

inside OAKLAND

A newsletter for Oakland University colleagues

breaking

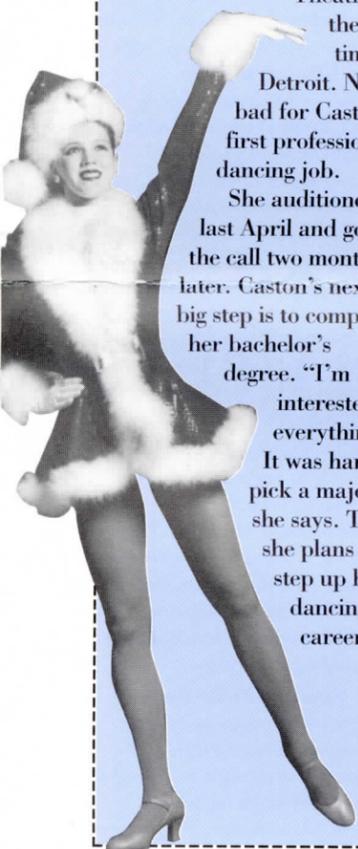
NEWS

OU junior joins Rockettes

Denise Caston has got a leg up on her dancing career. Caston, a junior, Computer Engineering, School of Engineering and Computer Science, is one of eight local women who danced as a world-famous Rockette in The Radio City Christmas Spectacular. The show played November 28 to December 27 at the Fox Theatre —

the first time in Detroit. Not bad for Caston's first professional dancing job.

She auditioned last April and got the call two months later. Caston's next big step is to complete her bachelor's degree. "I'm interested in everything. It was hard to pick a major," she says. Then she plans to step up her dancing career.



Physicians in training

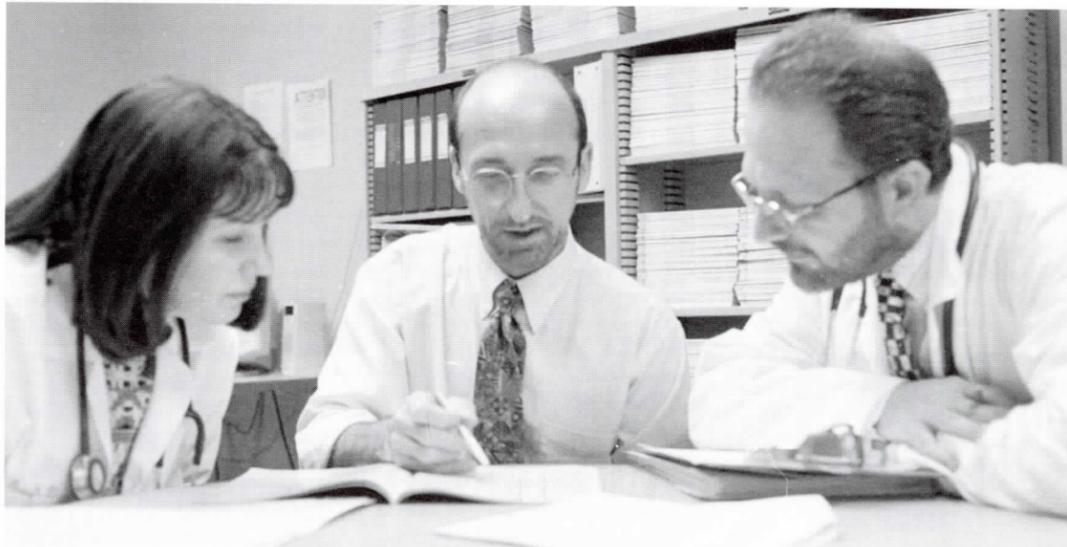
More doctors in training are turning to Oakland — and the School of Health Sciences — to learn

Like all professionals, physicians undergo intensive training and academic instruction. For part of this education, they turn to Robert Jarski, associate professor, Exercise Science.

Over the last dozen years, Jarski has supervised the research activities of an increasing number of resident physicians. He now tutors about 30 residents each year, primarily at Horizon Health System's Bi-County Hospital, Warren.

"Residents are required to have experience in researching and interpreting medical literature," Jarski says. "They must complete research projects, papers and presentations. My role is to tutor them. I direct them as they develop their research idea, and then as they collect and analyze data. In many cases, they write up their research for publication."

The work of more than a dozen of Jarski's students has been accepted for publication in scientific and professional journals.



Robert Jarski works with residents from North Oakland Medical Hospital, Pontiac.

Most research projects require the entire residency to complete — from two to four years — depending on the physician's specialty. Jarski also teaches residents in a classroom setting.

"It's rewarding work," he says. "This gives Oakland an intimate community connection and a direct link to research on current patient care issues. The information that is brought back to the university helps us stay on the forefront of new developments in patient care. And it is provided to students, who use it to collaborate with professors on related projects."

"Most importantly, we use this information for critical problem solving. We're able to

Continued on page 2

Professor uses expertise to create retreats

Robert Jarski returned from a sabbatical two years ago with the Dean Ornish group at the Preventive Medicine Research Institute, San Francisco.

Now he is using the expertise developed from that experience to organize Heart Enhancement Retreats that emphasize prevention and reversal of heart disease through lifestyle modification.

The institute's programs have revolutionized thinking about heart disease, lifestyle and reversing heart disease through lifestyle change — and without drug intervention or surgery.

"There are four pillars of

reversing heart disease," Jarski says. "These are nutrition, group support, exercise and stress management. We found the blood vessels actually opened for those engaged in these activities. More importantly, they continued to improve over time."

The Heart Enhancement Weekend Retreat adapts these concepts into a curriculum that can be used in community settings. The next retreat, which can accommodate up to 20 patients, is planned for February 1998.

For more information, contact MBHEI at 3198.

Oakland boasts world-class microelectronics research center

Ask the system engineers in Southeast Michigan's growing high-tech corridor where the nerve center of their industry is, and many will answer: "Oakland University."

That's because OU's Microelectronic System Design Laboratory (MSDL) is gaining more and more recognition as the region's top research center for designing, testing, and evaluating integrated circuitry.

"MSDL has the expertise, tools and facilities to build advanced microelectronic systems for neighboring industries," says Hoda S. Abdel-Aty-Zohdy, director, MSDL, and associate professor, Electronics and System Engineering. "Our research center has complete computer hardware and software to design microelectronic applications using full-custom or semi-custom designed

components, or a combination of the two. Our extensive simulation tools — which can predict the behavior of a design that exists only as a computer file — can save enormously on research and development costs."

Abdel-Aty-Zohdy says that microelectronic technology, especially the development of smart sensors and actuators, has grown rapidly in the last few years.

"Smart sensors and actuators are on the verge of revolutionizing the accuracy of many engineering systems, especially in the auto industry," she says. "They will allow industries to accomplish things that are not now feasible."

Among the systems MSDL can build:

- Application Specific Integrated Circuits (ASICs)
- Integrated signal processing circuitry

- Sensors and actuators integrated interfacing circuits
- Neural networks analog and digital implementation for smart integrated circuits
- Automotive electronic design

Until the 1990s, microelectronic systems were assembled using either expensive and error-prone full-custom designed components, or more predictable, but less application-specific, semi-custom designed components.

But today's microelectronic systems require a mix of both full- and semi-custom designed components, as well as a hybrid of digital and analog elements. MSDL can design them all, whether implemented using Very Large Scale Integrated Circuits, Multi-Chip Modules, Flat-Panel Display, or Micro-Electro-Mechanical Systems.



Hoda S. Abdel-Aty-Zohdy, director, MSDL, and associate professor, Electronics and System Engineering, holds a microelectronic chip, which replaced the circuit board.

Physician University

Continued from page 1

contribute to the betterment of the community.

"There's always that exchange. We're contributing to the community by making information and resources available to these resident physicians, and we bring the results of their research back to our community."

At times, he says, the precepting professor learns from the student. Often, the research touches lives in unexpected ways.

"About five years ago, Richard Butler conducted research at the Meadow Brook Health Enhancement Institute on the safety of circuit weight

training," Jarski recalls. "That study, which was published in a major medical journal, emphasized the impact of resistance training and a healthy lifestyle on cardiac health. His research has helped cardiac patients internationally."

Jarski credits the quality of the school's programs and its patient care focus.

"The goal is not to produce researchers but to improve patient care. You improve by being on the forefront, by interpreting and producing research that is on the leading edge," he explains. "Patients will benefit by their physicians knowing how to use research and information as new knowledge becomes available."

reflecting peer recognition of lifelong excellence in the field of safety. He was honored at the Society's Professional Development Conference, San Diego.

Faye Cobb, Health Sciences, is a candidate for a Ph.D. in developmental psychology at Wayne State University. She recently presented research on coping and pain management strategies of children with sickle cell disease at the MPTA annual meeting.

David Daniels, Music, conducted the Fort Street Chorale and Chamber Orchestra in Haydn's *Lord Nelson Mass* and Mozart's *Vesperae solennes de confesor*. He led Donizetti's *Anna Bolena* with the Boston Academy of Music. He will retire from Oakland University and the directorship of the Pontiac-Oakland Symphony in August 1998. He will continue as music director of the Warren Symphony, and has been appointed principal conductor of the Detroit Symphony Civic Orchestra, the training orchestra of the Detroit Symphony.

Linda Dick-Bissonnette, Sociology-Anthropology, has had an article accepted for publication for the spring 1998 issue of the *Journal of Anthropological Research*, titled *Gender and Authority among the Yokoch, Mono, and Mivok of Central California*. The article addresses decision-making levels, socioeconomic specializations and residence patterns in three traditional California Indian cultures, overturning previous ethnographic accounts and assumptions of universal male dominance. She presented a paper, titled *Matrifocality in Native Central California*, at the 96th Annual Meeting of the American Anthropological Association, Washington, D.C. The session, cochaired by **Judith K. Brown**, Sociology and Anthropology, was titled *Women Helping Women: A Cross-Cultural Perspective on Their Cooperative and Supportive Behavior*. Brown also presented a paper, titled *Is There Safety in Numbers: Women's Coalitions and Wife-Beating*.

Todd Estes, History, presented a paper, titled *The Federalists and the Jay Treaty Debate: Shaping the Politics of Public Opinion*, at the annual meeting of the Society for Historians of the Early American Republic at Penn State. He also won a Mellon Foundation Summer Research Fellowship at the Library Company of Philadelphia for research into political humor and the political culture of the 1790s. In April 1998, he has been invited to participate as a panelist in a Liberty Fund Colloquium, titled *Liberty and Order: The First Party Struggle*, Lexington, Kentucky.

Ron Finucane, History, wrote his fourth book, *Rescue of the*

employee of the MONTH

December

Employee: Phyllis Moore
Title: Executive Secretary
Department: Office of Admissions
Length of Service: 13 Years

Comments: "Phyllis is one of those employees that you wish you could clone. She is the most composed, professional, thoughtful person with whom I have ever worked. She has a remarkable "what can I do to help" attitude that sets an example for all of us in Admissions. She simply takes whatever needs to be done and does it."

"Phyllis provides the office with leadership by her example. She serves as a role model for many people. She is loyal and possesses integrity."

"It is folks like Phyllis who make you remember what teamwork is all about."



REGISTER

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DEADLINES

Submit items for publication no later than the 10th of the month before publication

NEXT DEADLINE

January 10

of distinction

Hoda S. Abdel-Aty-Zohdy, Microelectronics System Design Lab, Electrical and Systems Engineering, published a paper in the *Neurocomputing Journal*, *Elsevier Science*, November issue, titled *A Recurrent Dynamic Neural Network For Noisy Signal Representation*. The paper is co-authored with Marc Karam and Mohamed Zohdy. Abdel-Aty-Zohdy presented two papers at the 31st ASILOMAR Conference on Signals, Systems, and Computers. The papers will appear in the refereed conference proceedings. They include: *ASICS Using Neural-Networks Pattern-Recognition for Chemical-Sensors*, and *VLSI Design and Implementation of An Improved Squaring Circuit By Combinational Logic*, co-authored with Ahmad A. Hiasat. Abdel-Aty-Zohdy also published four papers at the IEEE Midwest Symposium on Circuits and Systems, Sacramento, California. The papers will appear in the conference proceedings: *Reinforcement Neural Learning with Application to Gas Sensors; A Wide Input Range Analog Multiplier for Neuro-Computing* (co-authored with doctoral student Mahmoud Al-Nsour; *Compact High Gain CMOS Op Amp Design Using Comparators* (co-authored with doctoral student John Purcell); *Computational Results on Recurrent Dynamic Neural Network for Signal Analysis* (co-authored with Marc Karam and Mohamed Zohdy). Abdel-Aty-Zohdy presented a paper at the 2nd Michigan Space Grant Consortium Conference, Ann Arbor. The title was *Reinforcement Neural Learning for Chemical Sensing in Space and Automotive Mems Applications*.

Susan G. Baker, Rhetoric, Communication and Journalism, was invited to attend and present a paper, *Culture and Mainstream Communication*, at the Wordcraft Native American Writers Conference, University of California at Los Angeles, October 1997.

Beverly Berger, Physics, was elected to a four-year term as general councilor for the American Physics Society. Her term began January 1. APS is the primary organization of physicists in the United States with 40,000 members. The council consists of representatives from the subfields of physics, such as nuclear physics, plasma physics, computational physics, and condensed matter.

Frank Cleary, Health Sciences, was named a Fellow of the American Society of Safety Engineers. This is the highest honor for an ASSE member,

Innocents: Endangered Children in Medieval Miracles. The book was published by St. Martin's in the United States and Macmillan in England. The book is a study of 600 cases of childhood accidents and illnesses in medieval Europe. Though primarily a historical work, it has been classified by the Library of Congress as pediatric medicine. Finucane has received an OU Research Fellowship for 1998, which will help fund his historical research in the Vatican archives and at Oxford University in the spring and summer.

Robert G. Gaylor, associate professor, Library, has been elected president of the Board of the Library Network, a cooperative of 70 libraries in southeast Michigan. This is a two-year term overseeing the activities of these libraries and managing a \$9-million dollar budget.

Darryl Hill, Health Sciences, received a Region and Division Safety Professional of the Year award from the American Society of Safety Engineers for his outstanding work in the Greater Detroit Chapter.

Anahid Kulwicki, School of Nursing, completed a grant project funded by March of Dimes in developing a bilingual Arabic/English booklet on *Birth Defects: Tragedy and Hope*. The booklet is the first in Arabic on birth defects.

Cathy Larson, Health Sciences, is a candidate for a Ph.D. in movement sciences at the University of Michigan. Larson was a member of a panel presentation on outcome measurement in physical therapy at the MPTA conference.

Don McCrimmon, Grants, Contracts and Sponsored Research, was awarded a special resolution at the 21st annual meeting of the Colonial Waterbird Society, Lafayette, Louisiana.

Donald Morse, English, chaired the daylong program inaugurating the Laszlo Orsz'agh Distinguished Fulbright Chair of American Studies in Hungary. The chair itself is the only Distinguished Fulbright Chair in any discipline anywhere in the world not named for an American. Morse contributed a chapter, *Agitators and Peace-Makers: Cross-Cultural Perspectives on Older Women and the Abuse of Young Wives*, to the published collection titled, *A Cross-Cultural Exploration of Wife Abuse: Problems and Prospects*. The book is edited by Asyan Sev'er of the University of Toronto and the publisher is Edwin Mellen Press, Queenston, Ontario.

Andrzej Rusek, Engineering, has been awarded a contract from TACOM for his project, *Development and implementation of a battery maintainer/charger*

system for lead-acid type military vehicle batteries.

Christine Sermo, Health Sciences, is a candidate for a Ph.D. in educational psychology at Michigan State University. She is coordinating the certificate in pediatric rehabilitation and this fall offers its first distance learning course, *Developmental Aspects of Pediatric Rehabilitation*.

Mary Seymour-Green, Technical Services, graduated from Wayne State University with a master of library and information science.

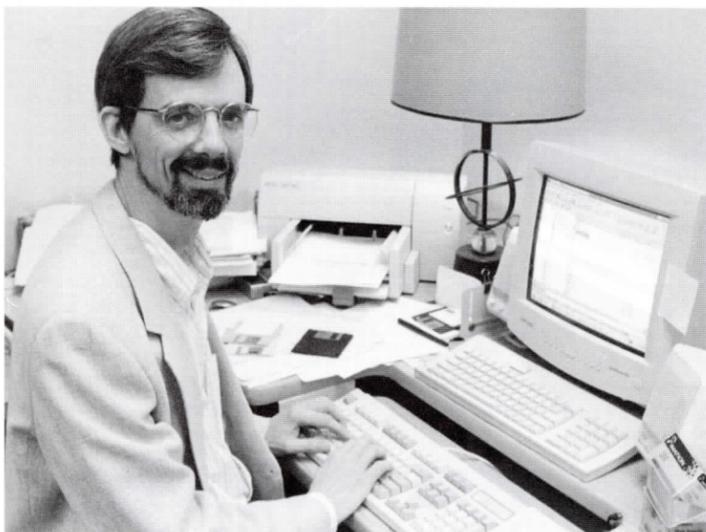
Karen Sheridan, Music, Theatre and Dance, shared the stage with Carolyn Gillespie from the University of Michigan-Flint in *Women's Singles* presented at the Flint and Oakland campuses. Sheridan played Ellen in *Personality* which premiered at the Women's Project, New York. She also directed Gillespie in *My Left Breast*, a play originally presented at the 1994 Humana Festival of New American Plays at the Actors Theatre of Louisville. This production of *My Left Breast* was a Midwest premiere.

Kristine Thompson, Health Sciences, is in progress toward a Ph.D. in educational administration at Michigan State University. Thompson was certified as a trainer for the American Physical Therapy Association Clinical Instructor Education and Credentialing Program.

Carl Vann and **Philip Singer**, Health Sciences, approach their 30th year of service to Oakland students. Vann recently reviewed a proposed new work on health reform in 10 countries. Singer completed a research project on bee venom therapy for multiple sclerosis with physical therapy faculty from the University of Michigan-Flint. He has produced numerous medical-anthropological videotapes, which air in Farmington, Farmington Hills and Novi on cable Channel 12. Singer has been awarded the Premio G. Pitre international grand prize for Ethnohistorical documentaries. His film, *The Last Tuna Massacre?*, was shot in 1996 on the island of Favignana, one of the Italian Egadi islands off the coast of Sicily. Singer has also been invited to travel to Palermo, Italy, in 1998 to receive the award at a ceremony in his honor. Singer has had his film documentary, *Divine Madness: Trance, Dance, and Healing in Guyana*, reviewed in *Krik Krak*, a quarterly publication that provides information for and about the Caribbean community in the Detroit area. Singer has received a Distinguished Service Award for Outstanding Contributions in Program Production from the Southwestern Oakland Cable Commission of Time Warner Cable. It was given for Singer's documentary programs that aired over Community Access Television.

staff PROFILE

Rob Burns: 'It's a wonderful life'



Rob Burns

Rob Burns is living proof that career advancement can take many twists and turns.

Burns began his career as a part-time student library worker at the Performing Arts Library at Oakland University. In 1977 he graduated from Oakland and was hired as a full-time library technician. Now, in 1997, after 20 years, he's a part-time library technician. And he couldn't be happier.

Burns also has a second career as a professional musician. He performs Renaissance music with Anne, his wife. They met in the Wayne State University marching band where they were both piccolo players and they later pursued degrees at Oakland in early music, a form of classical music made popular during the

Renaissance.

As A Reasonable Facsimile, the duo plays multiple instruments including recorders, flutes, hammered dulcimers and less well-known woodwind and string instruments such as the viola da gamba, the lute, and the shawm, a predecessor to the oboe.

Early in their careers, the pair decided "not to have a life on the road," performing on the Renaissance fair circuit and moving south in winter, north in summer. They now perform at concerts and Renaissance fairs throughout Michigan, Illinois, Indiana, Ohio, Wisconsin and Pennsylvania.

Burns' avid interest and skills in personal computing rapidly earned him recognition at Kresge. Before he knew it, he was spending most of his part-time hours helping with computer problems and very few hours clerking. Burns now functions in a unique position where he retains his seniority as a library technician, works 25 hours a week and takes on extra administrative/professional duties related to computer troubleshooting.

"Many performers have day jobs," Burns says. "This is my day job. It's stimulating and interesting. It's fun helping people with their computer problems."

And, like all good day jobs, it gives Burns the time to develop his musical career, as well. If he could go back 20 years, "I'd do it the same way. It's worked out great."

board meeting HIGHLIGHTS

Appointed by the governor, OU's eight-member Board of Trustees is responsible for the general supervision of the institution and the control and direction of all expenditures from the institution's funds. Each trustee serves a term of eight years.

Current trustees: Rex E. Schlaybaugh Jr., chair; David J. Doyle, vice chair; and trustees Henry Baskin, Louis Grech-Cumbo, Dennis K. Pauley SEHS '82, David T. Fischer, Ann V. Nicholson and James A. Sharp Jr.

MSU to play Oakland men's basketball team to open new building

Michigan State University will play the Oakland University men's basketball team in the inaugural game at the new Recreation and Athletic Center November 18, 1998.

"The game will help OU open the rec center in a very grand way, and usher in Oakland's new era in intercollegiate athletics," OU President Gary D. Russi says.

Paul Bissonnette, vice president, Finance and Administration, says the game is a major step for the men's basketball program and "it is reflective of OU's history and close association with MSU."

OU Head Coach Greg Kampe says the team is excited about playing MSU in the new building.

"This is one of the most significant things that has ever happened to basketball at Oakland University," he says.

Construction of the center is on schedule for completion in September 1998.

Board approves snack bar vendor

The Oakland University Board of Trustees on December 4 approved the selection of Club Cappuccino Inc. as snack bar vendor on the main floor of the new Recreation and Athletic Center.

The 720-square-foot snack bar will offer deli and bagel sandwiches, garden and pasta salads, soups, fruit, baked goods, muffins, frozen yogurt, bottled juices and waters, fat-free slushes, beverages, cappuccino, chips and cookies.

The contract is for up to six years.



Club Cappuccino

bits and PIECES

Aerial robotics team takes flight

The OU Aerial Robotics Team, fresh from its 1997 competition, is gearing up for a new challenge in 1998. The team is composed of members of three engineering societies at OU — Society of Women Engineers, Institute of Electrical and Electronic Engineers and the Aerial Robotics Society.

The 1998 competition requires teams to design a fully autonomous and intelligent aerial robot communicating and working with a fully autonomous and intelligent ground robot to search a simulated disaster site to retrieve wounded people.

Materials property lab upgraded

Thanks to a \$10,000 gift from Lyon Gear & Machine, Oakland University's School of Engineering and Computer Science modernized its material properties laboratory.

OU used part of the money to buy a Rockwell hardness tester.

"It was a replacement because our old one was regularly falling out of calibration," says Gary Barber, associate professor, Engineering.

The tester allows the study of the properties of hardness and ways to control it. The lab also ordered built a Jominy end-quench tester, which will measure "hardenability" of materials; that is, how easy or difficult it is to make materials hard.

OU will use the testers in the material properties lab for teaching and research. As part of his research, Barber and his associates will be involved in analyzing gear distortion for Lyon Gear.

Center for product engineering development launched

A new Product Engineering Development (PED) Center is

designed to elevate the reputation of Oakland University and its School of Engineering and Computer Science.

The center will establish the school as an international leader in automotive product engineering, development and manufacturing education, research and applications.

It also indicates the wave of the future — educating engineering and computer science students by directly exposing them to real-world industrial research and problems, and funding university laboratories through industry and university partnerships.

Sun Microsystems has donated \$1.7 million in computer equipment and software, and Deloitte & Touche consulting group has committed to \$50,000 start-up costs and \$100,000 per year for three years to support the PED Center.

The PED Center is also cultivating industrial partners, such as Chrysler Corporation, TRW and General Motors Corporation, to use the center for executive management courses, research and seminars.

Engineering Professor Patrick Dessert is the PED director.

Chrysler awards grants to engineering faculty

The Chrysler Fund awarded research grants to two professors in Oakland University's School of Engineering and Computer Science:

- Patrick Dessert, director, Product Engineering Development, was awarded \$26,718 for his Engineering Warranty Reduction at Chrysler.
- G.L. Wedekind, professor, Engineering, was awarded \$14,362 for his *Study of the Influence of Thermal Radiation on the Thermal Performance of Heat Sink Fins*.

Business school offers new scholarship program

At Oakland University's School of Business Administration, a corporate-sponsored scholarship program under way this year promises big benefits for all involved.

The new Applied Technology in Business program pairs corporate donations with qualified SBA students in their junior year, giving the students a full two-year tuition scholarship and invaluable real-world work experience. In return, offering sponsors receive project support and on-site assistance from the student involved and golf course privileges at Katke-Cousins. Currently 18 SBA juniors are involved in the program; another 18 to 22 juniors are likely to be accepted next year.

More evidence that exercise reduces premature death

A study is reporting that women who participate in regular exercise, such as jogging, swimming or aerobics, have a substantial reduction in premature death.

Even more promising, it holds true for women of any age.

The report, cited this year in *The Journal of the American Medical Association*, is yet another to demonstrate the impact of exercise on mortality. Other studies have shown that men who exercise aerobically for three to four days each week can actually be protected from coronary artery disease and cancer — even when other risk factors are present.

According to experts at Oakland University's Meadow Brook Health Enhancement Institute, maintaining an exercise program is the second most important lifestyle factor in preventing premature health problems. The first is avoiding tobacco products.

Early release of employees, cancellation of classes, emergency closing

It's that time of the year again when severe weather conditions are more likely to disrupt university operations. Information pertinent to employees during such disruptions is provided below. More detailed information is included in the Administrative Policies and Procedures Manual.

Definitions:

Cancellation of classes means the university has made a decision to cancel classes for a given period of time. However, university offices would normally continue to work regular shifts.

Emergency closing means an unanticipated official closing of the university. Scheduled classes are canceled. All university offices are closed and university operations cease although specific exceptions may be authorized as directed by appropriate university officials.

Early release means that permission is granted to employees to leave work before their regular quitting time without loss of pay when emergency or hazardous conditions exist.

Sources of information for students and employees regarding cancellation of classes and/or university closing:

- Telephone 2000
— A tape recorded message will be carried on the system. Incoming callers will either receive the taped message or a busy signal. The system can handle 52 calls at one time. Callers who get a busy signal must redial the number to access the message.
— There will always be a tape recorded message at this extension. If the message simply provides normal university operating hours, either the university is operating as usual or the Telephone Department has not yet been notified about a change.
- Listen to a radio station or watch TV.
- Do not telephone the Police Department or switchboard. OU police dispatchers are expected to be available to receive communications of an emergency nature and to stay in communication with patrol vehicles.

get to **KNOW**

PEOPLE WHO ENJOY WINTER SPORTS

A feature highlighting specific groups of university colleagues.



CRAIG TAYLOR
Professor, Chemistry



SUSAN WOOD
Associate Professor,
Art and Art History



PAUL BISSONETTE
Vice President,
Finance and Administration



MARY OTTO
Dean, School of Education and
Human Services

What winter sport do you like best?

Cross-country skiing.

Cross-country skiing.

Downhill skiing.

Downhill skiing.

What advice to you have for beginners?

Get out and do it — it is an easy sport to pick up.

Be aware that it's harder to keep your balance than you think. Learn how to fall on your backside.

Buy very expensive equipment; that way you'll never quit.

Take lessons and it's never too late to learn.

What do you like best about your favorite winter sport?

Being outside and it is great exercise.

The beauty of the surroundings and it is terrific exercise.

It is exciting and athletic, and you get lots of sun.

The rush of having fear in the pit of your stomach.

What is your favorite winter get-away and why?

Independence Oaks and Katke Cousins Golf Course.

Katke Cousins Golf Course.

Taos, New Mexico, or Mammoth Mountain, California.

Lake Tahoe or Zermat, Switzerland.

What is your most memorable winter sport experience?

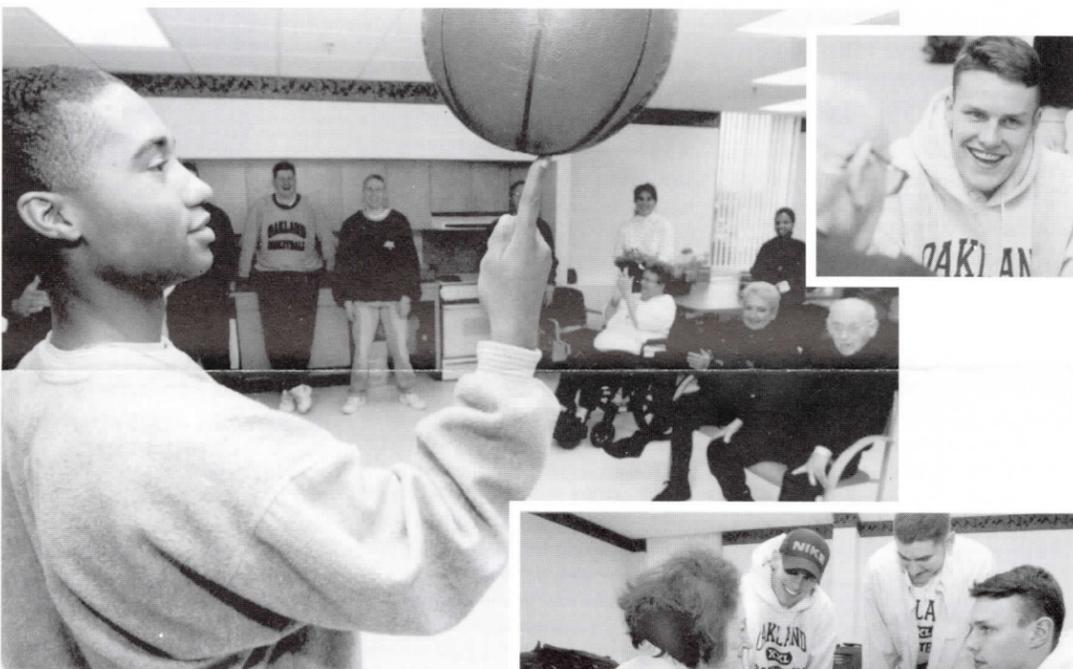
Just the overall effect of being out on a sunny, crisp, winter day is a peaceful feeling.

When I saw some deer on campus.

Cornice jumping in a white-out.

Skiing in Zermat, Switzerland, you get the most breath taking view of the Matterhorn Mountain. You are above the tree line and the view is just spectacular.

OU basketball team scores big at area hospital



Oakland University men's basketball team members entertain and talk with rehab patients at Crittenton Hospital, Rochester, on December 3.

calendar of EVENTS

People with disabilities who need special assistance to attend any of the events listed may call the sponsoring unit or the Office of Disability Support Services at 370-3266.

Meadow Brook Hall tours, 1:30 p.m. daily and from 1 p.m.-5 p.m. Sundays (last tour begins at 3:45 p.m.).

JANUARY

- 12-10 — 1-25** Stephen Magsig, urban landscape paintings 1987-1997, MBAG.
- 1-7 — 2/1** Thunder Knocking at the Door, MBT
- 1-22 — 2/1** Our Town, VAR ST
- 10 —** Men's and women's swimming and diving, Denison, 3 p.m.
- 14 —** Men's basketball, Grand Valley State, The Bubble, 7:30 p.m.
- 17 —** Celebrate the Century, VAR RH, 8 p.m.
- 19 —** Men's basketball, Rochester College, The Bubble, 7:30 p.m.
- 20 —** TIAA estate planning, 10:30-noon; Women's Financial Forum, 1:30 - 3 p.m., Golds
- 21 —** Women's basketball, U-M Dearborn, The Bubble, 7 p.m.
- 23 — 24** Men's and women's swimming and diving, Pioneer Invite (Ashland, Clarion, NMU), LSC, 6 p.m.
- 24 —** Men's basketball, Indiana-Purdue at Indianapolis, The Bubble, 7 p.m.
- 24 —** Pontiac Oakland Symphony, TBA, 7:30 p.m.
- 26 —** Men's basketball, Hillsdale, The Bubble, 7:30 p.m.
- 27 —** Thunder Knocking at the Door, Student Matinee, MBT, 10 a.m.
- 27 —** Women's basketball, Rochester College, The Bubble, 7 p.m.
- 28 —** Fidelity asset allocation, 10:30 a.m.-noon; Preretirement, 1:30-3 p.m., 128 OC
- 30 —** Men's swimming and diving, Eastern Michigan, LSC, 7 p.m.
- 31 —** Women's basketball, Siena Heights, The Bubble, 3 p.m.

Project Upward Bound graduates 18 students



Geri Graham with Upward Bound students at Pontiac Northern High School.

Eighteen high school seniors graduated this year from Oakland University's Project Upward Bound.

All 18 are now attending colleges and universities. Collectively, they earned more than \$41,000 in scholarships. Twelve were admitted to OU, and at least five are now OU freshmen. In addition, seven

others from previous graduating classes persist at OU.

OU launched Project Upward Bound (PUB) in 1966. Each year, some 110 high school students from grades nine through 12 participate in OU's program. It is a federally funded TRIO program, at no cost to participants, that prepares high school students

academically, culturally and socially for college. Historically, PUB's graduation rate averages 99 percent and its college entry rate averages 80 percent.

This fiscal year, the university received a \$443,000 continuation grant to support PUB, which is in its third year of a four-year grant cycle. PUB is located in the Division of Student Affairs, Department of Learning Resources. In support of OU's community outreach strategy, PUB targets Pontiac Northern, Pontiac Central, Ferndale and Oak Park high schools. From now through May, various OU faculty and staff members are scheduled to accompany PUB staff to the schools to talk about opportunities available at OU.

During the academic year, PUB students attend Saturday enrichment classes at OU twice a month, informational

meetings at their schools once a month, and weekly after-school study labs according to PUB Director Geri Graham.

In the summer, students live on campus for six weeks attending intensive classes that use innovative teaching methods and multimedia technology. They also participate in social and cultural functions and learn skills, such as teamwork, that will help them succeed in college and careers. Parents are involved as well, learning skills that will help them support their children's aspirations.

"I feel it's not just a job, it's a ministry," Graham says. "The project is intensive, but the payoff is when I see those 'light bulbs' come on as the students achieve higher levels of understanding."

learning TOGETHER

A special supplement to *Inside Oakland*

about this ISSUE

This is the second of a special six-month series focusing on Oakland University's Excellence Initiative. This campuswide effort provided opportunity for faculty and staff to lend their ideas and expertise to the continuing task of improvement.

Each issue will highlight the work and accomplishments from OU's design and development teams:

- Minority Student Recruitment
- Non-Faculty Hiring
- On-Campus Software Support
- Student Billing and Cancellation
- Student Placement Testing
- Training and Development

This issue will focus on Training and Development efforts.

For more information, e-mail <excellence@oakland.edu>.

Teaching the university

Team finds need for training both high and diverse in Oakland's community of learners

It seemed simple enough.

The mission of the Training and Development Team, one of six Excellence Initiative teams created by Oakland University, was to identify, analyze and prioritize training needs at OU.

What the team found, however, is that OU is itself a community that requires diverse learning opportunities.

Above all, team members found the greatest training needs mirror the rapidly changing political, social and technological environment of OU.

"People had questions about benefits and retirement, a reflection of social concerns," says Rikki Schwartz, director, Environmental Health and Safety, Risk Management and Contracting. "Everybody wanted training on computers, reflecting the many technological changes. And employee groups had very different training needs and interests, reflecting the differences in OU's environment. To best serve the university, we considered all of these factors."

The team's purpose grew directly out of the university's Strategic Plan 1995-2005 and Mission, which states, in part, that OU "will further its commitment to its constituencies through excellence in teaching, learning, research and service; it will create a climate which encourages and supports

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human diversity and it will work to achieve and be recognized for national eminence in selected endeavors."

"Our vision speaks to teaching and learning, as well as human development," says Laura Schartman, director,



Peggy Bensett (center), Office of Training and User Support and member of the Training and Development Team, leads a software training class in the OTUS computer lab.

Institutional Research and Assessment and a member of the Process Redesign Advisory Group (PRAG), which chartered the team. "That provided the initial direction they needed."

The team's first step was perhaps its most important — member selection. "Ours was a multilevel, cross-functional group and everyone on our team had a different link to training. That was a key to our success," says Celeste Grice, research technician, Institutional Research and Assessment. "We had trainers, people who develop materials for training and people who receive a lot of training. Because everyone had training in common, we had a familiar starting point."

From the beginning, the team realized the need for training and development programs was quite high at the university — and almost as varied as the number of departments on campus. Members also discovered it's not easy to get a complete picture of training needs.

So the team began with a comprehensive assessment — including focus groups and surveys — to measure the need for training.

"We wanted to find out what kind of need existed in the

Oakland community for training, and what barriers there might be to receiving that training," Grice says. "Were there specific needs for specific groups? Did a barrier exist, something that kept them from receiving the training they needed? Were there training methods that staff and faculty preferred? How should we communicate about training? We set out to answer all these questions."

Bill Kendall, assistant vice president, Employee Relations, says the team knew they faced practical limitations.

"Resources are limited, so we needed to identify the most urgent needs," he says. "We hoped our research could then serve as a useful guide for addressing needs and allocating resources."

The first hints of OU's diverse training needs began to take shape in spring 1995, when the team conducted focus group interviews. Faculty, supervisors, nonsupervisory administrative professionals, clerical and technical staff, OU police, service maintenance staff and student employees all participated.

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who's WHO

Oakland University Training and Development Team members were:

- **Team Leader Jeanne Carter**, director, Academic Skills Center
- **Facilitator Geri Graham**, director, Project Upward Bound
- **Peggy Bensett**, office assistant, Office of Training and User Support
- **Celeste Grice**, research technician, Institutional Research and Assessment

- **Bill Kendall**, assistant vice president, Employee Relations
- **Michael McCormick**, mastery level VII, Campus Facilities and Operations
- **Ed Perez**, former acting director, Office of Equal Opportunity
- **George Preisinger**, manager, Instructional Technology Center
- **Rikki Schwartz**, director, Environmental Health and Safety, Risk Management and Contracting
- **Maura Selahowski**, director, CIPO (now assistant director of marketing and business development, Campus Recreation)

Teaching the University

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The team then developed a "Needs Assessment Survey," which was distributed to the university community. The survey garnered an impressive 68 percent response rate.

Schwartz says the team called on experts within the OU community to assist with research, including faculty from the School of Business Administration. Among them were Ken York, associate professor,

Management, and John Henke, associate professor, Marketing. Others helped the team interpret data.

- new employee orientation
- e-mail and Internet
- word processing packages
- how to involve employees in decisions
- customer service

Members used a variety of team-building and quality techniques. Brainstorming was another useful tool, given the makeup of the team.

"We were not a quiet group," Schwartz says, laughing. "Everyone was very opinionated, with strong ideas of which direction we should take. Brainstorming helped us gain consensus."

Grice says team-building skills encouraged input.

"It was nice to be heard, to have your idea mulled and then come to consensus as to whether to use it. It's a very nonthreatening, nonjudgmental approach," she says.

The team was not without its difficult times. "We went through some struggles," Kendall says. "It was difficult as we tried to determine our focus. As a team, we knew there were training needs. But how do we find out what they are, and how do we address them? We worked hard to find consensus as to the approach we would use. We demonstrated that a cross-functional team can work. Everybody brought something unique to the table."

Schwartz attributes their success to the team design, which empowered members by encouraging the free exchange of ideas.

"We felt we needed to get consensus at each step, and that empowered every member because they not only had to participate, but they had to help find agreement," she says.

"This can provide a springboard in the university community. We were able to examine the needs, the barriers and the way people like to learn. And we came up with good recommendations. If they are implemented, it can lead to a more learner-centered environment."

—Celeste Grice, research technician, Institutional Research and Assessment

"We also felt strongly that we had to support the university's Strategic Plan. No other situation would have thrown us together like this. Nothing else could have brought so many people from such diverse areas together as this project did. And I've never learned more about the university than I did in

this setting."

In its summary, the group noted that no department on campus is directly responsible for training and development. Changing this became one of their recommendations. Others were to:

- enhance university and departmental orientation
- increase training in areas such as staff benefits, e-mail, Internet and involving staff in making decisions
- expand supervisory training and development

"One area that concerned us was how to help staff keep up with the rapidly changing

technology," Grice says. "We felt we needed a clearinghouse, a point person to be responsible."

She hopes the team's recommendations will pave the way for future university training and development programs.

"This team went through all of the information several times before developing recommendations," says Geri Graham, director, Project Upward Bound, who served as

facilitator of the group. "The team listened to the community and developed strong recommendations from there. It's all based on what staff and faculty told us. We hope it will help improve communication about and availability of training."

Another team recommendation was to take steps to ensure all staff have access to learning.

"This can provide a springboard in the university community," Grice says. "We were able to examine the needs,

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Kendall agrees. "There is a lot of potential here, and our work will influence the future of training and development at OU."

Vicki Larabell, manager, Office of Training and User Support, has studied the training team's report. She is also one who may

eventually benefit from the effort.

"They pinpointed a lot of needs, from Internet training to desktop publishing, and it's clear there will be an even greater need for training in Oakland's future," she says. "Having such a diverse team of employees working together has a positive impact on the community. So will their report. They've raised the awareness of the need for training, and they've helped point the way toward enhancing it. That alone will have an impact on Oakland."

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The team found that training needs at Oakland University vary greatly, from skills training to management development. Above, Domenic Lungo, safety specialist with Risk Management and Contracting, demonstrates how to use a respirator, essential equipment for workers who may be exposed to harmful dust or fumes.

Schartman applauded the team for seeking out campus expertise.

"Many faculty were drawn in to this project, perhaps more than I've ever seen before," Schwartz says. "They've started people thinking differently, setting an example that we should look to our own community more often. That was a strong positive for this team."

Guided by their SBA mentors, the team developed a survey listing 54 items relating to training. When the results were tallied, one message came across quite clearly.

"People are very interested in training," Kendall says. "Not surprisingly, they want it primarily on topics that directly affect them — benefits, computer training and so on."

The team identified two distinct types of training needs: skills training, such as computers or e-mail classes; and professional development, including stress management and customer service. Among the highest-ranked needs were:

- employee benefits



Oakland University employees cited computer training among their highest-ranking needs.

Tools help training team in its quest for information

The Training and Development Team used several tools and techniques to gather and analyze information.

Team members, who learned the tools during a five-day quality improvement seminar, benefited most from the team-building and consensus-building techniques, such as:

1. Brainstorming. Brainstorming helped the team expand its thinking and allowed it to create many ideas quickly.

During brainstorming, the general guidelines are to:

- never criticize ideas
- write every idea on a flip chart on blackboard
- get full agreement on the question or issue being brainstormed
- don't interpret
- do it quickly; five to 15 minutes works well

2. Multivoting. Multivoting — a structured series of votes by a team — helps reduce a list containing many items to a manageable few (usually between three and five ideas). This technique shortens a list quickly with a high degree of group agreement. Multivoting is useful when a group brainstorms more items than the group can address at one time.

Here's how it works:

- **First vote:** Each person votes for as many items as desired, but only one per item. After the votes are tallied, circle the items receiving the highest number.
- **Second vote:** Count the circled items. Each person votes again for one half the circled items. (If 10 items remain on the list, each person gets five votes.)
- **Continue the multivoting process** until the list is reduced to between three and five items. Never multivote down to only one item.

3. Meeting skills. The team found that using the PAL approach made for more efficient and effective meetings:

- **Purpose** — Define the purpose of the meeting at the onset.
- **Agenda** — Have a written agenda.
- **Limits** — Set time limits for each item on the agenda.

At the beginning of each meeting, the team identifies a leader, who has the responsibility of leading that day's meeting; a timekeeper, who ensures the meeting stays within its time limits; and a recorder, who records highlights of the discussion as well as decisions made by the group.

Other meeting guidelines are to:

- respect people and ideas
- question and participate
- listen constructively