



# OAKLAND UNIVERSITY

## News

104 North Foundation Hall  
Rochester, MI 48309-4401

A publication for faculty and staff

April 3, 1992

### The Packard File New President Meets the Press, Offers Views on Future of Oakland

Sandra Packard wasted no time in letting the public know what it can expect from her presidency.

She plans to get involved with the university right away to learn what's on everyone's mind. She also plans to be active in the surrounding community to promote Oakland's needs and find new resources to help the university achieve its goals.

The president-designate made numerous comments about her views of Oakland and her management style during an hour-long press conference on March 18. The occasion was the formal announcement that Packard had agreed to accept the presidency. She announced she plans to assume the job full time on June 15, but will be on campus numerous times until then to acquaint herself with policies, procedures and personnel.

Packard stood at the front of an Oakland Center Gold Room filled with reporters and curious bystanders. She fielded a wide range of questions about herself, displaying confidence and the joy of having been offered the position. Packard addressed a number of subjects, including:

**The challenges ahead**

"I would not have accepted this position if I did not feel that I wasn't prepared to deal with the diversity of responsibility, complexity of the questions and certainly the seriousness of the presidency of a university of this scope and quality. I do feel ready to do it. I have had considerable administrative experience with different kinds of positions with good budget experience, and a good leadership in a variety of areas. I'm hopeful that experience will serve me well when I come to Oakland. Of course, I'll have many things to learn and I'll rely upon the faculty and staff to teach me about this campus and about the issues, and share with me their aspirations. It'll be a learning process, but one I believe I'm ready for and will certainly commit to doing the very best I can."

**Her management style**

"Collaborative. I believe that the process of bringing people together to solve problems and set directions, then the implementation of those plans, is done by involving individuals. I'm a team leader and a strategic planner."

**Her academic background**

"As provost of a comprehensive university with programs in sciences and engineering, the humanities and social sciences, mathematics, education and health sciences — and I could go on — it's been my responsibility to be able to be supportive and respond to all of the disciplines that are represented in our

university. It's not possible for a provost to be an expert in every single one of those disciplines. You have good people in their role of dean and department head in the faculty who provide the disciplinary expertise to your own management skills. You try to work fairly across all the areas."

**What did she know about Oakland?**

"When I was sent material about the campus, I began to read about the selection of Oakland University in 1991 by *U.S. News & World Report* as a 'best buy' in the Midwest; certainly a very distinguished honor. It's recognition of the faculty's contribution to teaching and scholarship, recognition of the quality of the students who choose to come to Oakland, and certainly it's an outstanding achievement. I began to read about the alumni satisfaction with the education they received from this university. Everytime I looked at surveys and data about Oakland, it was information that was very positive about this university."

**Taking stock of what we've got**

"My first idea is to begin a process on campus — after I have learned about the campus and learned some of the aspirations of the campus — to begin a process that will develop plans for the future. At this particular time, the idea is to build upon the unity, consensus and coming together that has occurred through the presidential search process."

**Future directions**

"This campus, as with all campuses in the country right now that are state-assisted, is facing the realities of decreased funding and increased needs. Decisions need to be made as to how to best use the resources available efficiently, how to generate new resources and where to go from here. Also, this is almost the start of the new millennium. We're going to be educating students for the 21st century and campuses are at the point now where they must ask themselves what kind of

college education, and graduate education, they can offer students."

**Developing tech-park ties**

"The university is in the early stages of de-

veloping those relationships and will continue on doing so. There are opportunities, certainly for the companies and corporations in the tech park, to take advantage of the faculty expertise in teaching and research. There are opportunities for the university to take advantage of the expertise in those corporations as well as the opportunity for usage of labs and shared equipment, opportunities for student placement in co-ops and internships. I think they'll be evolving as the employees of the tech park and the faculty of the university get to know each other better, and know what their respective areas of expertise are."

**An open door to the media**

"I look forward to a very good and continuous open working relationship with the press. I think you will be an important part of helping us let people know how good the university is. It's important for you to cover everything that's going on. I also recognize that when it helps our university, it helps this community."

**OU and the community**

"A town-gown relationship is very important for the success of the university and the success of the community. I do hope I have an opportunity, and I'll seek the opportunity, to meet with local government officials and civic leaders. If there are areas of concern to one party or another, we'll be working to find a point of agreement or resolution. There may be aspirations that the community has in which this institution could be helpful."

**Her great achievement**

"I hope that my greatest accomplishment (in Chattanooga) is leaving the campus academic community with a sense of opportunity so that they can do what they would like to do by bringing in energy and resources, and eliminating barriers to doing the things that they would like to do. It's my hope that I've been a facilitator for their accomplishments and their activities."

**Husband a music aficionado**

"My husband, Dr. Martin Packard, is a clinical psychologist in private practice. When he moves with me he will be re-establishing his private practice in Michigan. ... He's a music fanatic, and is absolutely enthralled with music, and has been a vice president of our symphony and opera association board in Chattanooga. He's eagerly looking forward to an opportunity to participate in Meadow Brook and the Detroit Symphony and all the wonderful music resources that are available."

**Into the Sunset (Terrace)**

"I felt Sunset Terrace was the place where the next president needed to live. Having a president available on campus, and having a home that can be used for social entertaining, for student groups. It's a wonderful home, lovely inside. I really look forward to moving in there."▼



Sandra Packard followed up her press conference with a stroll across campus.

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**Remembering OU's responsibilities**

"It is important, though, to remember that the tech park corporations have their missions and we as a university have our mission. Those missions are different and we can be collaborative and helpful and supportive to each other, but we do have to recognize the missions are distinct."

**On-campus visibility**

"I look forward to having regularly scheduled meetings with the student government

### After 700 Years of Work, They Deserve a Pat on the Back

Fifty employees representing 700 years of service to Oakland University will be cited April 8 during the annual Employee Recognition Program.

The event honors faculty and staff members who attained 10, 20 or 30 years of service as of December 31, 1991. The program will be held at Meadow Brook Hall.

Interim President John De Carlo, in remarks published for the awards ceremony, commented, "Oakland University could not have achieved the recognition it received this year in *U.S. News & World Report* as one of the 15 best educational institutions in the Midwest without your support and effort. We extend through the Employee Recognition Program our sincere appreciation for the loyalty and dedication with which you have fulfilled your responsibilities in 10, 20 or 30 years of service to the university. Thank you for your tireless contributions to the role and mission of the university."

Joining De Carlo at the ceremony will be Howard Sims, chairperson of the Board of Trustees; Willard Kendall, assistant vice president for employee relations; Wilma Ray-Bledsoe, vice president for student affairs; Keith Kleckner, senior vice president for academic affairs and provost; Robert McGarry, vice president for finance and administration; Paul Hartman, director of athletics; and Margo King, assistant vice president for university relations.

**30 years of service**

Donald Hildum, rhetoric, communications and journalism; and Margie McCartney, Campus Facilities and Operations.

**20 years of service**

Carl F. Barnes, Jr., art and art history; Richard F. Barron, reading and language arts; Daniel N. Braunstein, management and marketing; Geraldine Palmer Coon, education and human services; Janice M. Guzdial, arts and sciences; Robert G.

Payne, human resource development; Gregoria V. Peck, residence halls; Della M. Perry, student accounts; Jacqueline R. Scherer, sociology and anthropology; Patricia A. Stoner, Meadow Brook Hall; Laurel A. Strong, finance and administration; Robert C. Underwood, University Services; Leonard Vaughn, Oakland Center food service; Elinor B. Waters, Continuum Center; Jack T. Wilson, student affairs; and Barry S. Winkler, Eye Research Institute.

**10 years of service**

Hoda Abdel-Aty-Zohdy, engineering and computer science; Linda I. Barc, Instructional Technology Center; James L. Boucard, plant maintenance; Marilyn R. Broderick, academic services and general studies; Frank P. Cardimen, Jr., development and alumni affairs; Barbara J. Dodson, Katke-Cousins Golf Course; Nancy L. Dupon, University Services; Barbara A. Estel, health sciences; June A. Fisher, English; Gerald G. Freeman, human develop-

ment and child studies; Daryl J. Gouin, campus cleaning; Judith A. Hart, Instructional Technology Center; Carl W. Hunt, health enhancement institute; Carliss J. Jordan, OC food service; Robert P. Judd, electrical and systems engineering; Daniel Kozlowski, campus cleaning; Veronica Lavallais, Kresge Library; Barbara A. McDowall, Kresge Library; Bonita J. McNeill, modern languages and literatures; Donald M. Miller, human development and child studies; Gary Moore, nursing; Gary R. Parsons, athletics; Matt J. Prizgint, university services; Luellen Ramey, counseling; Nellie E. Richey, campus cleaning; Barbara J. Sawicke, music festival; Roberta C. Schwartz, rhetoric, communications and journalism; Thomas C. VanVoorhis, athletics; Christian C. Wagner, computer science and engineering; Lillie M. Walker, campus cleaning; Thomas G. Windeknecht, computer science and engineering; and Kimberly L. Zelinski, Meadow Brook Hall.▼

## News Roundup

### SBA Students Earn Scholarships

Five School of Business Administration students have won sizeable scholarships to continue their education.

Terry Singer, a student in the Master of Business Administration program, has received an \$8,000 King/Chavez/Parks Fellowship to complete his studies.

The School of Business Administration awarded the funds to Singer, who works in administrative services for General Motors Corp. Singer is also eligible for another King/Chavez/Parks stipend to complete his doctorate at Oakland or another Michigan university.

The King/Chavez/Parks initiative is supported by the state through funds to each university. The fellowship helps minority students whose goals are the doctorate and a teaching career in postsecondary education.

Salina Rivera, an accounting and finance major, has received a \$5,000 scholarship from the Shiga Prefecture in Japan to attend the Japan Center for Michigan Universities in 1992-93. In addition, she has received a \$2,500 scholarship from Oakland.

Two Oakland students are now studying Japanese language and culture at the Japan Center. Gail Parente and Paul Smigielski expect to return to Michigan at the end of the current academic year.

SBA students Vernita R. Johnson, Alice Mah and Cheryl A. Waymer will receive Golden State Minority Foundation Scholarships at a luncheon April 9 in Detroit. They are among 17 students from six institutions chosen for the scholarships. Each will receive \$2,000.

### 3 Concerts Set for Varner Hall

Three concerts in Varner Hall will wind down the student music and dance season.

The Symphonic Wind Ensemble will perform *All American Music* at 8 p.m. April 3 in Varner Recital Hall. Director James Dawson has slated works of American composers only.

Soloists will be alto saxophonist Alayne Rever and tubist Paul Franz in a performance of Walter Hartley's *Double Concerto*. Annette

Kline, an alumna in conducting and instrumental education, will be guest conductor for the piece.

Other works are Robert Jager's *Diamond Variations*, Aaron Copland's *Lincoln Portrait*, Samuel Barber's *Commando March*, Roger Nixon's *Fiesta del Pacifico*, Paul Creston's *Celebration Overture* and Fisher Tull's *Sketches on a Tudor Psalm*.

The Oakland Dance Theatre, under the direction of Laurie Eisenhower, will present *New Looks, New Images* at 8 p.m. April 10-11 and at 3 p.m. April 12 in Varner Recital Hall.

A highlight of the program will be a piece by Ann Arbor choreographer Whitley Setrakian. The dance explores both rhetoric and the theory of inflationary universes.

Assistant Professor Gregory Patterson will present *Energy as Matter*. The dance incorporates the idea of perpetual energy, and is choreographed specifically with the audience in mind.

Instructor Desiree Buonbrisco Brengman has choreographed *Oiseaux Exotiques*, which in translation means exotic birds. The piece for five dancers is a combination of primitive, animalistic, bird-like gestures and movements.

Mindy McCabe Grissom, instructor, derived the inspiration for her dance, *Sound of Business*, from business relationships and social situations. The dance for six is choreographed to the unusual music of David Byrne.

Eisenhower will premiere a new work, yet untitled, that is set to music by J.S. Bach. The dance for five is "simply about the joy of dancing. No messages or literal images, just pure joyous movement," she says.

At 8 p.m. April 17, *B x 3* will be presented by the Community Chorus, the University Chorus and the Oakland Chorale. Director Rebecca Reese will fill the hall with the music of Bach's *Christ Lag in Todesbanden*, Britten's *Rejoice in the Lamb*, excerpts from Bruckner's *Mass in e minor* and other works by Beethoven, Bernstein, Bach and Brahms. For tickets to any of the concerts, call 370-3013.

### Alumni to Gather in October

The Alumni Relations staff is calling all grads.

The staff is looking for alumni from all class years to attend its reunion on October 3. The all-day event is shaping up as a time for alums to see what the university is all about, and will also give them a chance to meet Sandra Packard, the incoming university president.

Jill Dunphy, alumni relations director, says the *Rediscover OU* theme is meant to interest alumni in learning about both the past and future of the university.

Dunphy says the reunion will be organized by areas of interest, rather than the traditional class year. That way, persons who were active as student leaders can gather with persons of a similar background. Other groups could include persons who went through an academic program, such as physical therapy, or who belonged to a particular student organization.

Although most plans are still tentative, the day's lineup includes morning seminars with faculty members and tours of Meadow Brook Hall. Afternoon programs include a luncheon-fashion show, entertainment by faculty members from the Department of Music, Theatre and Dance and a swim meet for sports enthusiasts to observe.

One of the more unusual events will be a pig roast for engineering and computer science alums. Dean Howard Witt will also be roasted, but by being raked over the coals with one-liners.

The day will also include a reception at the library, at which alumni will be able to meet Packard and faculty members. The reception will include refreshments and entertainment.

The reunion will conclude with an evening at the Shotwell-Gustafson Pavilion. The theme will be an English pub with a comedian and musicians on hand for entertainment.

Also during the day, the Katke-Cousins Golf Course and the Meadow Brook Health Enhancement Institute will be available for persons who want to get in some exercise.

Dunphy says a phone survey of alumni showed that many were interested in coming back to campus. One of the reasons they cited most often was to meet new faculty members and renew friendships with those

they knew. She is encouraging faculty members to set aside October 3 and come to campus to mingle with the alumni.

The alumni director adds that all faculty and staff members are also welcome to help plan the day's events. Volunteers will be needed to serve as greeters and act as hosts at various functions. In addition, memorabilia about the university is needed, and will be returned after the event.

Anyone interested in helping may call Dunphy at 370-2158.

### Students Meet with Mentors

Five high school students from Troy and one from Rochester are gaining one-on-one research experiences this semester with senior scientist mentors at Oakland.

The students participate in mentoring programs sponsored by the school districts. The programs provide quality experiences for students in a potential career field.

The Troy/Business Education Partnership Program is in its third year while the Rochester school district's mentoring program is in its first year.

Three of the Troy students work in the Eye Research Institute, and two Troy students and the Rochester student do research in the Department of Biological Sciences.

"I had been asked to interview the three students and pick one for the mentoring project. I refused," said Barry Winkler of the ERI. The professor said "the young women were just all too good, so we found two more mentors."

Winkler says the students are getting first-hand experience on research projects that will teach them to ask good questions and to follow a methodology that will give them good answers.

Michael Hartzer and Frank Giblin of the ERI also work with the students. In biology, Virinder K. Moudgil is the mentor.

The students will receive credit for their work and report on their research along with other participants in the mentor programs in seminars to be sponsored by the participating school districts.

## The Campus Register

### Faculty and Staff Notes

Items about professional activities or honors may be sent to the News Service, 104 NFH. They appear as space permits.

#### Presentations

Faculty members from Kresge Library and the Department of Rhetoric, Communications and Journalism presented a program, *Reading the Library: Reclaiming Interpretation in Research Writing and Bibliographic Instruction*, at the annual meeting of the Conference on College Composition and Communication. It was held in Cincinnati. VAN E. HILLIARD, rhetoric, presented *From Information to Idea: Revaluing Interpretation in Research Writing*. CATHERINE HAAR, rhetoric, presented *Research Writing in Trouble: Parodies of Process, Illusions of Coherence*. FRANK LEPKOWSKI, library, presented *The Research Process and Library Instruction: Putting Ideas First*. NANCY WATTERSON, rhetoric, was associate chairperson for the session. Other rhetoric faculty members participating were WALLIS ANDERSEN, who codirected the Software Sampler and attended the semiannual meeting of the Committee on Computers in Composition; ALICE HORNING, who chaired the session, *Cognitive Strategies and Constraints in Writing in a Second Language*; and RONALD SUDOL, who was associate chairperson of the session, *The Computer Network as a Site of Composing*. Others attending the conference from the department were MARGARET PIGGOTT, BARBARA HAMILTON, CATHIE BREIDENBACH, SAM LIGON, TIM MCGINN, DARRYL SCHOONOVER, DERRI THOMAS and EDWARD WOLFF.

VINCENT B. KHAPOYA, political science, spoke on *Africa South of the Sahara: Fresh Winds of Democracy*, at the Great Decisions '92 discussion series at Cranbrook Kingswood School. He also delivered a paper, *U.S. Policy and the Quest for Change in Kenya*, at a seminar on *The Horn of Africa: Changing Realities and U.S. Response*. The seminar was sponsored by the Congressional Research Service of the Library of Congress and the U.S. Senate Subcommittee on Africa.

QUN CHEN, physics, presented *Magnetoencephalographic Non-Invasive Measurements of Spreading Depression During Focal Cerebral Ischemia in the Rat* at a meeting of the American Heart Association in Phoenix.

SUSAN L. THOMAS, political science, pre-

sented a paper, *From the Culture of Poverty to the Culture of Single Motherhood: A New Poverty Paradigm?* She presented it at the Western Political Science Association meeting in San Francisco.

DONALD O. MAYER, management and marketing, presented a paper, *Extra-Territorial Application of Title VII: Cultural Imperialism and Ethical Surrealism?* He gave the presentation at the Midwest Business Administration Association meeting in Chicago. He also served on a panel, discussing *Ethics and Employment: An Agenda for Gender in the Workplace*.

#### Publications

QUN CHEN, physics, wrote *Effects of Light Beam Size on Fluence Distribution and Depth of Necrosis in Superficially Applied Photodynamic Therapy of Normal Rat Brain*. It has been accepted for publication in *Photochemistry and Photobiology*.

CARLO COPPOLA, modern languages, and international programs, has published Vol. 24, No. 2 of the *Journal of South Asian Literature*. It is produced from the Asian Studies Center at Michigan State University.

STEPHEN BROWN, physics, wrote *Observations of Thermal Gradients in Perfused Tissues During Waterbath Heating for the International Journal of Hyperthermia*. He also wrote *Differential Thermal Sensitivity of Tumor and Normal Tissue Microvascular Response During Hyperthermia* for the same journal. He also wrote two chapters, which have been accepted for publication. *Evaluation of Nicotinamide in Combination with Radiation Therapy and Hyperthermia in Human Tumors - Phase I/II Study* will appear in *Hyperthermic Oncology, Volume 1, Summary Papers*. It represents the proceedings of the sixth International Symposium on Hyperthermic Oncology, held in Tucson. The other, *Correlation Between the Effect of Nicotinamide/Hyperthermia on Radiation Response and Changes in Microcirculatory Function*, will appear in the same publication.

RICHARD TUCKER, history, has published a chapter, *Resident Peoples and Wildlife Reserves in India: The Prehistory of a Strategy*, in a volume, *Resident Populations and National Parks: Social Dilemmas and Strategies in International Conservation*. It was published by the University of Arizona Press. The work is a portion of his ongoing research into the history of tropical conservation.

#### Honors

ELSA BECK, physics, participated in a site visit

review by the National Institutes of Health in Philadelphia.

ROBERT T. EBERWEIN, English, has been recognized for his contribution to the founding of the Cinema Studies Section of the Michigan Academy of Science, Arts, and Letters. He was cited at the academy's meeting at Central Michigan University.

CARLO COPPOLA, modern languages, and international programs, has been awarded a fellowship to a National Endowment for the Humanities summer institute. *Modern Southeast Asian Literatures in Translation* will be held at the University of Michigan.

### Funding Opportunities

Sources of external funding are provided by the Office of Research and Academic Development. Stop by 370 SFH or call 370-3222.

#### Apple Computer

Universities that incorporate advanced computer technology into a project addressing a critical environmental issue may be eligible for free computer equipment from Apple Computer. Technologies may include, but aren't limited to, multimedia development, image processing and advanced database development. Applicants must have demonstrated environmental expertise and ability to run a program using advanced computing techniques. May 1 deadline.

#### Department of Education

The Department of Education is offering support for a demonstration project that uses high technology to address educational needs in critical subject matter. Critical subject matters are mathematics, science, geography, history and English. Proposals should call for integration of technology into classroom instruction and use technology to help students meet higher achievement standards in these subjects. May 8 deadline.

#### Defense Advanced Research Projects Agency

The Defense Advanced Research Projects Agency requests proposals under the defense department's fiscal 1992 Research Initiation Program to broaden the university base of support of defense research and improve science and engineering research and graduate research training. Academic institutions that received less than \$3 million in Department of Defense research and development funding in fiscal year 1988 and 1989 are

eligible to apply for support. Requests for support should range from \$50,000 to \$250,000 a year. May 15 deadline.

#### National Endowment for the Humanities

The National Endowment for the Humanities provides support for the preparation of texts that promise to make major contributions to the study of the humanities. Support is available for editions and translations. Editions grants support various stages in the preparation of authoritative and annotated editions of works and documents of value to humanities scholars and general readers. Translations grants support individual or collaborative projects to translate into English works that provide insight into the history, literature, philosophy and artistic achievements of other cultures. They also make available to scholars, students, teachers and general readers the thinking and learning experiences of those civilizations. June 1 deadline.

### Jobs

Details about job opportunities are available at the Employee Relations Department, 140 NFH.

- Senior systems programmer, AP-11, Office of Computer and Information Systems.
- Academic coordinator, AP-8, Department of Special Programs.
- Financial aid adviser, AP-6, Office of Financial Aid.

### Reaching Us ...

The *Oakland University News* is published every other Friday during the fall and winter semesters and monthly from June-August. Editorial offices are at the News Service, 104 North Foundation Hall, Oakland University, Rochester, MI 48309-4401. Copy deadline is noon Friday of the week preceding the publication date.

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## Quote

"I never did anything worth doing by accident, nor did any of my inventions come by accident; they came by work."

— Thomas Edison

## Bits &amp; Pieces

## A Look at Total Quality

The associate vice chancellor for human resource services at Vanderbilt University will be on campus April 7 to explain the concept of total quality management in higher education.

H. Clint Davidson, Jr., will speak from 8-10:30 a.m. in 128-130 Oakland Center. The program is sponsored by the Employee Relations Department and the AP Assembly. The intended audience is administrative-professional employees.

To register or obtain further details, call Ed Perez at 370-3492.

## OU Scores Again

Sheldon Appleton — an unofficial keeper of statistics — has turned up some interesting data again.

The associate provost for undergraduate study has kept track of nominees for the Science Teacher of the Year Award presented by the *Detroit Free Press* and the Michigan Science Teachers Association. Since its inception seven years ago, the award nominees have had numerous ties to Oakland.

Appleton says nearly a third of the nominees since the award was introduced have either graduated from Oakland or at least taken some classes here. What makes that more intriguing is that Oakland graduates who are now teachers make up less than 5 percent of the total in Michigan.

This year 14 persons were nominated and two had Oakland connections.

## Lecturer Looks at Wars

John Murrin of Princeton University will deliver the annual history lecture at noon April 10 in Oakland Center Gold Room C.

Murrin's topic will be *From Jamestown to Desert Storm — War and Society in American History*. The speaker is co-editor of the book, *Colonial America: Essays in Politics and Social Development*, which is now in its fourth edition. He has also authored numerous articles and essays on colonial and revolutionary America.

The lecture is free and open to everyone. A question period will follow the program. For details, call 370-3510.

## Play, Not the Ticket, is Phantom

Blocks of tickets for faculty and staff members who wish to see *Phantom of the Opera* in Detroit are now available from Pat Nicosia.

Nicosia has six blocks for Sunday nights at the Masonic Temple. The dates are December 20 and 27 and January 3, 10, 17 and 24. Main floor seats are \$55 and balcony seats are \$22.50. The seats are full price, since group discounts are not available.

Hurry if interested because the order deadline is April 10. Nicosia says checks and ticket orders may be sent to his office, 100 NFH, but questions should be directed to him at home. His number is 375-0419.

## NSF Provides Summer Research

A \$40,000 National Science Foundation grant to the university will provide summer research work with senior faculty members for 10 undergraduates.

The award is the third straight for OU. Students from OU and other universities are eligible for the 10-week program.

Professor Kenneth Harmon, chemistry, coordinates the Research Experience for Undergraduates program. Seven senior faculty members in addition to Harmon will work with undergraduates on projects in biochemistry and analytical, physical, organic and inorganic chemistry.

Harmon says most of the stipends will go to OU students. The 10 recipients will be named this month.

## De Carlo, Sims Address Michigan Senate Subcommittee

*Interim President John De Carlo and Board of Trustees Chairperson Howard Sims spoke to the Michigan Senate Appropriations Subcommittee on Higher Education on March 13. Their comments pertained to funding from the state for the 1992-93 fiscal year.*

## Comments by John De Carlo:

I feel awkward in appearing before you, since I am more accustomed to sitting in the audience during these sessions, or meeting with you and the staff privately to review Oakland's critical needs. This will be my first appearance before this committee in this role as Interim President, and perhaps my last since I am pleased to announce that the Board of Trustees on March 11, 1992 selected Dr. Sandra Packard, Provost and Vice Chancellor for Academic Affairs for the University of Tennessee at Chattanooga, as the new President. To see that I do not prejudice the institution's position for the new president, I am accompanied by our Board Chairman. I am most pleased to introduce Mr. Howard Sims, Chairman of our Board of Trustees. Mr. Sims wishes to make a few brief comments prior to my presentation.

*(Text of Sims' comments appear after De Carlo's, on page 4.)*

As I indicated, it is not only awkward for me to appear before you because of my change in roles, but also because I fully realize the fiscal constraints under which you are operating, and the struggle you will face during the next few months in trying to allocate the State's diminished resources to the many critical State programs you will have under review. I would be less than honest if I did not also acknowledge that I make this presentation with great trepidation in view of the fact that higher education during this current year was favored in the current budget year process while many agencies, including the legislature, suffered cuts, a reduction in benefits and in many instances no salary increase. If I had the power to make some redress in this area, in all sincerity and not in the spirit of pandering, I would, since the general public does not realize the effort that the legislature and its staff expends with little or no reward or recognition. To serve the public can be a thankless task at times.

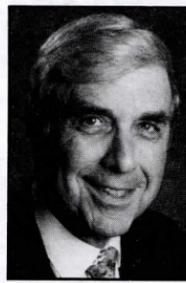
I believe that it is appropriate, in fact necessary, to provide a brief summary of what has transpired at the university since my appointment on June 5, 1991 in order that you may understand our budgetary actions and needs during this critical period, and measure the progress that we have made to date to warrant your continued support. We need to demonstrate that it is not "business as usual," and that we not only recognize the fiscal problems before us, but more importantly that we are taking action to solve the problem.

On the day after my appointment, I was advised that given revenue constraints and budget projections we were in very serious financial straits far beyond my knowledge. A review of our accounts with the Vice President for Finance and Administration revealed a potential general fund deficit of approximately \$3.8 million and an auxiliary fund deficit of approximately \$1,600,000. At that time, we were uncertain as to the appropriation level, and we were also engaged in negotiations with the AAUP which represents our faculty. Let me state at this point that I am deeply grateful for the amicable resolution in early September of a three-year faculty agreement which I believe is fair and equitable and was in the full and best interest of the university, the faculty and our students. The settlement was less than that negotiated at several other institutions which is a tribute to the understanding by our faculty of our fiscal problems at that time and to the economic realities of life in Michigan for the next few years. I know that you are aware of the settlements at other institutions so that a three-year salary settlement at Oakland of 5.4 percent, 5.5 percent, and 5.6 percent coupled with the relinquishment of a retirement benefit payment plan, must be placed in its proper perspective as a recognition of not only the need to reward a very talented faculty with great mobility, but also as recognition of the limitations of the institution's resources.

Let me state there is no question that I could document the quality of our faculty which is one that you would expect at only the most prestigious of institutions. In that regard, it is probably appropriate for me to also note at this juncture that Oakland Uni-

versity was selected by *U.S. News & World Report* this past year as one of the fifteen outstanding regional institutions in the Midwest, and as one of the three best academic buys in the Midwest. You do not become an outstanding university without an outstanding faculty. We have faculty in our classrooms, not teaching assistants. To receive such recognition should be an encouragement to you in your support of Oakland.

To return to the fiscal status of the institution, in June, we immediately initiated a freeze on all positions, initially implemented an out-of-state travel freeze, cut non-academic equipment in the amount of \$100,000, and implemented selective divisional budget reductions. These actions amounted to a \$1.6 million reduction. In August, we increased our tuition level at below the State average of 8.5 percent. Our increase was 7.7 percent to which the students added a self-imposed fee for student programs and services which raised our rate to 7.88 percent.



De Carlo



Sims

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— John De Carlo

The tuition increase places us in the middle range (8th out of 15) in comparison to our sister institutions and this action raised approximately \$1.9 million with fees raising approximately \$300,000. The budgetary restrictions and the tuition and fees increases that we imposed will result in a balanced budget by the end of the year. You may well ask what other specific actions we took. We closed one division, consolidating services in the remaining divisions on campus, and reduced the number of vice presidents by one. While there were no faculty layoffs nor any cuts in academic programs since our mission is education, we did freeze some academic positions that resulted from retirements and resignations. We did, however, eliminate six general fund administrative positions and reduced benefits in a variety of areas which I would be pleased to detail if necessary. In addition, we eliminated seven non-general fund positions. Realizing that 1992-93 would be a difficult year, our second priority after creating a plan to balance the 1991-92 fiscal year was the creation of a planning process for 1992-93. We have accelerated the budget process from one that generally occurred in June or July pending legislative action to our first budgetary hearing with our Finance and Personnel Committee of the Board of Trustees in February with more detailed recommendations to be submitted in March and April. We are developing a number of scenarios based upon the Governor's recommendation along with some wishful thinking, and perhaps the hope that additional resources will emanate out of your review. This brings me to the response to your first question which was previously submitted to us which asks whether in general we agree or

disagree with the fiscal year 1992-93 executive recommendation for higher education.

In response to your second question as to how the institution's tuition and fee schedule will be affected by a) no increase in State appropriations; b) a 2 percent increase, and c) a 4 percent increase, I would have to quickly note that a zero increase in appropriation would, after a \$2.2 million cut in staff and programs, require a tuition increase of approximately 9 to 10 percent just to balance with few improvements in programs. We could programmatically justify a higher level of tuition but we are concerned at this time about the impact on our students of an amount above 10 percent. Each percent of tuition and fees generates approximately \$260,000 for the university. A two percent increase in appropriations would be approximately \$725,000 and could reduce tuition by 2.8 percent. A 4 percent increase in appropriations would amount to above \$1.4 million and could reduce tuition by about 5.6 percent. Lest you jump to any conclusion that tuition should be in the 4 percent range, please keep in mind that this is based on a cut of \$2.2 million impacting staff and services and ignores our needed maintenance and program needs.

Your third question states assuming that available State capital outlay appropriations will not be adequate to fund university needs, what alternatives do you propose to provide required capital dollars. A second part of the question is "What is your institution's position on raising the State bonding cap?" In reverse order, I would endorse an increase in the bonding cap, since the answer to the first part of your question is that the university currently has no resource base upon which to draw for capital funds for needed facilities. The university already has perhaps the third lowest space available for its students of any of the institutions in the State. There is a critical need for the approval of our science building which at last year's estimates would cost approximately \$38 million. In connection with the issue of alternative resources, it must be noted that Oakland University is a young institution and its alums are not as established and as affluent as those from some of the senior institutions in this State. We are additionally handicapped in that our alums are small in number compared to institutions such as Michigan State, the University of Michigan, and my alma mater Wayne State University. My position on raising the bonding cap logically is based on the conclusion that it would be poor planning and poor public policy if the State placed the burden of funding a substantial portion of new facilities on the smaller institutions. It would, in effect, be saying that there are a favored few and we are not going to treat all of the citizens and students in this State in an equitable fashion. To place the capital outlay burden on the universities for critical building needs would be devastating since there is no question that Oakland University, and each of the institutions of this State, already have a horrendous problem in meeting critical maintenance needs. Our facilities are aging and we have not been able to establish reserves to meet major or emergency repairs. How can we meet program needs, maintenance needs and carry an additional capital outlay burden? In this connection, I have established during the past few months a process for inventorying our maintenance needs. The university must develop a plan for funding maintenance needs at Oakland which are estimated in the next few years to be in excess of \$10 million. How can we provide the needed facilities and raise funds for such facilities when we have ongoing maintenance and repair costs of this magnitude? I plead with you to consider carefully about adding a burden to the capital outlay process given the critical operational needs of the institutions.

Your last question asked that we describe the university's mission and how it has changed during the past decade. I have included in our materials our Role and Mission Statement. Oakland University's role and mission has remained constant over the last decade. It continues to emphasize a balance among instruction at degree levels from baccalaureate through doctoral; scholarship and basic and applied research, with particular responsiveness to the needs of Michigan, especially its southeastern sector; and vigorous programs of public service with special em-

(Continued on page 4)

# Remarks by De Carlo, Sims to Senate Subcommittee

(Continued from page 3)

phasis on cultural enrichment activities offered to the public at-large. Unfortunately, the general fiscal outlook for the State of Michigan over the long term does not lend confidence as to the State's ability to support its higher education system at the level which brought that system to national prominence. Accordingly, Oakland University sees the need to revisit its institutional role and mission. We shall be forced to diminish the range of our offerings and activities in order to maintain quality. In reference to our mission, not only have we been recognized by *U.S. News & World Report*, but in 1989 during our ten-year review by the North Central Association of Colleges and Schools, Oakland was noted to have "the potential to be a model education institution for the 21st Century." It was further stated that in a "span of thirty years, Oakland University has developed into a high quality institution with a faculty committed to excellence in teaching and a demonstrated excellence in scholarly and creative activity, an academically serious student body, and a supportive staff." My concern is that we will not be able to maintain this position which would be a loss to the citizens of this State.

You were kind enough to suggest in your communication that the committee would entertain our thoughts regarding funding for our university. I could go through the ritualistic litany on our per FYES funding, number of students, inadequate space, deficient funding for maintenance, and program requests but that would only duplicate the information you already have, and given the limited resources available and our limited time, it would be a poor use of this committee's time. We have also filed the obligatory budget documents with the Executive Office, setting forth, as has every other institution, our "wish list" of needs. You have also been given a booklet with data supporting my testimony. Let me reiterate, without offending, that I find it difficult to comprehend how any rational differential decision can be made with the limited resources available in the absence of an equitable formula or a true and accurate understanding of the specific needs at each institution. Therefore, it is my conclusion that the only equitable way of conducting the process this year if additional funds are available would be to treat each institution equally on the same percentage basis to meet inflationary needs. The in-

stitutions will be forced, just as Oakland has been forced, to reallocate its priorities and make some adjustments that perhaps a formula would address in a more orderly fashion.

If I may indulge in one further observation, let me go where perhaps "angels fear to tread." Perhaps you will also excuse my forthcoming comments, attributing them to the fact that as the "Methuselah" of the higher education lobbying corp, I have witnessed over the past twenty-six years the development and funding of a whole host of programs without full consideration to the basic needs of the universities. The State as well as the universities cannot be all things to all people. It appears to me that the State must revisit some of these matters just as the universities are being forced into looking at their programs based upon no growth dollars. One should remember that many of these funding programs were initiated during the fiscally halcyon days of the State. When compared to today, there were times when on a comparative basis the State was literally awash in funds. Even little Oakland experienced in the late 70's an increase in its annual appropriation one year of over 15 percent. Those were the "good old days." To get to my point, I am not suggesting that you precipitously terminate funding to all programs, but I do believe that consistent with my suggestion for the development of an equitable formula, you should revisit the funding of all programs on a priority basis. I know that your true interest is to provide a quality education for the citizens of this State.

Our status as a quality institution, as reflected in our selection as one of the outstanding universities in the midwest, in which I hope you take equal pride, since your support has permitted us to achieve that goal, will change. In the absence of any increased funding, and with inflationary costs and with the need to retain good faculty in order to remain academically superior, we will in effect have to devour our own body by continually reducing programs and cutting services. This will mean less access to a quality education for many citizens in this State, along with fewer program options and courses, which could result in a delay in obtaining a degree.

Let me briefly add that in our effort to cut expenses, we are also looking at the privatization of certain operations to reduce costs in both our general fund and auxiliary areas.

These actions are not considered or taken without pain and controversy. I noted earlier that there was a deficit in our public service or auxiliary areas. We shall enter into a contract with a private promoter for the operation of our summer festival. We shall turn a loss into a guaranteed rental income with better public service programming which will also enrich our academic program. We are leaving "no stone unturned" in our effort to operate efficiently within very tight budget constraints.

In conclusion, let me state that we do not envy your task, but we do wish to assist you in any way possible in sharing the burden and working toward an equitable resolution of these issues during a very tumultuous fiscal period which may not end in 1992. It would be less than honest to contend that the universities cannot survive or that we could not make any further cuts or adjustments. Every enterprise can improve to some extent upon what it is doing and also reduce its services. However, at some point in time, there is a terrible price to pay once you go beyond the removal of the inefficiencies in the system and take the scalpel and carve into core programs and service. The State has to make a decision as to the quality of the education which it wishes to offer to the people of this State, and at what cost.

I shall be pleased to answer any questions at this point since I believe that I have taken more time than is warranted in this presentation. Thank you.

### Comments by Howard Sims:

I appreciate the invitation of the committee to appear and to respond to policy issues relating to the university. Let me state that my colleagues on the Board take their public trust very seriously. During this past year several of the members, at great personal and professional sacrifice, have devoted many hours in fact full days to the institution, not only in its effort to select a president, which is perhaps the most important decision the Board must make, but also in working with Interim President De Carlo during a fiscally difficult period. The Board has participated extensively during the past eight months in discussions with the administration relating to the need to be fiscally prudent. Let me note that the Board is not passive nor is the current administration lacking in the willingness to make difficult decisions in the interest of the institution and State. Mr. De Carlo will be reviewing with you, in general terms, some of these matters so that I do not believe that it is necessary for me to make any specific comments.

The Oakland University Board is truly appreciative of the past support provided by the legislature and the Governor. We realize that higher education was spared this past year in the cuts needed to balance the State budget. We are very grateful to you, and we do not wish to add to your burden this year. We offer our support for the resolution of some of the issues relating to higher education. We hope that some mechanism is created for input from the institutions and their Boards.

I would be derelict if I did not anticipate, however, one subject that will be raised today and that is the need for additional space at the university which means capital outlay funds. The capital needs of the universities, whether they be in maintenance, repair, remodeling or new facilities, must not be neglected and must not be the full burden of the institutions.

I shall be pleased to participate in any discussion to the extent of my knowledge during the course of this presentation. Thank you again for inviting us.

## Employee of the Month

Kathleen Osentoski, reproduction machine operator in the University Services Print Shop, has received the Employee of the Month Award for April. She has been employed in the Print Shop since August 1986.

Osentoski is an asset to her department and to Oakland University. She has made a contribution to the quality of life at OU above and beyond job requirements. She was selected based on the following testimonials:



Osentoski

"Kathleen is one of those persons who always has a smile on her face and enjoys working with people and is happy in her job. She is dedicated and is always willing to give the 'extra' amount needed to ensure a quality job done right and on time. Her pleasant personality and pleasing attitude make her well liked by her contemporaries and supervisors."

"Kathleen has an outstanding work ethic and often starts jobs before the start of the

work day, and is always willing to stay after normal hours to complete a priority job. She is not a 'clock-watcher' type of person, and understands the needs of the customer and wants to contribute to the missions of Oakland University."

"Kathleen is very knowledgeable in her field and assists other employees in the technical aspects of printing operations. She willingly shares her skills for the improvement of the operation. She was very instrumental in planning, setting up and helping to conduct a recent open house to demonstrate the capabilities of the reproduction center. She was the primary developer in the development of our reprographics training manual and a cost comparison study between our Print Shop and those of other educational institutions in Michigan."

"We are proud to know a person like Kathleen and are fortunate to have a person of her caliber here at Oakland."

Employee Recognition Award nomination forms are available in all departments, ERD and CIPO. For information, call Victoria Junior or Gail Ryckman at 370-3480.

The Employee of the Month column is provided by the Employee Relations Department.

## Events

- APRIL**
- 3 - Symphonic Wind Ensemble concert, *All American Music*, 8 p.m., Varner Recital Hall. Admission. Sponsored by Department of Music, Theatre and Dance. Call 370-3013.
  - 4 - Men's baseball doubleheader with Wayne State University, 1 p.m., Lepley Sports Center field. Admission. Call 370-3190.
  - 4 - 11th annual Women's Film Festival, 9 a.m.-5 p.m., Varner Recital Hall. Admission. Call 370-2264.
  - 5 - Men's baseball doubleheader with Saginaw Valley State University, noon, Lepley Sports Center field. Admission. Call 370-3190.
  - 5 - Athletic Awards Banquet, 6 p.m., Oakland Center Crockery. Admission. Reservations taken until March 23. Call 370-3190.
  - 7 - ACE-NIP luncheon, *Gender Differences in Communication*, with Roxanne Allen, noon-1:30 p.m., Oakland Center Gold Room C. Call 370-3496.
  - 7 - Seminar, *Providing Quality Customer Service*, 9 a.m.-4 p.m., Signature Inn. Sponsored by Continuum Center. Admission. Call 370-3033.
  - 7 - Lecture, *Retailing in the '90s*, by Dennis Toffolo, president of Hudson's Department Store Co., 1 p.m., Oakland Center East Crockery. Free. Sponsored by Alpha Phi Alpha Fraternity, Inc., Omicron Mu Chapter.
  - 7 - OU Bible Staff meeting, noon-1 p.m., Oakland Center Meadow Brook Room. Free. Call Victoria Junior, 370-3480.
  - 8 - Seminar, *Stress Management Techniques for Counselors*, 9 a.m.-4 p.m., Meadow Brook Health Enhancement Institute. Sponsored by Continuum Center. Admission. Call 370-3033.
  - 8 - Red Cross blood drive, 9 a.m.-9 p.m., Oakland Center West Crockery. Free. Sponsored by CIPO and the Red Cross. Call 370-2020.
  - 9 - University Senate, 3:10 p.m., Oakland Center Oakland Room. Call 370-2190.
  - 10 - Seminar, *Internal Guides and Structures Made Palpable: Masks and Medicine Shields*, 9 a.m.-4 p.m., Oakland Center. Sponsored by Continuum Center. Admission. Call 370-3033.
  - 10-12 - Oakland Dance Theatre, *New Looks, New Images*, 8 p.m. Friday and Saturday and 3 p.m. Sunday, Varner Recital Hall. Admission. Sponsored by Department of Music, Theatre and Dance. Call 370-3013.
  - 11-12 - Men's baseball doubleheader with Ferris State University, 1 p.m., Lepley Sports Center field. Admission. Call 370-3190.
  - 14 - OU Bible Staff meeting, noon-1 p.m., Oakland Center Faculty Lounge. Free. Call Victoria Junior, 370-3480.
  - 14 - CIPO Faculty Chef Series with David Jaymes making French bread, noon, Oakland Center Lounge II. Free. Call 370-2020.
  - 14 - Personal appointments with TIAA/CREF retirement counselor. Call Staff Benefits Office, 370-3483.
  - 15 - OURS Program, *Oakland University ... A Stroll Down Memory Lane*, 3-5 p.m., Meadow Brook Hall ballroom. Free. Sponsored by AP Assembly and AP Association. Call Paul Franklin to register, 370-2020.
  - 16 - Lecture, *Enigma of Genius*, on Spanish painter Francisco Goya, 7-9 p.m., Meadow Brook Hall. Admission. Sponsored by Division of Continuing Education. Call 370-3120.
  - 17 - Oakland Community Chorus, University Chorus and Oakland Chorale, *B x 3*, 8 p.m., Varner Recital Hall. Admission. Sponsored by Department of Music, Theatre and Dance. Call 370-3013.
  - 21 - OU Bible Staff meeting, noon-1 p.m., Oakland Center Faculty Lounge. Free. Call Victoria Junior, 370-3480.
  - 22 - Secretaries Day videoconference, *Change in the '90s - The Key to Success*, 11:30 a.m. luncheon, 12:30-3 p.m. videoconference. Sponsored by Division of Continuing Education and Continuum Center. Admission. Call 370-3120.
  - 23 through May 17 - Play, *Ain't Misbehavin'*, times vary, Meadow Brook Theatre. Admission. Call 370-3033.
  - 28 - Seminar, *Empowering Older Adults*, 9 a.m.-4 p.m., Oakland Center. Sponsored by the Continuum Center. Admission. Call 370-3033.
  - 28 - Men's baseball doubleheader with Northwood Institute, 2 p.m., Lepley Sports Center field. Admission. Call 370-3190.
  - 29 - Men's baseball doubleheader with Hillsdale College, 2 p.m., Lepley Sports Center field. Admission. Call 370-3190.
- MAY**
- 2 - Seminar, *Home is Where We Started From: The Use of the Genogram in Counseling*, 9:30 a.m.-noon, Oakland Center. Admission. Sponsored by Continuum Center. Call 370-3033.
  - 2-3 - Men's baseball doubleheader with Grand Valley State University, 1 p.m., Lepley Sports Center field. Admission. Call 370-3190.
  - 2 - Saturday Fun for Kids Series with Puppet Place Theatre of Chicago performing *The Firebird*, 11 a.m., Meadow Brook Theatre. Admission. Sponsored by MBT and Holiday Inn of Auburn Hills. Call 370-3300.
  - 6 - Lecture, *Perspectives on Art*, on print collecting, 7-9 p.m., Meadow Brook Hall Carriage House. Admission. Sponsored by Division of Continuing Education. Call 370-3120.
  - 13 - Personal appointments with TIAA/CREF retirement counselor. Call Staff Benefits Office, 370-3483.
  - 13 - Lecture, *Perspectives on Art*, on techniques in printmaking, 7-9 p.m., Meadow Brook Hall Carriage House. Admission. Sponsored by Division of Continuing Education. Call 370-3120.
  - 20 - Lecture, *Perspectives on Art*, on conservation and framing of prints, 7-9 p.m., Meadow Brook Hall Carriage House. Admission. Sponsored by Division of Continuing Education. Call 370-3120.
- JUNE**
- 6 - Commencement ceremonies, at Baldwin Pavilion: 10 a.m., School of Education and Human Services, 1 p.m.; School of Business Administration; 4 p.m., College of Arts and Sciences, School of Health Sciences and Bachelor of General Studies; 7:30 p.m., School of Engineering and Computer Science. At Meadow Brook Theatre: 1 p.m., School of Nursing.
  - 6-7 - Meadow Brook Landscape and Garden Show, all day, grounds of Meadow Brook Hall. Sponsored by MBH and the Metropolitan Detroit Landscape Association. Call 370-3140.

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