

inside OAKLAND

March 1996

A newsletter for Oakland University colleagues

Loosen up!

University tries year-round 'business casual' attire on for size

Men, loosen those ties. Women, hang up those skirted suits. There's a new way to look on campus and it's called "business casual."

Maintaining a professional image is always important and dressing in good taste is never out of fashion. But in order to stay in style with the evolving norms of appropriate dress for offices, Oakland University is adopting its Friday casual day dress standard for every day.

This means that employees who have generally worn suits can now adopt a more relaxed standard.

"Business casual" for men means ties, suits, blazers and sports coats are now optional. Polo-type shirts and turtleneck shirts are good substitutes and sweaters may be worn over a shirt with a collar.

For women, "business casual" means one could wear slacks more often, if preferred, and sweaters substitute for suit jackets.

The new casual dress standard will not apply to all employees, in particular those required to wear uniforms, such as campus police and AFSCME employees, including those in campus cleaning, grounds, motor pool and skilled trades, among others.

Whatever is worn to work, university colleagues are expected to use good judgment in choosing appropriate attire

while on the job.

The newly expanded casual attire standard doesn't mean that employees need to run out and buy a new wardrobe, but it does mean that the next time a shopping trip is planned, colleagues can cut down on the more formal business attire.

See you at the mall!

Organizations go casual

In addition to documenting that 90 percent of American office workers can wear casual dress at least occasionally (up from 63 percent in 1992), a new Levi Strauss & Co. study shows that:

- 85 percent of corporate human resource managers now believe that casual dress improves morale, an increase in 39 percent in three years.

breaking NEWS

University plans groundbreaking

Oakland University is planning a groundbreaking ceremony April 11 for the newly expanded and relocated Honors College. The college, currently housed in Varner Hall, is being expanded and moved to East Vandenberg Hall, thanks to a \$347,000 grant from the Oakland University Foundation.

Admissions Office has new name

The Office of Admissions has changed its name to the Office of Admissions and Enrollment Management. The name change "better reflects the role and mission of the office in support of the Strategic Plan and to help institutionalize the notion of enrollment management at Oakland," says Robert Johnson, associate vice president, Admissions and Enrollment Management.



Greg Kampe, men's basketball coach, cuts the net after the team's first GLIAC victory.

February Madness

Rarely in sports will it get any better than this.

Oakland University's men's and women's basketball teams and men's and women's swimming and diving teams all won conference titles February 24, making conference history.

This is the first time in the Great Lakes Intercollegiate Athletic Conference — and believed to be the first time in the state — that four teams from the same school won conference crowns on the same day.

"Wow!" says Jack Mehl, director, Athletics. "Four conference championships in one day speaks volumes about the quality, perseverance and work ethic of the student-athletes and coaches at Oakland University."

Among notable highlights, the record-setting performance included:

- The men's basketball team's first GLIAC championship.
- The women's basketball team's second conference title in three years and sixth overall.
- The women's swimming and diving team's seventh conference crown in eight years.
- The men's swimming and diving team's 18th consecutive GLIAC title.

Please pardon our dust

Not since the early days will the university community find as much on-campus construction and renovation

You must go back to the late 1950s when the Dodge/Wilson farm was interrupted to make way for the university's first buildings — North and South Foundation Halls — to find as much construction commotion as there will be on campus this spring and summer, say university administrators.

Expect to find a convoy of construction vehicles, lots of noise and some parking inconveniences.

"Most of the campus will be under construction or renovation starting this spring and continuing through summer," says Susan Aldrich, assistant vice president, Capital Planning and Design. "The only part of the campus that won't be touched is the northwest cor-

ner of campus.

"The goal is to have the majority of the mess cleaned up by fall."

Aldrich and her staff are discussing various parking options and temporary ways to enter and exit the campus.

"Some campus parking will be restricted and there will also be pedestrian detours," Aldrich says. "We are going to have more than 150 construction workers on campus, and they'll all need places to park, plus room for all of their equipment."

Here is a summary of major campus improvements:

- Two temporary trailers will be set up, "probably by O'Dowd Hall" Aldrich says,



to function as temporary North Foundation Hall classrooms. Rooms 118 and 159 NFH will be the summer home of Enrollment Management and Admissions, while those offices undergo a \$531,000 renovation that

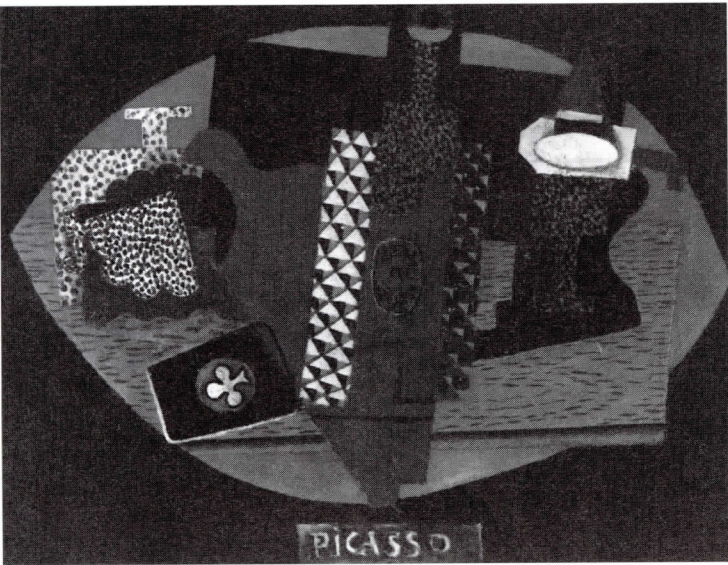
includes neighboring NFH Academic Skills Center and Learning Resources. Those two offices will be temporarily moved to the second floor of Kresge Library which now contains microforms machines and some study rooms.

- Parking around Varner Hall and Lepley Sports Center will be "totally off-line." A new, redesigned \$850,000 Varner lot will add a "net increase" in parking from 410 to 670 spaces, with 20 reserved as handicapped spots. The additional spaces will help replace parking that will be lost in the Lepley lot during construction of the new Recreation and Athletic Center. When con-

struction on the new center begins this fall, most Pioneer sports will have to find new temporary homes. Access to Lepley will be through the west entrance only. (After the center is completed in 1999, it

Continued on page 4

Draw your own conclusions



Pablo Picasso, born in Spain, Bottle of Anis del Mono, 1915; oil on canvas. Collection of the Detroit Institute of Arts Founders Society, bequest of Robert H. Tannahill.

Picasso Exhibit showcases work from one of the most influential abstract artists of the century

Considered one of the greatest and most influential artists of the 20th century, Pablo Picasso's work will be on exhibit at Oakland University's Meadow Brook Art Gallery March 23-31 through the generous support of Grissim/Metz Associates Landscape Architects in Farmington Hills, Mich.

Picasso's masterwork, *Bottle of Anis del Mono*, will be the primary focus of the exhibit. The painting is an abstracted still life completed in Paris in 1915, after his famous cubism period.

This exhibition was organized by the The Detroit Institute of Arts (DIA) with support from the city of Detroit, the state of Michigan and the Detroit Institute of Arts Founders Society.

The exhibit will be open to the public 2 p.m.- 7:30 p.m. Saturdays, 1 p.m. - 8 p.m. Sundays and 10 a.m. to 5 p.m. and 7 p.m.-9 p.m. Tuesday through Friday. Admission is free.

Concurrently with the Picasso Exhibit, the art gallery will

be displaying an exhibition by sculptor Joseph Wesner. The exhibition, *Joseph Wesner: At Mid-Career*, represents his career over the last 18 years. A Birmingham, Mich., artist, he currently serves as chair of the Sculpture Department at the Center for Creative Studies in Detroit.

In conjunction with an exhibit viewing and gallery tour, a luncheon at Meadow Brook Hall will be held at noon March 26. Wesner's exhibition will be on display as well. Advance reservations are required by March 19 by calling (810) 370-3005. Admission is \$20.

Carl F. Barnes Jr., professor, Art and Art History, will lead a discussion of Picasso's life and work at 1:30 p.m. March 28. In addition, Wesner will discuss his exhibition. Advance reservations are required by March 27.

employee of the MONTH

..... m a r c h



Employee: **Monifa Jumanne**
Position: Director

Department: Special Programs
Length of Service: Nine years

University Service: Senate Teaching and Learning, Senate Human Relations, AP Personal and Professional Development (AP Assembly), Outstanding AP (AP Association), African American Celebration Month, Keeper of the Dream, CIPO Student Leadership Training Committee, Mentor Alliance Program (MAP), President of the Michigan Chapter of the Mid-America Association of Educational Opportunity Program Personnel (MI-MAEOPP), TRIO National Training Institute, OU Bible Fellowship, Black Faculty and Staff Network.

Plaudits:

"Anyone who knows Monifa is aware of her tireless pursuit of excellence in students, education and herself. She is our staff's greatest cheerleader and motivator."

Employee of the Month nomination forms are available in all departments, ERD and CIPO. For more information, call Gail Ryckman at 370-3480.

Trading places

Gary Russi and Angela Dodson have at least one thing in common: neither thought they would serve as president of a major mid-western university one day.

Russi and Dodson, a junior majoring in Public Administration, switched places for an afternoon last month in a President for a Day program sponsored by Oakland's student chapter of the Golden Key National Honor Society.

Interim president since January 1995, Russi says when he was a student at Southwestern Oklahoma State University, he had no idea that one day he would preside over a university. Yet knowing then what he knows now, Russi says, "I would still take a similar

career path."

During the job exchange, Dodson met with various members of the president's cabinet, while Russi led a Student Congress meeting.

Dodson is no stranger to the President's Office. As vice president of Student Congress, she chairs the legislative affairs committee and has worked with Russi on various student lobbying efforts.

If Dodson were really president of Oakland, she says she would focus her energies on lowering tuition, beefing up public relations and creating more collaborative efforts between the university and the



Interim President Gary Russi and "President for a Day" Angela Dodson.

business community.

The President for a Day program was a joint idea between the President's Office and Golden Key, and plans are to make it an annual event. Russi adds that his son was President for a Day "about two years ago at Iowa State. It can be really fun and educational."

REGISTER

Welcome to INSIDE OAKLAND. This newsletter is published monthly by the Publications Department: Vicky Billington, Sheila Carpenter, Ted Coutilish, Lynn Metzker and Rick Smith. (810) 370-3185. E-mail: coutilis@oakland.edu

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Printed on recycled paper



new faces

Mary Blackburn, researcher, Chemistry
George Dodd, director, MICAR, School of Engineering and Computer Science
Terry Barclay, director, Alumni Relations
Martha Laclave, administrative assistant, Registrar
Rachel Levine, head teacher, Lowry Child Care Center
Arden Seargeant, academic specialist, Special Programs
Stuart Rose, assistant planner, Capital Planning and Design

tsgwnn

December recipients:
Jan Baker, Christina Grabowski, Terrie Katz
January recipients:
Glenn McIntosh, Lou Ann Stewart, Don Rittenburg
February recipients:
Kate Lark, Paul Franklin

of distinction

Thomas W. Casstevens, Political Science, wrote *Cabinet Government and Nomination Processes*, published in *Survey of Social Science: Government and Politics Series*. Casstevens also reviewed *Politics in the Third Turkish Republic*, published in *Perspectives on Political Science*. Casstevens and David Jaymes, Modern Languages, co-translated *A Special Court of Law?*, published in *Comparative Politics* 95/96.
George Dodd, Engineering and Computer Science, was among 53 members honored recently by the Association for Computing (ACM) for outstanding achievements in their fields of work and significant contributions to ACM. All 53 were inducted as ACM Fellows in a February 17 ceremony in Philadelphia, Penn.
Devadatta Kulkarni, Mathematical Sciences, participated in the conference, titled *Kombinatorik*, which was organized by the Mathematics Research Institute, Germany, at Oberwolfach in January. In this meeting, Kulkarni was among the eight experts invited

from the United States. He presented a talk on *Combinatorics of Ladder Determinantal Ideals* and discussed some open questions in the area. He also visited the University of Essen before the meeting and gave a seminar on *Hilbert Functions of Ladder Determinantal Ideals*.
Donald E. Morse, English, edited a book, *The Delegated Intellect Emersonian Essays on Literature, Science, and Art in Honor of Don Gifford*, published by Peter Lang. He also published an article, *A Blatancy of Untruth: George Orwell's Uses of the Fantastic in 'Animal Farm'*, in *Hungarian Journal of English and American Studies*.
Darrin Woods, Project Upward Bound, has joined the staff as academic and program coordinator. He is responsible for academic curriculum development and social and cultural programming. A Harvard University graduate, Woods taught for three years in the Detroit Public Schools. He expects to complete his graduate work in Education at Oakland.

jobs

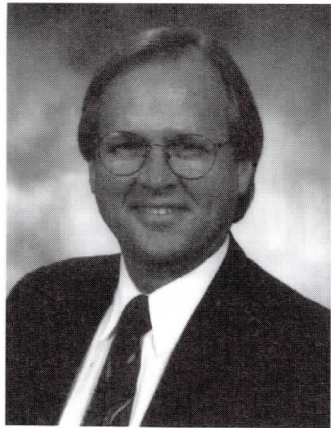
- Administrative Assistant Major Events, MBH, Misc., contract
- Communications Administrator, Electronic Systems Operations, Misc., contract
- Executive Secretary, Office of Equal Opportunity, excluded
- Medical Director, Meadow Brook Health Enhancement Institute, Misc., contract
- Admission Information Analyst, Office of Admissions, AP-6
- Associate Vice President for Finance and Administration, Misc., contract
- Secretary II, Project Upward Bound, CT-5
- Cross-Country Coach, Misc., contract
- Women's Golf Coach, Misc., contract

in memoriam

Donald Hildum, Communication and Linguistics

With a fresh approach and impressive credentials, new business dean 'rides high' on opportunities

He means business



John Gardner

The Oakland University Board of Trustees appointed John Gardner as the fourth dean of Oakland's School of Business Administration (SBA) February 23. Gardner is expected to begin August 1. He is currently the associate dean and professor of the School of Management at the State University of

New York (SUNY), Binghamton.

Gardner's list of accomplishments and credentials are impressive.

He holds the Price Waterhouse Chaired Professorship in Accounting at SUNY. He created and raised financial support for the Center for the Study of Ethics and Behavior in Accounting, established a Corporate Associates Program between the School of Management and local corporations and developed a five-year accounting program and an Honors Program for the top 10 percent of incoming accounting and management students.

In this interview, Gardner outlines the key attributes for a good business school, his love for riding his motorcycle and his SBA plans.

INSIDE OAKLAND: What are the key areas any business

school, including Oakland's, should focus on to prepare business students for the 21st century?

JOHN GARDNER: While there are many areas which have and will continue to impact management education, such as team learning and cross-disciplinary decision-making skills, two key areas of rapidly growing importance are management of informational setting and management decision making in an international setting. Management of information technology is much more than understanding the effective use of computer databases and database management. Students need to understand the ever-increasing role of computer technology and applications in business and be able to effectively manage this technology to best meet the needs of their business. In regard to international, most if not all future managers will have to work either in an international setting or for a foreign-owned corporation. Those managers who are knowledgeable of international operations will enjoy a higher probability of success.

IO: What are the key attributes a graduate of a business school should possess?

JG: Two of the most important attributes a business school graduate can have are a "passion" for knowledge in his or her chosen field and "critical thinking ability." A college education provides students with the skills necessary to obtain positions in their management area. However, dedication to lifelong learning and the ability to critically analyze issues helps ensure career success in today's dynamic business environment. In addition, students need to have an appreciation of the value of ethical decision making, a strong sense of social responsibility and a commitment to cultural and ethnic diversity.

IO: What particular areas or activities will you focus on in your first year as the SBA dean?

JG: I plan to spend a significant portion of my time gaining an understanding of the role of, and opportunities for, the school within the university and the business communities. This will require numerous meetings with business executives in the region, as well as the school's faculty and staff members whose interest and expertise are critical to the success of any initiatives the SBA undertakes.

IO: What aspects of OU enticed you to accept the challenge as dean of a business school in a rapidly changing environment?

JG: I concluded that Oakland University provided the best match between the needs of the school and my interests. Two of my major strengths are in development and establishing partnerships with businesses and other schools, both within the university and other academic institutions. Given this, a talented faculty and a strong support from the university administration, the SBA has tremendous potential to strengthen its educational role in the regional business community.

IO: Will you ride your motorcycle to meetings with business executives from the four-wheel, rubber-tired vehicle industry?

JG: I normally only ride my motorcycle on clear, warm summer nights over country roads. I enjoy the feeling of freedom the cycling provides, both physically and mentally.

IO: What are your plans for the SBA?

JG: My plans are to work with the faculty, administration, alumni and business executives to determine the most effective, state-of-the-art education we can provide to our students. This means looking at what we as a faculty can effectively accomplish, and realistically matching that with the employment markets we can serve. We need to continue to do those things we do well and look for new opportunities that provide a high-quality education and serve a unique market niche.

bits and PIECES

Gorlin lecture features Harvard researcher

Is the Soviet's inefficiency a problem of state ownership or a deficiency in planning? Find out at the annual Gorlin Memorial Lecture at 7:30 p.m. March 28 in 201 Dodge Hall.

Joseph Berliner, Ph.D., of the Harvard Russian Research Center, is guest speaker. The event is free and open to the public. For more information, contact Kevin Murphy, Economics, 3294.

Women's History Month

Women's Studies is hosting a calendar of events in celebration of Women's History Month. Highlights include a presentation on the civil rights movement by Diane Nash, co-founder of the Student Non-Violent Coordinating Committee and coordinator of the Freedom Ride from Birmingham to Jackson, from 2:20 p.m. to 4 p.m. March 25; and the 14th annual film festival, a daylong event April 13 featuring families in film. For details, call 3221.

Turn on the Lite

Veronica Lavallais never knew a fax could generate so much excitement.

Lavallais, a Library executive secretary, entered a 98.1 FM Lite radio contest in November. Four months later, station representatives notified her that they had selected her fax and they were planning to hand-deliver eight dozen

donuts on February 12.

Only one problem, it was her day off.

"I told them to deliver them anyway and they said 'Oh, no, you have to be there because we're sending one of our disc jockeys.'"

The station delivered the donuts "with a smile" the following Monday morning to Lavallais and an eager reception of appreciative colleagues.

"It seemed to lift the spirits of everyone who had a donut," she says.

Pioneer alumni take last shot

Oakland University honored current and former players and coaches for contributing to the strong tradition of OU basketball when the Pioneers hosted rival Ferris State University February 24.

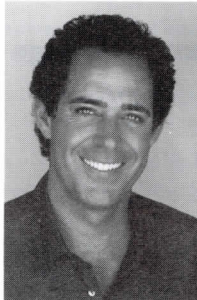
This was the last regular season game played at the Lepley Sports Center before major renovations begin for the new Recreation and Athletic Center. Following the regular game, the university sponsored a men's alumni basketball game.

"With a new physical education facility planned for next season, the goal was to have alumni who first played on Lepley's hallowed hardwood to also be the last," says Darrel Cole '91, organizer of the alumni game.

Players, family and friends were also invited to a spaghetti dinner in the gym after the alumni game.

Here's a story . . .

Barry Williams, who played Greg Brady on the '70s groovy television show *The Brady Bunch*, will speak at Oakland University at 2:30 p.m. April 1, Oakland Center Crocker.



Sponsored by the Student Life Lecture Board, tickets went on sale March 4 at the CIPO Service Window. Tickets are \$3 for OU students, \$6 for OU employees and OU alumni association members and \$9 for the general public. Tickets bought on or before March 29 will be discounted \$1 each.

Distinguished speaker to address diversity

Duane Cady will speak on *Diversity, Relativism, and Non-violence* at 4 p.m. April 1, Gold Room C, Oakland Center.

Cady, who is chairman, Philosophy Department, Hamline University, St. Paul, Minn., is author of *From Warism to Pacifism*.

Sponsored by Oakland's Philosophy Department and the College of Arts and Sciences, the program is free and open to the university community.

Author tributes late professor with reading

In honor of Professor Maurice F. Brown, who taught at Oakland University from 1961 until his death in 1985, the Department of English and the College of Arts and Sciences will present noted poet Pattiann Rogers.

Rogers, who has written several volumes of poetry including *The Expectations of Light*, will speak during the Annual Maurice Brown Poetry Reading between 3:30 p.m. and 5 p.m. April 2, West Crocker, Oakland Center.

The program is free and open to the university community.

Beast tickets available

Discounted tickets are available for the Broadway musical *Beauty and the Beast* coming soon to the Masonic Temple.

This lavish musical is based on the Disney film with six new songs. Tickets are available on April 14, 21, 28 and May 5, 12 and 19. All dates are Sundays at 6:30 p.m.

Main floor seats are \$49.50 (regular \$55) and balcony seats (rows 11-14) are \$14.40 (regular \$16).

To buy tickets, send a check to Pat Nicosia, Budget Office, 104 NFH. For more information, call Nicosia at (810) 375-0419.

get to **KNOW**

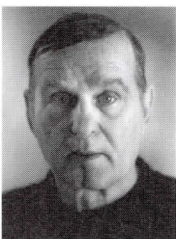
A feature for and about university colleagues



DAVID IACOBELLI
I.T.C.



CAROL HALSTED
Music, Theatre and Dance



TED WHARRY
CF&O



VANESSA BARD
Academic Services

After work, where do you eat?	I eat at home.	I eat at home.	Jerry's restaurant on M-59.	I eat at home.
Are you married? How did you meet?	No.	Yes, I met him at Trader Vic's in NYC. I was a dancer and he was a photographer.	Yes, we met at work at Community National Bank.	No.
What is your favorite talk show?	I hate talk shows.	Terry Gross' <i>Fresh Air</i> program on National Public Radio.	I don't have a favorite.	I like <i>Oprah</i> .
What was the last play you attended?	I have never been to a play. I'm not a play-boy.	<i>Shear Madness</i> at The Gem Theatre.	It was here on campus but I can't remember the name of the play.	<i>The Piano Lesson</i> at Meadow Brook Theatre.
What kind of music do you listen to?	Alternative — 90s music.	Jazz.	Country and Western.	Jazz.

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 Equal Opportunity at 370-3496.



Golde's fear (played by Caitlin Burke) wiggles Tevye (John Michael Norman) out of an earlier promise in the student production of *Fiddler on the Roof* starting March 8.

MARCH

- 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.). Admission. Gift Shoppe also open. Call 370-3140.
- 5 - Holistic Health Alternative Therapy, Noon-1 p.m., East Crockery, OC. Sponsored by Women of OU. Admission.
- 7 - Gender & Equity in Education: A Cultural Exchange, 2:30 p.m.-4 p.m., Gold Room A, Oakland Center.
- 12 - Women's Health & Ethics, 2:30 p.m.-4 p.m., Gold Room B, Oakland Center.
- 19 - University Affairs Advisory Committee meeting, 3 p.m., Oakland Center Rooms 129-130.
- 20 - *Skin Deep*, 5 p.m.-7 p.m., 156 North Foundation Hall.
- 23 - Saturday Fun for Kids at Meadow Brook Theatre, "The Great Dinosaur Mystery," 11 a.m. Admission.
- 23-31 - Picasso Exhibit and *Joseph Wesner at Mid-Career* at Meadow Brook Art Gallery.
- 25 - Reflections on the Civil Rights Movement, 2:30 p.m.-4 p.m., Gold Rooms, Oakland Center.
- 28 - *Complaints of a Dutiful Daughter*, 3 p.m.-4:30 p.m., 159 N. Foundation Hall.

Dust continued from page 1

- will receive a new redesigned parking area.)
- Vandenberg Hall will be busy as well. The first floor of East Vandenberg will undergo a \$347,000 renovation to house the Honors College, now in Varner, giving the college more room and campus visibility. A new \$404,000 air conditioning system will be installed in the Vandenberg Dining Center. The Vandenberg parking lot will undergo a \$450,000 expansion.
 - The campus will be more user-friendly when 133 new external signs are placed around the university. "By June, all signs will be installed," Aldrich says. New interior building signs are in the works.
 - A new Oakland Center food court is expected to be built this summer, pending approval of a new campus food vendor at the April meeting of the Board of Trustees.
 - New sidewalks will be constructed around North and South Foundations Halls, and Dodge and Hannah Halls.
 - Hannah Hall will receive a new \$95,000 face lift in the way of a renovated main entrance.
 - A \$300,000 addition to the Public Safety and Services building to house the Purchasing Department is already under way. Move-in time is this July.
 - On Oakland's east campus, a new \$62,200 sewer system will be installed for the John Dodge House, Meadow Brook Estate Greenhouse and the Katke-Cousins Club House. The Dodge House will also undergo a \$220,000 renovation. The building's enclosed porches will be winterized for use as office space for the division, which is now using several classrooms on the third floor of South Foundation Hall. When those renovations are complete, SFH will be able to offer more classroom space. Sunset Terrace will receive a \$65,000 electrical upgrade, including new air conditioning.
 - Meadow Brook Hall's entranceway, courtyard and service area will be reconstructed in two phases beginning this spring to enhance vehicular and pedestrian access. Refurbishment of the entry gates and bridge and an improved barrier-free access to the outdoor garden are also planned in the \$2.3 million project.

safety **SAYS**

What do you often find is the cause of Sick Building Syndrome (SBS) symptoms?

More than 90 percent of the time in the winter, the cause is low relative humidity. When it is cold outside, the relative humidity is usually low; when air is brought in and heated, the humidity drops even lower. The result: dry nose, runny nose, dry cough, wet hacking cough, itching eyes (particularly contact lens wearers), dry throat, sore throat and headache. Sadly, you'll note that these responses appear contradictory, and are highly variable from individual to individual.

Another large percentage of SBS symptoms is the "cold and flu" season. Less ventilation means that we breathe more of "each other's" air, and thus these illnesses spread more rapidly in the winter than in the summer.

Lastly, there is a little-understood, but widely recognized, "psycho-social" phenomenon associated with SBS, wherein we find that the simple discovery that indoor air quality is being investigated leads to an enormous increase in indoor air quality complaints, particularly in areas where job dissatisfaction and morale are already low.

How can we increase the humidity in our offices?

For those buildings that do not have humidifiers built into their HVAC systems, humidification is a losing battle in the workplace. Small humidifying units cannot compete with the large number of air exchanges which take place in a public building. There is little that can be done to increase comfort; and no regulations are currently in place to require business owners to address humidity deficiencies.

My office is dusty; isn't that a health hazard?

There are two types of dust which are regulated by OSHA. The first is "respirable" dust which is less than 10 microns in size (microscopic) and thereby

can pass right through your lungs' defense mechanism (those little hair called cilia) and into your "alveoli" (little tiny air pockets in your lungs). Once these particles reach the alveoli, your body has no way to eliminate the contaminants; thus "respirable" particles pose a much greater health risk. Thankfully, these respirable particles are few and far between in most work environments (particularly offices). "Nuisance" dust, on the other hand, is the dust that you can "see." It is certainly a nuisance, particularly if you are allergic to dust, but it can readily be eliminated from the body, and thereby poses little to no health risk (for normal, healthy individuals). And, while this "nuisance" dust is also regulated, the concentration of dust it would take to exceed the OSHA standard would resemble a "dust snow-storm" in your office.

What do I do if I have indoor air quality concerns?

Contact Rikki Schwartz or Thomas Zalucki in the Office of EH&S at 4196. There will also be a panel discussion on the subject at noon March 8. Contact Pat Beaver at 4116 for more information.



Postcards from the edge

Inside Oakland would like to hear about your recent exciting or unusual vacations. Send us a photo and a short anecdote and we will share your stories with our readers in the April issue. Send them to Ted Coutilish, 119 North Foundation Hall.

taking the INITIATIVE

A monthly supplement to *Inside Oakland*

about this ISSUE

Taking the Initiative, a monthly supplement to *Inside Oakland*, shows the Oakland University Strategic Plan 1995-2005 in action to Oakland faculty, staff, students and friends. Read *Taking the Initiative* for news about Strategic Plan "initiatives"—projects and programs moving Oakland toward its vision and strategies . . . and the 21st century.

Initiatives in the making

Next month, *Taking the Initiative* will present the following topics:

Experiential learning

When it comes to job placements, internships and cooperative education, Oakland students are at the top of the class.

Lobbying for Oakland

Oakland's new director of Government Relations keeps elected officials tuned to what's going on at Oakland and vice versa.

Research: Begin at the beginning

Faculty and facilities enhance research opportunities for Oakland undergrads.

Three new degrees

Newly created master's degrees in accounting and software engineering and a Ph.D. in applied mathematical sciences give graduate students more professional options.

Doing Oakland proud

Students, faculty, staff rated top notch

Editor's note: Interim President Gary D. Russi focused on the theme of "Quality, Quality, Quality" during a state-of-the-university presentation January 25. This issue of Taking the Initiative highlights Russi's key points, as well as important facts and figures from his November 16 budget presentation to the University Senate.

U.S. News & World Report rates Oakland University 23rd in academic reputation among the top 122 Midwestern regional colleges and universities for 1996. According to Interim President Gary D. Russi, human resources—students, faculty and staff—contribute much to Oakland's momentum and progress.

Quality students

Oakland's student body continues to grow. In 1995, 7,395 full-time students and 6,205 part-time students—a combined 13,600 students—called Oakland their academic home. The majority (10,769) were undergraduates, although the graduate school boasts a healthy 2,831 student body.

"Growth has occurred at both the undergraduate and graduate levels," Russi said. "In 1990, we had about 2,200 master's students; this year we have about 2,700."

Average ACT scores (21 compared to 18-19 nationally) and grade-point averages (3.1 average) of entering freshmen

also attest to Oakland's demand for quality students.

"We do indeed have a quality student body," Russi said. "This is indicated by both numbers and the profile they bring to us."

Current and former Oakland students also represent the university well in the community, as attested by others who commented via audio tape throughout Russi's presentation.

Quality faculty

Oakland's faculty members are considered fine educators.

Russi noted that Oakland faculty degrees, by Carnegie classification, come from the top universities in the nation. "We continue to recruit from those universities and hire quality faculty."

Judging from OU's 1995-96 full-time new faculty members, this tradition will continue. Ten new faculty members joined Oakland's ranks in 1995, and searches have been approved for even more faculty in 1996.



"We do indeed have a quality student body. This is indicated by both numbers and the profile they bring to us." — Gary D. Russi, interim president

Quality staff

Oakland currently employs more than 1,500 full- and part-time staff members. More importantly, faculty and staff who participated in "Strategic Plan 1995-2005" development activities rated Oakland's staff as one of its strengths.

"We have a great staff," Russi said.

Diversity

In terms of cultural diversity and staffing, Oakland is making strides. Oakland's commitment to diversity includes employing a consulting firm from Chicago

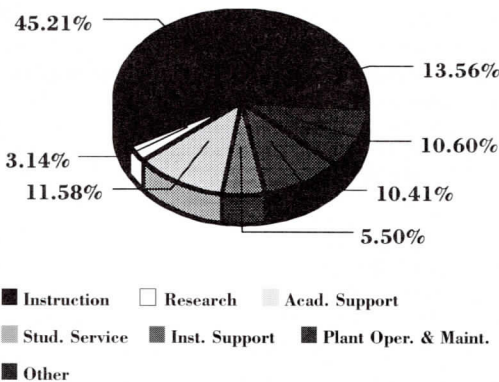
to help ensure cultural diversity in faculty/staff hiring and modifying the faculty/staff search process.

"We have a fully configured Office of Equity," Russi said. "It offers a number of programs to diversify our campus. One of the major areas we have an interest in to help us diversify is to modify the affirmative action plan. This plan was written in 1988-89 and is in severe need of upgrading. We've hired a consultant to help us do that—we have a draft before us and will soon put together an affirmative action implementation plan."



Susan Cischke '76, general manager, Scientific Labs and Proving Grounds, Chrysler Corp., said in a audio taped testimonial, "Oakland is one of the few schools that has so many Ph.D. professors actually teaching classes. The caliber of the professors, the small class sizes, the contact with professors—these are things Oakland can provide that many other educational institutions can't."

Analysis of 1995-96 Budget by Program Classification



Start with Home Improvement

Renovations and innovations are signs of good health

A new home for the Honors College. Improved space for the Office of Admissions and the



The new Science and Engineering complex, under construction.

Academic Skills Center. A modernized modern languages laboratory. And there's more to come.

"This year we submitted to the state our priorities for capital development," Interim President Gary D. Russi said. "We put together a package that included a new classroom/ School of Business Administration building. The governor's capital outlay budget now supports the request. We desperately need classrooms and have been communicating that as vigorously as we can. The message seems to have gotten through.

"The state is interested in partnerships — in a 20- to 25-percent match for any new building. The proposed \$16-mil-

lion building necessitates that we bring forth a match, which could be generated in a variety of ways. We are optimistic."

Another welcome campus improvement relates to parking. The parking expansion project, slated to add 1,000 spaces, will occur in two phases over the next couple of years, Russi said.

Other improvements already under way or in progress at Oakland include:

- Campus Facility & Organization Building — in use.
- Campus signage — under way.
- Electronic

classroom — in use in O'Dowd Hall.

- Entryway — upgraded — further improvements to come.
- Nursing Learning Resource Laboratory — upgraded.
- Placement & Career Services — upgraded.
- Residence halls — East Vandenberg renovated; West Vandenberg to be renovated this summer.
- Science & Engineering Complex — in progress.
- Recreation and Athletic Center — in progress.

"It took the campus about 10 years to get funding for the Science and Engineering Complex," Russi said. "The budget was put together in the

late '80s and, as a result, when it was billed, it was over budget. Some major components of the projects had to be dropped, and a key component had to be scaled down. Because there was not enough funding from the state for the entire project, the Animal Care Facility was removed, which would severely compromise our ability to do research in biomedical science. Another element was the Hannah Hall renovation, which was dedicated to moving the School of Health Sciences out of Vandenberg Hall and closer to the sciences. A third item under stress was the equipment budget. We've made great strides dealing with all three of these."

According to Russi, the Hannah Hall Renovation and the Animal Care Facility are back in the project, and the equipment budget has been enriched by \$1.2 million. Combined with the current allocation of \$3 million, the equipment budget is now \$4.2 million, as compared to the 1988-89 request for \$5 million. In addition, the equipment money will be leveraged as match money to move the equipment budget closer to the original request.

"Another way to enrich our campus is to allocate resources," Russi said referring to special features of the 1995-96 budget. "The Strategic Plan Fund of \$400,000 was used to support projects submitted by faculty. Three projects were supported: establishment of the Center for Biomedical Research, strategic positioning of the Eye Research Institute and provision for a new instructional laboratory in the School of Engineering and

Computer Science."

Other special features include strategic marketing, targeted to do market research and add needed visibility to Oakland's campus; governmental affairs, established to provide a liaison between the university and state; and technology improvement, used to wire campus buildings to give faculty, staff and students network access; and classroom renovation.

'A model of the American university in the 21st century'

Today's students want "best buys" — and Oakland University has been called one.

Academically speaking, Oakland stands out. The North Central Association of Colleges and Schools has accredited all of Oakland's academic programs and called it "a model of the American university in the 21st century."

Most recently, the School of Nursing received accreditation from the National League for Nursing and the Lowry Early Childhood Center, an arm of the School of Education and Human Services, from the National Academy of Early Childhood Programs, respectively.

Additionally, numerous academic enhancements occurred in 1995 or are in the planning stage.

According to Russi, "temperature taking," which is essential for Oakland to maintain its strong position in the academic arena — is taking the following forms: **Assessment.** The University Senate has organized an assessment program and committee to determine if Oakland is meeting its academic programming goals. The new Office of Institutional Research and Assessment further supports this effort.

Process Redesign. Individuals and teams are working on specific projects designed to improve efficiency and streamline processes throughout the university.

Total Quality Management (TQM).

The School of Business Administration is applying TQM to its problem-solving endeavors.

Michigan Quality Council. Initially organized and funded by Gov. John Engler, this council, supported by leaders in both industry and education, now calls Oakland home.

University Senate budget presentation

Key elements of Interim President Gary D. Russi's budget presentation to the University Senate on November 16, 1995.

Fig. 1

Science & Engineering Building Animal Care Facility & Hannah Hall

Sources	
— 1993-94 Transfer	\$ 650,000
— 1994-95 Transfer	1,000,000
— Bid Efficiency-State	1,700,000
— OU Foundation	500,000
	<u>\$3,850,000</u>
Demand	
— Animal Care Facility	\$3,200,000
— Hannah Hall Renovation	1,200,000
— Equipment	500,000
	<u>\$4,900,000</u>
Outstanding	
— Fund Raising	\$1,100,000

Fig. 3

1995-96 Budget Special Features

Strategic Plan Fund	\$400,000
Strategic Marketing	200,000
Governmental Affairs	150,000
Technology Improvement	500,000
Classroom Equipment	50,000
Equipment Loan Fund	150,000
Financial Aid	176,000
Deferred Maintenance	100,000
OU Foundation	1,706,900
Spring/Summer Incentive Program	106,000
Indirect Cost Recovery Incentive	289,830
Off-Campus Degree Program Incentive	X
Academic Year Salary in Grants	X
College/School Fund Raising Liaisons	X

Fig. 2

Science & Engineering Building Equipment Budget

	Current	Proposed
Health Science	\$306,000	\$306,000
Biology	431,000	431,000
Chemistry	431,000	431,000
Math	144,000	144,000
Physics	431,000	431,000
Engineering	106,000	106,000
Computer Labs	297,000	297,000
Office Furniture	186,000	186,000
Class/Conference Rooms	27,000	27,000
Miscellaneous	63,000	63,000
Unallocated Reserve		
(Project, Bid, Lapse)	578,000	1,778,000
TOTAL PROJECT	<u>\$3,000,000</u>	<u>\$4,200,000</u>

Fig. 4

1995-96 Budget Oakland University Foundation Support

Honors College	\$347,000
MICAR	150,000
Externally Directed Programs	100,000
Equipment Replacement	25,000
Supplemental Instruction	1,900
Parent Phone Line	2,000
Int'l Orientation Program	3,700
Process Redesign	10,000
Math Instruction	1,500
Computational Facilities	4,800
Russian Program	20,000
SBA Faculty Mentorship	10,000
Admissions/Skills Center	531,000
Animal Care Facility	500,000
TOTAL	<u>\$1,706,900</u>

Helping students who help themselves



Lashonda Blurgeois, a sophomore at OU and McCree scholar from Pontiac Northern H.S.

Oak Park joins Oakland in college incentive scholarship program

When it comes to education, Alex Bailey believes in the power of positive role models.

As the superintendent of Oak Park Public Schools — a 3,400-student school district that is struggling with many of the same problems of many urban districts — Bailey says he has already witnessed the positive ripple effect Oakland University has made.

Oak Park High School is the newest partner in Oakland University's Wade H. McCree, Jr. Incentive Scholarship

Program. Last fall, 25 Oak Park High School freshmen were inducted into the McCree Program, which guarantees a full-tuition scholarship at OU for students who fulfill a number of criteria, including a 3.00 G.P.A. in college preparatory courses during their high school years.

"Many are potential first-generation college kids," Bailey says. "It's the interaction our students have when they let others know they've been to Oakland University that's important. When students who look like them and are not much older than them, have ties to a university, it makes them feel empowered."

"There are still many minority kids who need an assurance of opportunity. Many don't believe that hard work and diligence means you'll be successful."

That's where Oakland students, like Lashonda Blurgeois, can be helpful. The 19-year-old sophomore is a McCree Scholar from Pontiac Northern. She's an English and political science double major who plans to attend law school. Along with a full course load, Blurgeois is an Americorp student, committed to working 900 hours in Pontiac's Unity Park neighborhood, and also puts in two shifts a week as a residence hall night-watch worker.

Blurgeois volunteers some of

her free time to speak to high school students in the McCree Program.

"I tell them it's a good opportunity and that nothing is easy," she says. "I tell them that anything worth having is worth working for, and with the McCree Program, you can't lose if you keep your grades up."

Bailey says the collaboration impacts the entire high school.

"We need a good 30 percent or so of our students who are accelerating and not accepting the plight of urban schools," he says. "It helps set a different climate within the school to have kids talking about going to college. In general, we spend a lot of time and money on at-risk students. But we also need to spend at least an equal amount on students who we feel have potential and a willingness to succeed."

Oakland University began the scholarship program with Pontiac Public Schools in 1988 and with Detroit Public Schools in 1990. The program is named for the man who was the first African-American solicitor general of the United States and who was also a distinguished professor of law for the University of Michigan. Today most of the state's 15 public universities have McCree Programs with neighboring school districts.

Each student inducted into the program signs a participation agreement that specifies the terms of the scholarship and encourages them to partici-

pate in university activities. Last fall, Interim President Gary D. Russi provided McCree Program students with \$22,000 from the OU Board of Trustees Academic Success Fund for academic, social and cultural activities.

Oak Park is also supported by the Oak Park Business and Education Alliance (OPBEA).

"To be a more viable community, it is necessary for students to understand that in the world of work, reward is based on performance," says Clare Kabel, OPBEA executive director. "With this program, we are trying to reinforce those habits."

Lynn Hockenberger, director of OU's Office of Learning Resources, administers the program. Two graduate students from the School of Education and Human Services' counseling program work as McCree student advocates.

In January, high school students in the program attended a Pioneer basketball game, and in February students enjoyed the Meadow Brook Theatre production of *The Piano Lesson*.

Beginning in March, students will attend a six-week Saturday program, titled *Rockets, Rainbows and Motors*, offered through the School of Engineering and Computer Science. While students are in session, their parents will attend on-campus activities including seminars on financial aid and careers for the 21st century.

Peering into the future

Studying other educational institutions will help Oakland fine-tune its strategic vision

Oakland University is looking at other educational institutions to benchmark resources, personnel, time and other factors associated with such initiatives as a new degree program, research or government lobbying efforts.

The Office of Institutional Research and Assessment (OIRA) is compiling useful information about two groups of colleges and universities — an Oakland "peer group" which

includes institutions similar to Oakland in size, funding, programs and other attributes, and an "aspirant group," institutions the university may want to use as models to guide its growth and development.

"It's important to have a peer group that looks like you for

use in comparing costs, programs and other benchmarking information," OIRA Director Laura Schartman says. "By studying what other institutions are doing, we can get a better feel for where we are doing well, and where we can improve."

Schartman says that comparing Oakland to other state universities in Michigan can be useful for some purposes, but has limits because these institutions vary enormously in mission, scope, size, student demographics and other important variables. "The only Michigan university in the peer group is Grand Valley State University."

The OIRA report lists 14 peer institutions. Most are in the same "Masters I" classification as Oakland according to the Carnegie Foundation for the Advancement of Teaching. But the number of doctoral degrees awarded by Oakland in recent years would enable it to be reclassified in the "Doctoral II" category.

In fact, three of the five top peers — Maryland, Cleveland, and Wichita — are doctoral institutions and the list of potential aspirant schools includes only doctoral universi-

ties. According to Schartman, "That is clearly where Oakland deserves to be classified."

Information from peers can be useful in budget discussions and also in lobbying efforts in Lansing for additional state support.

Compiling information on an Oakland peer group may also be a helpful planning tool.

"When we are considering particular issues or research projects, we now have a group of institutions that we can go to and ask 'what are you doing about this?'" she says.

OIRA is getting feedback from the president's cabinet and the deans to compile information on an aspirant peer group.

The aspirant group will give Oakland a group of schools to focus on in terms of direction for the future.

"We'll be able to look at areas where we want to be stronger, for example, and maybe do some modeling," Schartman says. "What do we like about a certain school? What are they doing well that we can also adapt to

Oakland? What can we learn from them?"

"Part of our overall quality and assessment work is to get a better understanding of what we do so we can do it better. We will use the aspirant group to provide some of the 'visionary' models to give direction to the improvement process

"One of the university's strategic guidelines is continuous planning and evaluation so that we can effectively chart the future of the university. The aspirant group will help us evaluate where we are now, compared to where we want to be in the future."



Laura Schartman, director, Office of Institutional Research and Assessment (OIRA).

Peer Group

(similar to Oakland University in size, funding, programs and other attributes)

University of Massachusetts-Boston
University of Maryland-Baltimore County
Southern Illinois University-Edwardsville
Cleveland State University
Wichita State University
Central Missouri State University
Grand Valley State University
University of Wisconsin-Oshkosh
Kean College of New Jersey
Montclair State College
Western Washington University
Eastern Illinois University
Salem State College
Youngstown State University

Developing students for success

University offers important life lessons outside the classroom walls

Like the Energizer bunny, Kelly Schehr keeps going and going.

Schehr, a senior psychology major, is one of two recipients of this year's "Keeper of the Dream" award, chair of the Student Program Board and Alpha Delta Pi member.

As a campus leader — a student who gets involved with the university outside the classroom — Schehr's resume is growing by the minute. It lists experiences and accomplishments that would make any job recruiter smile.

"I've been to all kinds of leadership seminars and retreats," she says. "Oakland offers a lot of leadership opportunities for students. You just don't get these types of opportunities at other universities."

Fostering student leadership

"Oakland offers a lot of leadership opportunities for students. You just don't get these types of opportunities at other universities."

— Kelly Schehr, senior psychology major

is a major mission of the Division of Student Affairs, says Mary Beth Snyder, vice president.

"Part of our job is to help students connect with each

other and the university," Snyder says. "Developing their leadership competencies adds to what students learn in the classroom. It makes them better prepared and gives them some practice for when

they are out in the world running businesses or working in school systems, hospitals, you name it."

Snyder says students work or are involved in virtually every aspect of the university, and "we try to adapt our work with

every new class that comes in."

Student leadership development will continue to be a priority at Oakland, Snyder says. The university is continuing its long-running programs, such as ExplORations — a leadership and skills training workshop, which celebrates its 20th year next fall. A number of new programs are under development or under way. A sampling:

- A Winter Weekend Retreat for those involved in Oakland's more than 80 student organizations. In January, 44 student leaders attended the third annual event.
- The first Greek Retreat, for the university's 14 Greek organizations, will be March 8-10, and 48 students plan to attend.
- A Student Leader Training Day, slated for June 18, will bring together student leaders from across campus — from orientation group leaders to peer advisers and resident

Kelly Schehr, one of two recipients of the 1995 "Keeper of the Dream" award, chair of the Student Program Board, co-chair and co-founder of OU's first WOCOU, and member, Alpha Delta Pi.

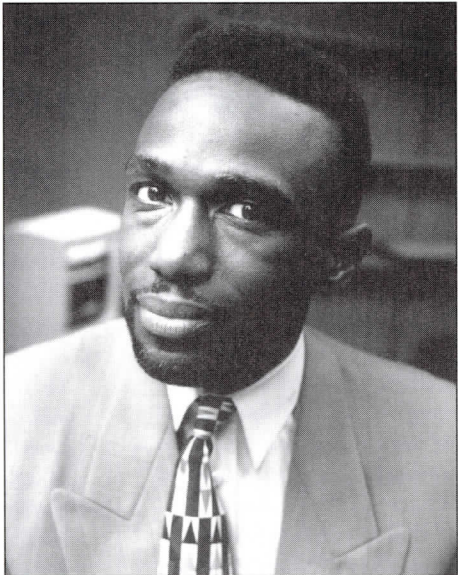
hall assistants — for joint training and information on a variety of topics.

- A Seasoned Leader Institute is planned for the fall to give previous student leaders advanced leadership skills and training. In conjunction with the institute, a mentoring program will give experienced students and graduates an opportunity to share the skills they have gained and discuss how their leadership experiences have helped them in their careers.
- A "Program to Go" series is also planned for the fall. Pre-packaged talks on a variety of subjects, from effective meetings to delegation, will be available for students.

"Once you are an established leader at Oakland, new doors open for you," Schehr says. "My experiences have given me a lot of direction and helped me mature. I don't think I'd be the same person if I had not been involved on campus."

Survival of the fittest

Oakland's new associate vice president for Admissions and Enrollment Management, Robert Johnson



From recruitment to retention, new enrollment management strategy transforms the way OU delivers student services

With student enrollment at an all-time high and a well-mapped strategic plan in hand, Oakland University is investing in an aggressive marketing approach to recruitment.

Known as enrollment management, Oakland is among a growing number of leading colleges and universities who utilize pri-

vate-sector marketing principles in higher education.

This innovative marketing strategy, in an effort to combat the dwindling number of college-bound students in the post-Baby Boom age, puts emphasis on such techniques as direct mail and market research and incorporates virtually all university areas, combining recruitment with marketing and retention efforts.

Enter Robert Johnson, Oakland University's new associate vice president for Admissions and Enrollment Management. Johnson, the former executive director, Enrollment Management, Central State University (CSU), Wilberforce, Ohio, has enjoyed success with the new national educational reform movement.

"We have been practicing it since the early '90s and our enrollment has been mostly up," says Shay Hope, acting director, Office of Admissions and Enrollment Management, CSU.

With Oakland's enrollment at an all-time high, Johnson believes the university is well positioned to compete for top students.

"A true enrollment manager is a change agent," Johnson says. "To recruit and retain students, you must work collaboratively with all areas of the

university to ensure a high level of student satisfaction.

Enrollment management is everyone's business. It's centralizing instead of de-centralizing our retention efforts.

"Oakland has a good product, but we have to keep up the level of service in all areas. We have to compete, just like IBM and Apple compete for market share. There are only a limited number of students, and the environment is survival of the fittest. We need to be more user-friendly and help keep our students as satisfied customers."

Johnson says he wants to reach a point where OU can "micro-market" specific academic departments. For example, OU could look at the Marketing Department in the School of Business Administration and determine how many students the department wants or needs, then market for that number of marketing majors.

Johnson says the first step to increase OU's retention effort is to gather market research. He is actively involved in a market research study with the University Communications and Marketing Department to learn exactly who Oakland's "market" is, why students come to Oakland, succeed and graduate, why some students don't choose Oakland and why some students choose OU and then leave.

Preliminary reports will be available in late spring.

"Market research will help us get a good understanding and assessment of our market, then we'll have some data to work with," Johnson says. "The research will not only help us with our primary markets, but also with our secondary markets where we don't traditionally get students, but where there may be some good opportunities for us."

Though no university can be all things to all students, Johnson says Oakland needs to understand its opportunities and related costs. "We also want to broaden the composition of our student body," he says. "And helpful information will come out of the market research that will help us market to students of diverse backgrounds."

The other side of enrollment management is student retention. What services should Oakland offer? And what steps should it take to keep them?

"There are a lot of departments working on various retention programs, but I want to pull them all together and make it a universitywide collaboration so that we are doing all the right things with no duplication of effort," Johnson says.