competitive industrial state, but they will not result in the same relative degree of industrialization that Michigan once knew as compared to other states. My experience in the southeast and southwest convinces me that the efforts of states in those regions through the early 60s and 70s have laid a base for diffusing the national industrial complex across the entire nation rather than to concentrate it in the region of the Midwest and Northeast. The states of the Midwest and Northeast will continue to be strong industrial states, but they will share that industrial wealth and greatness with the rest of the nation in ways that we have not even begun to experience. Consequently, the resources of wealth will be diffused and less will be available to us in Michigan. Therefore, we must rethink our mission in higher education in this region of the country, for we shall not have the financial resources to be as many things to as many people as we have attempted to be in the past.

Furthermore, I believe that the State of Michigan is not very far away from the establishment of a central coordinating agency for higher education. Unless we carve out for ourselves a simpler and more defined mission and scope, I am sure it will be done for us and we might not like the results. My rationale for thinking that we are not far from a centralized coordinating authority in higher education is simply that it is almost impossible politically to make restrictive decisions through the Legislature on what the various institutions of higher education can provide. The Legislature will elect to defer such decisions to another agency of government, either existing or to be created, to which it will give the authority to make such difficult and controversial decisions. When that happens,

unless we have a lean and relevant curriculum, we shall be told how and when to retrench. And the public appeal to reduce duplication will be effective and will succeed.

I am likewise convinced that those institutions that elect to undergo a vigorous self-examination of their mission on their own shall emerge successfully in staving off outside pressures for specific institutional redesign, which may not fit the particular institution. Therefore, I am asking this community to work with me in reassessing who we are and what we can legitimately continue to be. We simply do not have the resources to be a quality institution and remain as broad-based as we are. We are not getting additional real money from the state. Indeed, we continue to slip behind. The cuts of the past two years and those going on now have put us financially behind where we were in the past in real dollars. In the last three weeks we will have been cut twice if the Governor's Executive Order of today passes, in an amount of \$1.2 million, with more cuts likely in a few months. We have strained the resources of this institution to remain vital and have put into effect major internal budget reductions. And the resources continue to dwindle; and the erosion goes on.

Therefore, I shall be appointing what I believe will be one of the most significant committees this university has ever known. I am going to appoint a committee to examine the academic role and scope of the institution and to make priority recommendations to me as to what activities are essential to the continuance of the university and what activities, though they may be excellent in nature, are marginal to a more financially viable and stable institution. I shall ask the Steering Committee of the University Senate to serve as the nucleus of this committee, adding to it at least two additional faculty members to ensure that all major academic units are represented. A member of the faculty shall also serve as chair. In addition, I shall ask that a student and a member of the Alumni Association serve on the committee. I shall also have at least two members of the administration on the committee to assist in the broader considerations. The committee will be asked to begin the reviews at the departmental level, working on up to the broader academic units. The work of this academic role and scope committee, I hope, will be transmitted to me by spring and I, the provost, and the deans as my academic advisory group together will review the recommendations before any final decisions will be made. I would like the work completed before the 1982-83 budget is finalized. I believe that if the financial picture continues as it is currently, some programs may have to be reconsidered during the 1982-83 budget process. I also believe that working together we can find that optimal mix of programs that will continue in the finest tradition of Oakland University on the one hand, and help us to achieve a greater measure of fiscal stability on the other hand. The decisions that have to be made will not be simple and they will affect each and every one of us significantly. But, unless we, ourselves as a university community, make these difficult decisions, our future as a freestanding autonomous institution capable of managing its own destiny may be jeopardized. I know all of us wish that these austere times would move on quickly and let us be about the business of education. But they will not move on quickly and they could leave a scar that will linger for generations to come. It is our task to maturely and responsibly meet these challenges with deliberateness, with planning, and with a genuine sense of academic direction.

Let me point out a few simple statistics and you will understand why the crisis in Michigan higher education is as acute as it is. In the period of 1979-81, Michigan was 50th in the nation in increased spending for higher education and, in fact, has fallen behind in real dollar increases. During the 1970-80 period, the average increase by state in higher education funding in the United States was 53 per cent; Michigan was 48th in the nation with a real increase of only 9 per cent. Ten years ago 20 per cent of Michigan's state revenue was for higher education; now it is just above 16 per cent, indicating a potential priority downslide. These are but a few indicators that the relative position of Michigan higher education prominence in the United States is eroding rapidly.

These are grim times and our challenge is enormous. The times give us an opportunity to take stock in ourselves, assess our strengths, review our direction, and redeploy our limited resources to a new level of quality, perhaps less broad in scope, but no less excellent in substance.

During the past several months, we accomplished much. The institution has been reorganized for reporting efficiencies using its existing talent in order to avoid the expense of bring-

ing in new people when indeed, such were really not necessary. An active university development program has been set in motion and should begin to reap noticeable benefits as we enter our twenty-fifth anniversary year in 1982. We have established a positive and real outward academic thrust through a close articulation with members of the government and business sectors in the state. Internally, we have opened new channels of communication between the student body and the administration and between the faculty and the administration.

Last month I told our Board of Trustees that much had to be done to respond to the current problems of higher education while never losing sight of our thrust for relevance and our search for excellence. I am confident that Oakland University is a strong institution and shall weather the threats of the existing storm. As I indicated at the beginning of this address, I believe that Oakland University has the internal stamina to survive and develop even when the economic odds are unfavorable. Let us try to work together during the next year as we build new bridges of understanding and strive to achieve the greatness that is destined for this young and excellent university.

DIVERSIONS

OCTOBER 29-NOVEMBER 11, 1981

OCTOBER 29, 1981

- 11:45 p.m. Water Color Painting Demonstration
OC Exhibit Lounge
- 12:00 p.m. Music Film Series—A time for Bach
110 Varner Hall
- 2:00 p.m. President's Meeting (Recreational Orgs)
OC Faculty Lounge
- 6:30 p.m. University Congress Meeting
OC Lounge II
- 6:30 p.m. Rehearsal
Slavic Folk Ensemble—Folk Dancing
OC Gold Rooms
Volleyball
at Central Michigan University
- 7:30 p.m. Lecture
Windows of Self Knowledge—Dr. J de Vyver
OC Rooms 126-127
- 7:30 p.m. Seminar for Those Considering Marriage
OC Oakland Room
- 8:00 p.m. Play
Candide
Varner Studio Theatre
- 8:00 p.m. "Mainstage" Music Series
Nina Kalhe, Nationally Renowned Performer
OC Abstemion
- 8:30 p.m. Play
Othello
Meadow Brook Theatre

OCTOBER 30, 1981

- 2:15 p.m. Film
Friday the 13th
202 O'Dowd
- 7:00 & 9:30 p.m. 201 Dodge
- 2:15 p.m. School of Engineering Seminar Series
Mr. Donald Parker—General Motors Corp.
202 Dodge Hall
- 7:00 p.m. Halloween All-Night Movie Festival
VBH Multi-Purpose
- 8:00 p.m. Play
Candide
Varner Studio Theatre
- 8:30 p.m. Play
Othello
Meadow Brook Theatre
- 8:30 p.m. Play
Bloody Bess
Barn Theatre

OCTOBER 31, 1981

- 1:30 p.m. Cross Country
NCAA II Regional Championship
Soccer
University of Toledo
Lepley Sports Center
- 6:00 & 9:30 p.m. Play
Othello
Meadow Brook Theatre
- 6:00 & 9:30 p.m. Play
Candide
Varner Studio Theatre
- 6:00 & 9:30 p.m. Play
Bloody Bess
Barn Theatre
- 7:30 a.m. CPA Cram Seminar
- 7:30 p.m. Swimming
Gold/White Intrasquad (Men)
Lepley Sports Center

NOVEMBER 1, 1981

- 1:00 p.m. Public Tours Meadow Brook Hall
Meadow Brook Hall
- 2:30 p.m. Play
Bloody Bess
Barn Theatre
- 6:00 p.m. Order of Leibowitz Gaming
OC Annex
- 6:30 p.m. Omega Psi Phi Meeting
OC Meadow Brook Room
- 6:30 p.m. Play
Othello
Meadow Brook Theatre

NOVEMBER 2, 1981

- 8:30 a.m. Advanced Registration Begins
Registrar's Office
- 12:00 noon Martial Arts Demonstration
OC Fireside Lounge
- 6:30 p.m. Alumni Telefund
Meadow Brook Clubhouse

NOVEMBER 3, 1981

- 3:30 p.m. CIPO Leadership Workshop Series
"Setting Group Goals"
OC Rooms 126-127
- 6:30 p.m. Rehearsal
Slavic Folk Ensemble—Folk Dancing
OC Gold Rooms
- 6:30 p.m. Alumni Telefund
Meadow Brook Clubhouse
- 7:00 p.m. ABS Meeting
OC Abstemion
- 7:30 p.m. Lutheran Student Fellowship Meeting
OC Room 125

NOVEMBER 4, 1981

- 12:00 noon The Women's Break
Lunch and Idea Exchange
OC Room 125
- 12:00 noon Cartoon Week
OC Exhibit Lounge
- 2:30 & 7:00 p.m. Film
Bonnie and Clyde
OC Abstemion
- 2:30 p.m. Seminar
Career Opportunities for Liberal Arts Majors
OC Lounge II
- 3:00 p.m. Soccer
University of Michigan
Lepley Sports Center
- 6:30 p.m. Alumni Telefund
Meadow Brook Clubhouse

NOVEMBER 5, 1981

- 11:45 a.m. Weaving and Silk Screening Demonstration
OC Exhibit Lounge
- 12:00 noon Cartoon Week
OC Exhibit Lounge
- 12:00 noon President's Club Lecture Series:
Nancy Schlossberg
OC Gold Rooms
- 6:30 p.m. University Congress Meeting
OC Lounge II
- 6:30 p.m. Rehearsal
Slavic Folk Ensemble—Folk Dancing
OC Gold Rooms
- 6:30 p.m. Alumni Telefund
Meadow Brook Clubhouse

DIVERSIONS

OCTOBER 29-NOVEMBER 11, 1981

- 8:30 p.m. Play
On Golden Pond
Meadow Brook Theatre
- NOVEMBER 6, 1981**
12:00 noon Cartoon Week
OC Exhibit Lounge
- 2:15 p.m. Film
Creature from the Black Lagoon (3D)
202 O'Dowd Hall
- 7:00 & 9:30 p.m. 201 Dodge Hall
Swimming
at Bowling Green (Women)
- 7:30 p.m. Swimming
Gold/White Intrasquad (Men)
Lepley Sports Center
- 8:00 p.m. Play
A Month in the Country
Varner Studio Theatre
- 8:30 p.m. Play
Bloody Bess
Barn Theatre
- 8:30 p.m. Play
On Golden Pond
Meadow Brook Theatre
- NOVEMBER 7, 1981**
Swimming
at Bowling Green (Women)
- 12:00 noon Cartoon Week
OC Exhibit Lounge
- 1:00 p.m. Rehearsal
Pontiac-Oakland Symphony
Varner Recital Hall
- 1:30 p.m. Soccer
Wright State University
Lepley Sports Center
- 2:30 & 8:30 p.m. Play
On Golden Pond
Meadow Brook Theatre
- 6:00 & 9:30 p.m. Play
Bloody Bess
Barn Theatre
- 8:00 p.m. Play
A Month in the Country
Varner Studio Theatre
- NOVEMBER 8, 1981**
12:00 noon Cartoon Week
OC Exhibit Lounge
- 1:00 p.m. Public Tours Meadow Brook Hall
Meadow Brook Hall
- 2:30 p.m. Play
Bloody Bess
Barn Theatre
- 2:30 & 6:30 p.m. Play
A Month in The Country
Varner Studio Theatre
- 6:00 p.m. Order of Leibowitz Gaming
OC Annex
- 6:30 p.m. Omega Psi Phi Meeting
OC Meadow Brook Room
- 6:30 p.m. Play
On Golden Pond
Meadow Brook Theatre
- 8:00 p.m. Pontiac-Oakland Symphony Concert
Varner Recital Hall
- NOVEMBER 9, 1981**
12:00 Noon Food Co-ops Can Save You Money
OC Fireside Lounge
- 12:00 noon Cartoon Week
OC Exhibit Lounge
- 6:30 p.m. Auditions for Romeo and Juliet
133 Varner Hall
- 6:30 p.m. Alumni Telefund
Meadow Brook Clubhouse
- NOVEMBER 10, 1981**
1:00 p.m. Play
Candide
Varner Studio Theatre
- 3:30 p.m. CIPO Leadership Workshop Series
"Group Dynamics"
OC Rooms 126-127
- 6:30 p.m. Auditions for Romeo and Juliet
133 Varner Hall
- 6:30 p.m. Rehearsal
Slavic Folk Ensemble—Folk Dancing
OC Gold Rooms
- 6:30 p.m. Alumni Telefund
Meadow Brook Clubhouse
- 7:00 p.m. ABS Meeting
OC Abstention
Volleyball
at Eastern Michigan University
- 7:30 p.m. Lutheran Student Fellowship
OC Room 125
- 8:30 p.m. Play
On Golden Pond
Meadow Brook Theatre
- NOVEMBER 11, 1981**
12:00 noon The Women's Break
Lunch and Idea Exchange
OC Room 125
- 1:00 p.m. Play
Candide
Varner Studio Theatre
- 2:00 & 8:30 p.m. Play
On Golden Pond
Meadow Brook Theatre
- 2:30 & 7:00 p.m. Film
North by Northwest
OC Abstention
- 6:30 p.m. Alumni Telefund
Meadow Brook Clubhouse
- 7:00 p.m. OU Concert Band Rehearsal
Varner Recital Hall
- 7:00 p.m. Volleyball
Grand Valley State College
Lepley Sports Center
- 7:30 p.m. National Organization for Women Meeting
OC Rooms 126-7

To have an event listed in Diversions and other sources, contact CIPO, 49 Oakland Center, 377-2020. Due to space limitations, some items may be edited for this publication.