



OAKLAND UNIVERSITY

News

104 North Foundation Hall
Rochester, MI 48309-4401

A publication for faculty and staff

February 26, 1988

Steering a Course for the Future of the University

Keith R. Kleckner, senior vice president for university affairs and provost, has been asked to comment for the university community on enrollment management and related financial and academic concerns.

1. Provost Kleckner, it might be helpful if we started with a brief explanation about enrollment and tuition revenue and how this fits into the entire budget picture for the institution each year.

Let me begin with some observations. The university has for some time been operating on a very lean budget because, as most people know, state appropriations have not grown in proportion to enrollment. Briefly, in the mid-70s we were funded for enrollment growth, and we were told that Michigan would return to a funding formula after the state solved its financial difficulties of the early 80s. We have now learned that such a return is extremely unlikely, and that the students that we have enrolled in the mean time will not generate additional state support. So we have determined that we must control enrollment and restrict its further growth.

Two years ago we attempted to hold enrollment at around the 9,400-9,500 FYES level we had then. Nevertheless, last year enrollment increased somewhat owing to the practical difficulties attendant to the management process. There are several. One is that we have many students eligible to return to the university without notifying us, and it's hard to predict how many of these will or won't return in a

given semester. We also have little control over how many courses a student takes. A student may take three courses, or four courses, or two courses. We have recently experienced drops in the number of semester credits taken by the average student. There are also fluctuations in the percentage of students who accept our offers of admission to the university. While we can control the number of students we admit, there will be variations on the number of students who show up following those admissions. Thus, controlling credit-hour enrollments is not an exact science. We should expect fluctuations of at least a percent or two about the target we try to achieve. Last year credit-hour enrollment went up a little bit; this year it dropped. A significant factor in the decline this year is the drop in credits taken by the average student.

Unfortunately, we are experiencing along with our enrollment drop an economic situation in Michigan that is not good. There were signs last fall that a cutback in our originally appropriated funds was likely. Indeed, that occurred in December when three-quarters of a percent of our appropriation was reclaimed.



Kleckner

Oakland had no choice but to take a hard look at our budgets and act to conserve resources; thus the freezes on faculty and staff positions. I know that freezes are difficult to live with, but they are the only means of realizing significant savings quickly when all of economic factors are working against us. However, it is possible, if our state revenue sources can be predicted to be relatively stable, to deal with modest increases or decreases in enrollment gracefully — without freezes. Low levels of state support, as we might expect will occur in 1988-89, are much more difficult to deal with. Next year's budget picture is not a rosy one.

2. The currently proposed executive office budget for fiscal 1988-89 in Michigan would give OU little or no new money to operate. If additional funding is not provided by the House and Senate, how will OU balance its budget for the coming year?

The budget proposal from the executive office in Lansing does indeed give OU no new operating money. In fact, we will receive less than the current budget year's initial funding. If we cannot get a major enhancement in the final bill approved by the Legislature, and the signs are not good that we or any other institution can, then obviously some tough decisions must be made. One is to raise tuition by a substantial amount; another is to make cuts in our expenditures or programs. Cuts in expenditures would have to be implemented by not filling positions, either some of those currently open, or some of those that will become open

between now and next September.

3. Enrollment growth is not being funded by the state; and consequently, we have begun to discuss enrollment downsizing. What lies ahead for OU in enrollment and program growth?

Oakland has felt an obligation to the citizens of the state of Michigan to offer places here to qualified students who wish to attend. We also want to keep tuition levels as low as can reasonably be achieved so as not to price students out of our higher education opportunities. Unfortunately, Oakland cannot sustain this posture alone over a long period of time; the state has to be our partner.

While it may not be fair to say the state is uninterested in Oakland, state government does view the southeastern Michigan higher educational community as an entity. Eastern Michigan, Wayne State University, Oakland, U-M Dearborn and the community colleges as well (OCC, Macomb, and Wayne Community College) are considered a readily accessible collection of educational opportunities for students. There is great reluctance in Lansing to expand Oakland's share of the funding pie when institutions "down the road" have empty seats (compared with enrollment levels of several years ago). The prevailing legislative opinion is that extra students are accommodated more economically at these other schools than at Oakland. That is because we are telling the state we need additional facilities.

(Continued on page 3)

Accreditation Study Finds Important Strengths at Oakland

Oakland is doing quite well at achieving its purposes, according to preliminary results of its accreditation self-study.

According to Sheldon Appleton, self-study coordinator, information gathering is nearly complete, and attention is now turning toward

analysis. A preliminary draft of the self-study report is to be submitted to the North Central Association in April, and an NCA evaluation team will visit the campus in February 1989.

To be accredited, a university must show that it meets the NCA's four evaluative criteria: it

must have appropriate purposes; must be efficiently organized to achieve those purposes; must show that it is achieving them now; and can continue to do so in the future.

To measure Oakland's progress toward meeting these goals, the Steering Committee has sought data that would make it possible to compare Oakland with other institutions. Counts of faculty publications have been commissioned. Questionnaires adapted from a Carnegie Foundation survey have been administered to over 2,500 students and all faculty and AP members.

Students were also asked to evaluate their learning in specific classes, and results are being compared with a national data base of

over 87,000 classes. Surveys of alumni have been conducted, and test results from the GRE, LSAT and other indicators of student achievement have also been collected.

"Thirteen of the 15 committees conducting the self-study have already reported to the Steering Committee. The other two will report in the near future. Though some information hasn't come in and analysis is far from complete, it seems quite clear that Oakland's record of scholarship is well above that of comparable institutions. Student and alumni satisfaction with university teaching is also higher than at similar institutions, and the achievements of Oakland graduates are notable," Appleton says.

Japan Takes Center Stage at Gallery

A gallery exhibition and a series of films and lectures will concentrate on the Japanese culture.

Meadow Brook Art Gallery will present its *Japan Yesterday* exhibition from March 13-May 15. From March 13-18, the Center for International Programs will sponsor *Japan Focus*, a look at Japan through films, lectures and music. All programs are free.

The gallery exhibition features Japanese art objects and prints from the Northern Michigan University collection. Prints by Hiroshi Yoshida from the private collections of Richard Jones of Utica and Mr. and Mrs. David H. Hamburg of Rochester are also included.

Independent scholar Ellen Conant will give the opening lecture on *Japan: Principles and*

Former President to Lecture in OC

Former President Jimmy Carter will lecture at 2:30 p.m. March 9 in the Oakland Center Crockery.

Tickets for the event are now on sale at CIPO. Prices are \$8 general admission, \$5 for university employees and Alumni Association members, and \$2 for OU students.

The lecture is sponsored by the Student Life Lecture Board and the Student Program Board with support from Domino's Pizza, Inc.

Priorities. She is an expert on the Meiji Period (1867-1912). The program will be from 2:30-4 p.m. March 13 in the gallery.

Remaining *Japan Focus* events are:

• 7-10 p.m. March 14 — A showing of the film, *Gaijin: A Brazilian Odyssey* by Tizuka Yamasaki, with commentary by art historian Bonnie Abiko and film scholar Dolores Burdick. The program will be in 201 Dodge Hall.

• 2-4 p.m. March 15 — A lecture by Robert Danly, translator and literary historian from the University of Michigan, on *The Life and Work of Higuchi Ichiyo*. Ichiyo was a Meiji Period writer. Danly received the National Book Award in 1982. The program will be in the gallery.

• 2-4 p.m. March 16 — A lecture by Asae Shichi of the Department of Modern Languages and Literatures on *Japan and America: Bridging the Cultural Gap*. The lecture will be in the gallery.

• 2-4 p.m. March 17 — *Music of the Japanese Koto* with Alice Sano and Katy Holleran of the U-M Japanese Music Study Group. Presentation will be in the gallery.

• 2-4 p.m. March 18 — Lecture and multimedia presentation by Abiko on *Popular Culture of Modern Japan*. The program will be in the gallery.



Educator Marva Collins of Chicago displayed her no-nonsense approach to teaching during a Black Awareness Month program in the Oakland Center. Collins was direct in telling both teachers and parents that they share responsibility for motivating students. Still, she said, teachers must instill a belief that education is essential. "Any good teacher realizes her students are extensions of herself," Collins said. Teachers must respect students and expect them to make decisions for themselves, she added. "School should be a miniature society that gets us ready for the real world," she explained. Students must be challenged, she added, "because average people are never in short supply." Collins is known internationally for her success with the Westside Preparatory School in Chicago.

Board Officer Receives Community Award

No one can dispute that Patricia Hartmann has a heart of gold.

The vice chairperson of the OU Board of Trustees received one of seven United Foundation Heart of Gold Awards at a luncheon attended by 1,600 persons in Dearborn. The award cites Hartmann for outstanding volunteer work.

Hartmann uses her background in management, marketing and advertising to raise funds for numerous organizations in the area. To help Children's Aid Society respond to juvenile delinquency, she secured state and private funding to start an in-home family counseling service for first-time offenders and their families.

Hartmann has also led fund-raising efforts at Eton Academy, a private school for children learning to overcome disabilities.

UAW Scholarship Available for 1988-89

Students affiliated with the United Auto Workers are eligible to apply for a \$2,000 scholarship.

The scholarship will be awarded for the 1988-89 academic year. Applicants must be *bona fide* members of the UAW with a minimum of a year's active seniority, or the son or daughter of an active UAW member.

Candidates must have completed a minimum of 59 credits toward graduation at the end of the winter 1988 semester. They must also have earned 28 of the credits at OU during the 1987-88 academic year and have a cumulative

grade-point average of 3.50 at the end of winter semester. During the 1988-89 year, the recipient must enroll a minimum of 12 hours each semester.

A UAW Scholarship Selection Committee will choose the applicant who shows the greatest promise of fulfilling a career that is socially worthwhile and most likely to contribute to the advancement of the quality of life for people in our society.

Students have until April 1 to apply. For details, visit the Office of Financial Aid.



Hartmann

Among her activities, she is active with Boys and Girls Clubs of Southeastern Michigan, Michigan Cancer Foundation, Michigan Opera Foundation, Detroit Institute of Arts, Eye Research Institute of Retina Foundation and Detroit Swedish Council.

Hartmann also raises funds for the Campaign for Oakland University and the Cranbrook Academy of Art.

Hartmann has served on the university Board of Trustees since 1980 and been its vice chairwoman since 1986. She is an officer and a director of Ziebart International.

Lecture Series Has New Starting Date

The first event of the Distinguished Faculty Lecture Series has been rescheduled.

Professor Abe Liboff of the Department of Physics will speak at noon March 10 in 169 SFH. Liboff will speak about *Electromagnetic Fields and Living Systems*.

Liboff's research suggests weak electromagnetic fields and ordinary electrical power lines may significantly affect animal and

human behavior and physical conditions.

The second lecture will be at noon March 31 in 169 SFH. Associate Professor Mary Karasch will talk about *Life on the Brazilian Frontier, 1780-1890*. The American Historical Association has cited her book, *Slave Life in Rio de Janeiro, 1808-1850*, as the best scholarly work in English on the Americas.

Everyone within the university community is welcome to attend.

Physical Therapy Changes Due to State Law

Michigan's revision of the Physical Therapy Practice Act has contributed to the need to restructure Oakland's program, Director Osa Jackson has announced.

Jackson said the revisions give Michigan physical therapists authority to do assessments and preventive evaluations prior to a physician's referral, something that was not possible under the old act.

Now more than two-dozen states have altered regulations to reflect the changing nature of physical therapy practice, Jackson explains. In the past, therapists worked largely in institutional settings where doctors and nurses also worked. Today, about 40 percent of the therapists practice in noninstitutional areas, working independently, or work in schools, nursing homes or sports settings. The old regulations were not effective for therapists working in these settings, she says.

"The new challenge for physical therapy programs is to educate students to work more effectively as solo practitioners with the ability to evaluate a client and institute preventive measures even before the patient develops major problems needing the care of a physician," Jackson says.

The director adds that the purpose is not to

negate the physician but to help provide a detailed evaluation so that the doctor will have additional, solid evidence on which to base a plan of treatment. "This is a more logical sequence than under the old laws which prohibited a therapist from providing input prior to the physician referral."

The director says OU had anticipated the Michigan change and had always provided some courses that would add to the therapist's evaluation skills, because a number of OU graduates would be going on to practice in other states that already allowed independent evaluations. Some states have allowed prephysician evaluations by therapists for a decade, she says.

Jackson, an internationally known expert on work with the aged, says one step in the restructuring will be to affiliate with home-care facilities to give students experience in working within this setting, a fast-growing area for physical therapists.

Under review is a proposal to move from an undergraduate to a graduate entry-level degree in physical therapy, Jackson says. Such a move would be a consistent response to the new Michigan act and make OU students even better prepared to function in a rapidly changing and complex discipline. Jackson notes that OU now requires 162 credits, well above the 128 to 132 required in most disciplines.

"We already have good support from the professional community and now, with the revised graduate program and another 18 credits, our students would be even better prepared and would leave here with the master's degree that they deserve."

Many Benefited from Rasmussen's Work in Macomb

Perhaps few students knew Verna Rasmussen, but many had her to thank for caring about their education.

Mrs. Rasmussen, who died February 9, was president of the OU Scholarship Committee for Macomb County. She served in that office since May 1987.

Mrs. Rasmussen was a charter member of the scholarship committee and served on many of its subcommittees. She was treasurer from 1964-66, vice chairwoman from 1967-68, corresponding secretary from 1975-77, publicity chairwoman from 1981-87 and area chairwoman for Warren for several years.

The university honored Mrs. Rasmussen at the committee's 1986 annual luncheon at Meadow Brook Hall. She consistently sold the most tickets for the Town Hall lecture-luncheon series.

The committee has raised over \$200,000 through the Town Hall. The funds are used for scholarships for Macomb County students attending OU.

Mrs. Rasmussen is survived by three children, her sister, six grandchildren and one great-grandchild.

Career Counseling Focus of Conference

A critical update on *New Trends in Career Counseling in Schools and Agencies* is the topic of a February 26 conference on campus.

The program is offered under auspices of the Counseling Department, the Oakland Area Counselors Association and Oakland Schools with funding from the Michigan Department of Education.

The in-service conference is one portion of School Counselor Education Program Improvement Project supported by an \$18,800 state grant and matching funds from OU, explains Howard Splete. He directs the overall project. State funds provide for upgrading two graduate courses that will keep graduate students current about developments in the discipline, including computer assessment.

Our People

Brief items from the university community are welcome and may be sent to the News Service, 104 NFH.

HONORS

•President Joseph E. Champagne was the presiding officer at the February 16 luncheon of the Economic Club of Detroit. The speaker for the session was Arthur B. Laffer, founder and chairman of A.B. Laffer Associates, whose topic was 1988 Outlook: *Oh What Might Have Been*.

•Brian Sangeorzan, mechanical engineering, has been selected to receive the Ralph R. Teetor Educational Award at the Society of Automotive Engineers International Congress and Exposition. The Teetor Award recognizes the nation's top engineering educators.

PUBLICATIONS

•An article by Vincent B. Khapoya, political science, *Moi and Beyond: Towards Peaceful Succession in Kenya*, was published in the January issue of *Third World Quarterly*.

•A paper by Hoda S. Abdel-Aty-Zohdy, electrical and systems engineering, has been published in the Institute of Electrical and Electronics Engineering's *SOS/SOI Proceedings*. She wrote *The Effects of High-Low Doping Profile on the Performance of SOS/SOI VLSI Circuits*.

CONFERENCES

•Susan E. Hawkins, English, chaired a panel at the Modern Language Association meeting in San Francisco, called *Innovation and Ideology: The Politics of Literary Change*.

•Fatma Mili, computer science and engineering, attended the 21st Hawaii International Conference on System Science. She presented a paper, *A Framework for a Decision Critic and Advisor*. Mili also chaired a session on *Models and Decision Making* and participated in the workshop

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•James Llewellyn, senior editor and news director

•Jay Jackson, staff writer

•Rick Smith, photographer

on *Active Decision Support Systems*.

PRESENTATIONS

•Robert T. Eberwein, English, presented a paper at the Florida State University Conference on Literature and Film. It was *Remakes: Writing Under Erasure*.

•Egbert W. Henry, biological sciences, presented a seminar to the Wayne State University Department of Biological Sciences about *Enzymes in Abscission*.

APPOINTMENTS

•Joyce Esterberg, placement and career services, has been appointed to the Oakland County Private Industry Council by County Executive Daniel T. Murphy. She fills the unexpired term of Johnetta Brazzell.

New Faces

Additions to the staff include the following persons, according to the Employee Relations Department.

•Sylvia Coughlin of Bloomfield Hills, public relations director for Meadow Brook Theatre and Music Festival.

•Thomas Ford of Rochester, athletic trainer in the Department of Athletics.

•James Seibert of Lake Orion, an officer in the Department of Public Safety.

In the News

Recent appearances before the media have included the following.

•Judith K. Brown, anthropology and sociology, appeared in the January 28 issue of the *Rochester Eccentric*. The paper published a story about Brown's cross-cultural research on middle-aged women.

•The *Oakland Press* interviewed Ronald Srodawa, computer science, for a story on computer hackers — the good ones and the not-so-good.

Jobs

Information about position openings is available at the Employee Relations Department.

•Senior executive secretary, excluded, Office of the Board of Trustees, General Counsel and Governmental Affairs.

•Laboratory animal technician, miscel-

Benefits

Positive earnings, asset growth and benefit-plan expansion in 1987 were reported by TIAA-CREF.

"TIAA-CREF's outstanding overall record for 1987 is a good indication of its fundamental soundness and strength in building retirement security for our one-million policyholders," says Clifton R. Wharton, chairman and chief executive officer. "Despite the fact that the investment markets experienced historic volatility last year, TIAA and CREF both surpassed their respective fixed-income and equity fund peers in investment performance, while achieving continued growth in benefit services and programs."

The CREF equity fund, invested in the shares of 2,400 companies traded on U.S. and foreign stock exchanges, had a 5.3 percent net rate of investment return for 1987, compared with 5.1 percent for the Standard & Poor's 500 Stock Index.

Noting that 1987 was CREF's sixth consecutive up year, Wharton said "CREF's total return has now exceeded that of the S&P 500 in four of the past five years, and seven of the last 10."

For the three years ending December 31, CREF's annualized net total investment return was 19.5 percent, versus 17.9 percent for the S&P 500, and for five years, CREF earned 17.5 percent, versus the S&P's 16.3 percent.

At year-end 1987, CREF assets totaled an estimated \$27.5 billion, up from \$26.4 billion at year-end 1986.

For the 12 months beginning May 1, 1987, CREF variable annuity income payments to retired policyholders rose 23 percent. With this increase, CREF incomes had risen by a net of 171 percent over the most recent five-year period.

TIAA, the fixed-income component of the nationwide pension system, posted an estimated 11 percent net rate of investment income for 1987, compared with an estimated 9.3 percent for the life insurance industry.

TIAA's new investment commitments amounted to a record \$7.3 billion in 1987.

aneous, Office of Research and Academic Development.

•Project coordinator, AP-8, Office of Special Programs.

•Laboratory research technician I, C-7, Department of Biological Sciences.

Bits & Pieces

Say Farewell to Flab

With summer coming, many of us are interested in toning our bodies.

The staff of Meadow Brook Health Enhancement Institute reminds us that we can tone muscle, but not fat.

"Each of us has body areas which we would like to see firmer or trimmer. Therefore, many people do toning exercises. Remember, only muscle can be toned and fat cannot. Do you really lack muscle tone or do you have too much fat? You can find out with a simple test," the staff says.

"Hold your arm parallel to the floor and make a tight fist, contracting all the muscles of the arm. When muscle is contracted, it is firm and taut. All tissue that remains soft is either fat or skin.

"If you have a considerable amount of fat or loose skin, toning exercises will not 'firm up those soft spots.' Toning exercises cannot tone or reduce fat or skin. The above test can be applied to anybody region."

MBHEI personnel say most undesirable body contours are due to excess body fat. The type of exercise most likely to reduce this excess body fat is aerobic exercise which results in greater caloric expenditure than other types of exercise.

The MBHEI notes also that the pattern of fat loss that a person will experience is hereditary. Thus, unfortunately, there is no exercise which causes fat to be lost from a preferred area.

Additional information can be obtained from the institute at 370-3198.

Douse Your Cigarette Habit

Smokers who long to join the ranks of nonsmokers may sign up for a Breathe-Free Plan clinic.

Classes will be from 7:30-9 p.m. March 17, 21-25 and 29 at Meadow Brook Health Enhancement Institute.

Call Terry Dibble at 370-3198 to sign up or to obtain further details. The fee is \$40 for MBHEI members and \$50 for others. Registration is limited.

Sign Up for Exercises

Now that you're determined to get rid of flab and quit smoking, consider adding low-impact aerobic exercises to your regimen.

Another six-week session begins at Lepley Sports Center on April 4, but you must enroll by April 1. The fee is \$20.

For details, call 370-3190.

New Name within Office

The records arm of the Office of Academic Services and General Studies has been renamed Academic Standing, Readmissions and Withdrawals.

Ron Kevern, assistant vice president for student affairs, says the change avoids confusion with the academic records department of the Office of the Registrar.

Chrysler Executive to Speak

The vice president for human resources at Chrysler Motors will speak at the March 15 Labor-Management Forum at Meadow Brook Hall.

Anthony St. John will address *The Human Resources Challenge in Industrial Relations*.

The program is coordinated by the Ken Morris Center for the Study of Labor and Work. Events begin with a cash bar at 11:15 a.m. and a luncheon at 12:15 p.m.

For luncheon or presentation-only tickets, call the center at 370-3124 or visit 370 SFH.

PAL Closes Next Week

The Performing Arts Library will be closed from February 27-March 6.

The closing is necessary because of construction work in the School of Business Administration.

Library books and listening carrels must be relocated because a wall is being added.

The Future Direction of Oakland

(Continued from page 1)

ties, we need additional faculty, we need additional equipment, we need additional everything to accommodate more students or indeed to accommodate appropriately even the students we already have. The state is, in effect, saying it doesn't see its way to enhancing Oakland's budget relative to those of other institutions so long as southeast Michigan has the capacity to handle additional student demands somewhere in the geographical locale.

Despite this funding attitude, it is significant to note that the state is not telling us what programs we should have. Lansing is not saying that we should not offer graduate programs, that we should or shouldn't have programs in certain professional or other areas. Rather, the message is: manage the institution anyway you wish but do not count on the Legislature for appropriations much different from those you have been receiving. This posture, to my way of thinking, demands that we give serious attention to what we have called downsizing the institution. We simply have too many students for our level of state funding.

We have investigated rather extensively methods for reducing enrollment slowly over a period of time so that we attain a smaller student body which can be accommodated within our facilities and which does not strain the abilities of our faculty and staff to provide educational experiences of high quality. To this point we have tried only to forestall growth. I think that now we must plan for steady enrollment reduction.

4. What about faculty and staff levels?

There is no question that if we lower FYES we will have fewer faculty and staff, not necessarily, however, as few as we had on the way up. What I mean by that is that it is possible for us to place more "people resources" behind each student than we had in the 1970s as we were climbing in enrollment. It will mean, however, that as vacancies occur in positions from time to time some will not be filled. We will have to manage that very carefully, but I think we can do it in a reasonably gracious fashion.

5. What do you think a public university's obligations are in terms of educating state students?

I don't think my view is relevant because Oakland in fact can no longer assume an obligation that public funding is not adequately covering. We do not have the independent resources to meet our basic needs. If it is felt that Oakland should take every qualified student who wishes to attend Oakland, and if the state backs that view with funding, that's one matter. Such an obligation is no longer being placed on us at this time due to inadequate funding. As I said before, many state policymakers view the obligation to be collective among the colleges and universities. All that need occur is for the system in southeast Michigan to provide sufficient opportunities for students, and in the legislative view the system is now doing that.

6. Do you think turning away some qualified students will give us problems in Lansing?

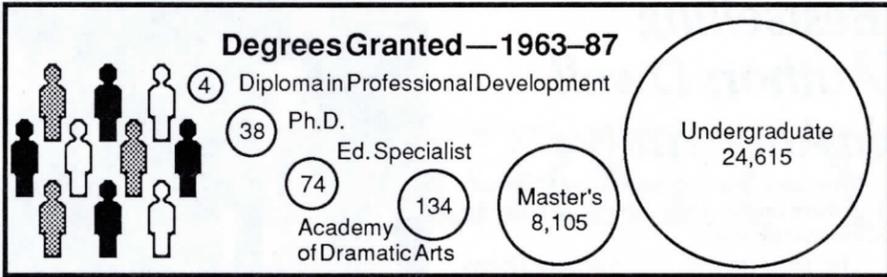
I don't think so. I hope that eventually the state will say to us that Oakland should grow again, and support that growth financially. Unfortunately, that day appears not to be on the horizon now. I wouldn't wish the institution to bankrupt itself waiting for that day to come.

7. Does OU run the risk of being labeled elitist?

Yes, we run that risk, but we can continue to manage enrollment in such a way that our student body is representative of the population of the state or at least this portion of the state. We must maintain our recruiting thrusts, seeking as many strong and diversified applicants as we can, then be selective in our admissions. We must maintain and strengthen our programs of assistance to students who would otherwise be financially unable to attend the institution, and our programs of assistance to students whose educational background has not yet prepared them to deal successfully with college-level work. So, I think we do run a risk of being labeled elitist, but I am persuaded we can demonstrate by our actions that we do not exclude any segment of society.

8. Whatever OU does will require careful planning and allocation of resources. What steps are being taken to bring this about?

No question about that. As everyone knows, President Champagne has charged the Academic Policy and Planning Committee of the university Senate to look at Oakland by the year



2000. How should it look; what should its makeup be? I contend that we have been engaged in rather careful planning and allocation of resources for the last decade, simply due to their overall inadequacy. If we move to put more dollars behind each student because the institution has a smaller enrollment, it will, in fact, be easier to allocate resources because we will be able to respond to more of the needs of programs and students.

9. What do you see as some of the major challenges to the university or have they been covered in the earlier responses?

The major challenge to the university is to plan to get us from our present size down to a smaller one. If one looks at the limiting case — having only one student at the institution and having a substantial entire state appropriation, much like that we have now, behind our one student — one can see that there would be an enormous resource base for the educational program. (We could even eliminate tuition!) So it's clear that if we can find a way to make the transition from our present state to a reasonably painless lower enrollment, we will reap many, many benefits. The problem will lie in transition budgeting and maintaining a controlled drop in enrollment each year in the face of the external variables that I mentioned earlier are difficult to control.

It's a bit of a lottery each year. But the more we decrease enrollment the easier the task becomes. Each year becomes easier than the one before it.

10. What kind of Oakland University do you see emerging from these efforts?

That will be a subject of much study and much debate throughout the institution over

State appropriation	\$31,339,184
Enrollment increase offset	237,388
TOTAL APPROPRIATION	31,576,572
0.75 percent legislative reduction:	
Operations; Research Excellence Fund; and MLK/CC/RP College	
Day, visiting professors and fellowships	177,750
Cut in enrollment offset	1,780
Subtotal	179,530
Other revenue reductions:	
Tuition	350,000
Fees	17,000
Subtotal	367,000
TOTAL REDUCTIONS	\$546,530

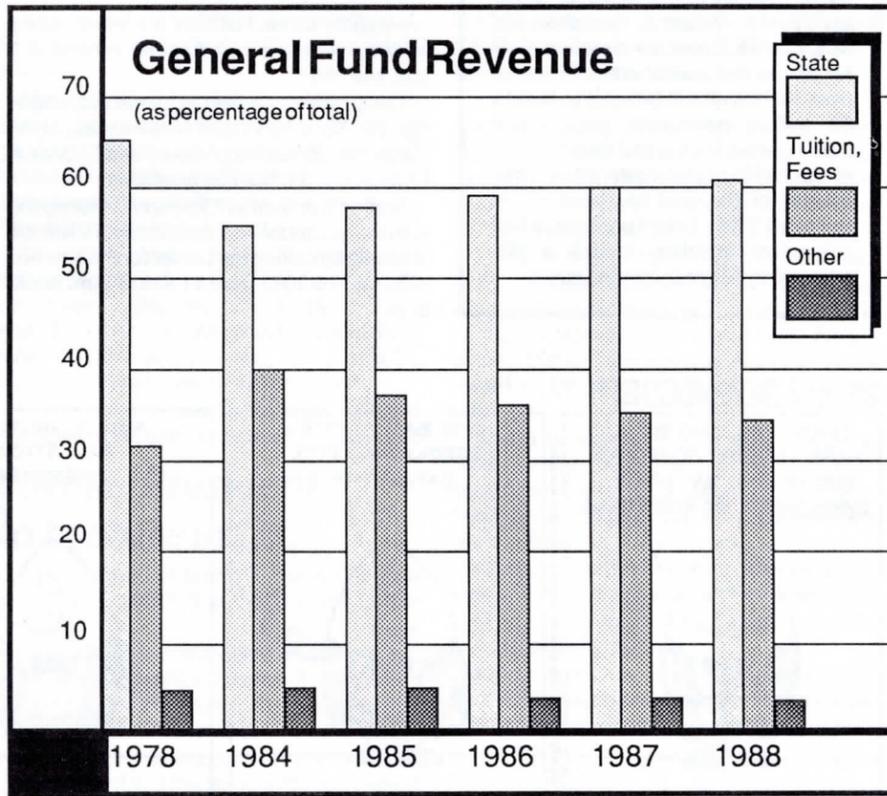
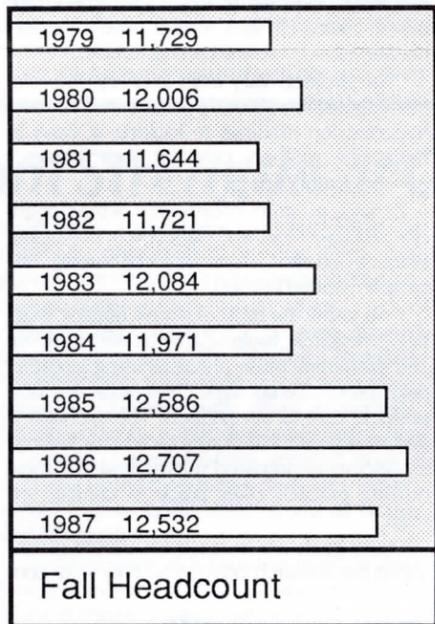
the next year and a half. That is what the Academic Policy and Planning Committee is right now thinking about: the kind of university they see in another decade or so.

I see a smaller institution in enrollment, but a stronger institution. I don't see any great difference in the character of the university in that it will still have a College of Arts and Sciences with a breadth of programs much like we have now. The college will still have a strong role to play, not only in offering its own majors, but in buttressing a general education program for the professional schools.

I see the sorts of professional programs that we have now continuing. I don't see any major new professional schools emerging, but I do expect evolution in the professional programs. The programs in each of the professional schools 10 or 12 years from now may look quite different from the ones we have now. If you compare what we had 12 years ago in each of those schools with today's activities, you will find considerable differences.

An interesting exercise is to peruse the 1975-76 catalog and compare the programs we had then, their character, the statements about them, the curricular content, the general education components — compare all of that with what we have now and you will see that Oakland has undergone a substantial evolution in the intervening period. There is no reason to suspect we will not see a similar evolution in the next 12-year period to the year 2000.

The big difference, I think, will be the strength of the institution. The programs we have will be better funded, the faculty will have more space in which to conduct research and instructional activities, the students will have a better library, better computer laboratories and other kinds of laboratories. There will be shorter lines in such service offices as financial aid and registration. We will be able to provide in all respects a much better experience to those who come to us for educational services or to partake in cultural activities. We will be able to offer much better working conditions for the entire Oakland University community — faculty and staff alike.



Bestselling Authors Dwell in Anonymity

They are bestselling authors, but you won't find them on the autograph circuit or on the television talk shows.

The target market for Professors Dorsey Hammond, Ron Cramer and George Coon is the K-12 population from coast to coast.

While other authors spin out mysteries or romantic fare for adults, the professors concentrate on textbooks to help youngsters learn how to spell, to compose and to read. To date, their sales run into the millions of copies.

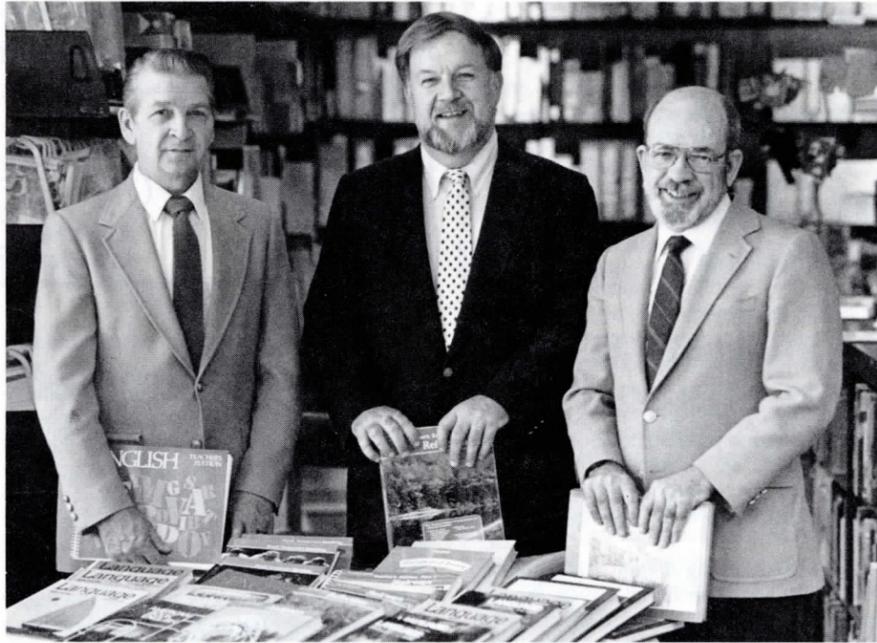
"It's gratifying to find that national publishing houses are willing to risk millions of dollars to publish programs we have developed," states George Coon, chairperson of the reading and language arts area in the School of Human and Educational Services.

"Every day, from coast to coast, elementary school teachers and children are using textbooks which reflect the efforts and philosophy of OU faculty and alumni," Coon says.

There may even be some competition among faculty for leadership in spelling, reading or English texts, but there is collegial pride and collaboration, as well, the chairperson says. He cites Professors Cramer and Hammond as prime examples.

"They began cooperative authorship in 1976 by co-producing the Scott Foresman spelling series for grades one through eight. The series is now in its third printing with more than 25 million copies sold."

Coon says when the spelling series was complete, Cramer agreed to stay with Scott Foresman to become senior author of the publisher's *Focus* reading series for grades kindergarten through eight. He subsequently became senior author of the language arts series and contributing author to the *American*



Authors Three: George Coon, Dorsey Hammond and Ron Cramer display some of their textbooks.

Heritage reading series, both serving grades kindergarten through eight. Cramer's credits include over 500 titles.

Hammond, remaining coauthor of the Scott Foresman spelling series, took his reading expertise to the competing company of Harcourt Brace Jovanovich. He is now senior author of its series, kindergarten through eighth grade. Collaboration on the reading series extends to other OU faculty and alumni.

Contributors to the current edition include Coon and Gerry Palmer, coordinator of school services, and alumni Lee Skandalaris, MAT '72; Ruth Freeman, Ph.D. '84; Edna Cucksey, MAT '73; Barbara Dietz, MAT '77; Cliff Cyplik, MAT '78; Nancy Campbell, MAT '87; and doctoral candidate Dorrie Housel of Clarkston.

Coon also serves as a consultant to the HBJ

series, critiquing current texts and helping prepare guidelines for the next edition. He has also collaborated with another doctoral graduate of OU, Barbara Cramer '85, on the first three editions of the Heath English series, kindergarten through ninth grade. The series was first published by the American Book Company in 1972, and sales also can be counted in millions of copies.

Coon says that while Harcourt Brace Jovanovich, Heath and Scott Foresman represent a significant portion of a very broad and competitive market, these companies do not contain all the publications of the Department of Reading and Language Arts faculty.

"All of the faculty are actively involved in research and publication aimed at adult students and the educational profession at large," Coon says.

—By Jim Llewellyn

Nursing, Hospital Team Up for Patients

Patients are the big winners as OU and Beaumont Hospital in Royal Oak encourage on-site research and break down barriers between academic and clinical nurses.

"The projects vary from studying the relationship between blood pressure cuff size and hypertension readings to looking at ways to help new mothers care for their babies," explains Carol Zenas.

Zenas is program coordinator of the Collaborative Project for the Enhancement of Nursing Practice and assistant professor of nursing. The program started in 1985.

"We know the basis of sound nursing practice is research, looking at what we are doing and examining those practices using scientific principles," Zenas says. "We give the best possible care to our patients. The problem is that most research is done in academic settings by doctorally prepared nurses, and that most nursing practice takes place in clinical settings."

Major goals are to teach Beaumont nurses about the research process so they may con-

duct their own studies, or participate in joint studies with OU.

OU colleague Gary Moore assists in data analysis, freeing the nurses from that "scary" aspect of research, Zenas says.

Zenas details some of the more exciting projects:

•**Operating room cleanliness** — "One nurse works in the operating room where same-day surgery or less extensive surgical procedures are performed. The nurse is looking at the practice of scrubbing down the room after each procedure, hypothesizing that perhaps the process of mopping introduces more bacteria than it removes."

•**Information for cardiac patients** — Another study looks at information given to cardiac patients. What does the nurse think is important for the patient to know, and how does this compare with the information the patient or the patient's family thinks is a priority?

•**Blood-pressure readings** — "You learn in nursing school that if you use a standard-size cuff commonly found in a doctor's office or hospital room, on a patient with a large arm, you get a false high-blood-pressure reading. That can be a serious problem because some physicians are aggressive in treating borderline hypertension."

•**More support, less anxiety for new mothers** — After giving birth, mothers are at an emotional high. Then mothers are taught how to care for their babies and sent home. Once home, the mothers have forgotten the lessons due to the anxiety they had while in the hospital. Now a support person will be with the mother during classes.

—By Jim Llewellyn

Quartet to Fill Hall with Music

Meadow Brook Hall forms a warm setting for the Lafayette String Quartet concert at 7 p.m. March 11.

The program consists of *Quartet in C Major, Op. 20, No. 2* by Haydn, *The Princess in the Garden* by Edward Applebaum and *Quartet in F Major, Op. 59, No. 1* by Beethoven.

Seating is limited to 75 persons. A reception with the quartet follows the concert. Tickets are available by calling the Center for the Arts box office at 370-3013 from 11 a.m.-5 p.m. weekdays.



A black-tie dinner-dance will help preserve Meadow Brook Hall historic treasures, including fashions from the Matilda R. Wilson Collection. Mrs. Donald E. Petersen and Mrs. Roger B. Smith are honorary chairwomen for Bal de l'Elegance, scheduled for February 27. Mrs. Robert E. Gustafson and Mrs. Lloyd E. Reuss are directing plans for the second annual event. Proceeds from this event will be used to build a \$2 million permanent preservation fund to provide care and maintenance of the architectural masterpiece. One-quarter of the goal has been raised since fall 1986. Celia Lundberg, a ball committee member, models a silk-satin, emerald-green evening gown.

Events



Carl Schurr and Sherry Shinker star in 'Absent Friends' at Meadow Brook Theatre.

CULTURAL

Until March 20 — *Absent Friends* at Meadow Brook Theatre. Call 370-3300.

March 13-May 15 — *Japan Yesterday* at Meadow Brook Art Gallery. Free. Call 370-3005.

March 13-18 — *Japan Focus* film, lectures and music. Sponsored by Center for International Programs, in cooperation with Meadow Brook Art Gallery. Call 370-2154.

February 26 — JazzFest '88, 8 p.m., Varner Recital Hall. Call 370-3013.

March 11 — Lafayette String Quartet recital and reception, 7 p.m., Meadow Brook Hall. Admission. Call 370-3013.

March 11-13, 18-20 and 25-27 — *Farther West* at Varner Studio Theatre. Admission. Call 370-3013.

March 13-May 15 — *Japan Yesterday*, an exhibit at Meadow Brook Art Gallery. Call 370-3005.

March 13 — Young Artists Concert with Pontiac-Oakland Symphony, 3 p.m., Varner Recital Hall. Winners of OU Concerto Concert will perform. Call 370-3013.

March 14 — Bill Siemer's String Puppet Theatre performance of *Ali Baba and the Forty Thieves*, 11:30 a.m. and 1 p.m., Varner Recital Hall. Part of the Concerts-for-Youth Series sponsored by the Center for the Arts and Oakland Schools.

March 18 — Duo piano recital with Flavio Varani and Joyce Adelson, 8 p.m., Varner Recital Hall. Admission. Call 370-3013.

March 25-27 — Oakland Dance Theatre, 8 p.m. Friday and Saturday and 3 p.m. Sunday in Varner Recital Hall. Call 370-3013.

ETCETERA

February 26 — Ultimate Fringe Benefit Party for Administrative-Professional employees, 5-7 p.m., Oakland Center West Crockery. Sponsored by AP Association.

February 29 — Staff training videotapes, *Understanding Human Behavior* and *Don't Let Your Past Overtake Your Future*, 10-11 a.m. or 11 a.m.-noon, Instructional Technology Center, 112 Varner Hall. Call 370-3480.

March 9 — OU Board of Trustees, 5 p.m., Oakland Center Lounge II.

March 9 — Lecture by former President Jimmy Carter, 2 p.m., Oakland Center Crockery. Admission. Call 370-2020.

March 10 — Distinguished Faculty Lecture Series lecture by Professor Abe Liboff of the Department of Physics, noon, 169 SFH. Liboff will speak about *Electromagnetic Fields and Living Systems*.

March 10 — Senate meeting, 3:10 p.m., location to be announced. Call 370-2190.

March 10 — Microcomputer User Group, 3:30 p.m., conference room, 101 NFH. Call 370-4560.

March 14 — Juggler and mime Rob Reider roams the Oakland Center from 11 a.m.-2 p.m.

March 14 — Seminar, *Job Fair Preparation* with Michigan Bell, noon-1:30 p.m., 128-130 Oakland Center. Sponsored by Office of Placement and Career Services. Call 370-3250.

March 15 — Labor-Management Forum with Anthony St. John of Chrysler Motors speaking on *The Human Resources Challenge in Industrial Relations*. Call the Ken Morris Center for the Study of Labor and Work, 370-3124.

March 16 — Prospective undergraduate student advising night, 6 p.m., Oakland Center Gold Rooms. Sponsored by the Office of Admissions and Scholarships and the Department of Academic Services and General Studies. Call 370-3229 or 370-3360.

March 16 — Arts and Sciences Career Day, 8 a.m.-5 p.m., Oakland Center Crockery and Gold Rooms. Call 370-3250.

March 17 — Introductory session of stop-smoking clinic, 7:30 p.m., Meadow Brook Health Enhancement Institute. Call 370-3198.

March 18 — Seminar, *Job Fair Preparation* with Michigan Bell, 3-4:30 p.m., Oakland Center Gold Room C. Call 370-3250.

March 22 — Job Quest '88, fifth annual recruiting fair, 8 a.m.-5 p.m. in the Oakland Center.

March 31 — Distinguished Faculty Lecture Series with Associate Professor Mary Karasch speaking on *Life on the Brazilian Frontier, 1780-1890*, noon, 169 SFH.

ATHLETICS

February 27 — Women's and men's basketball with Wayne State University, beginning at 1 p.m., Lepley Sports Center.

TOURS

Meadow Brook Hall is open Sundays. Call 370-3140.

COURSES

The Division of Continuing Education offers classes. Call 370-3120.

The Continuum Center has workshops and seminars. Call 370-3033.

The Ken Morris Center for the Study of Labor and Work has spring courses. Call 370-3124.

FILMS

March 11-12 — *The Lost Boys*, 7 and 9:30 p.m. Friday and 3 p.m. Saturday in 201 Dodge Hall. Admission.

March 13 — *Star Trek IV: The Voyage Home*, 7 p.m., 201 Dodge Hall. Admission.

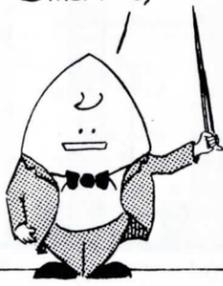
March 20 — *Lady and the Tramp*, 7 p.m., 201 Dodge Hall. Admission.

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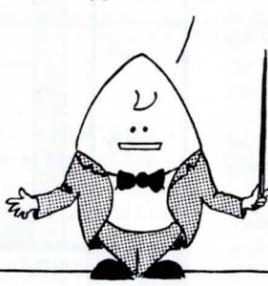
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