Minutes of the Meeting
of the
Oakland University
Board of Trustees
January 20, 1982

The meeting was called to order by Chairman Richard H. Headlee at 7:30 p.m. in Lounge II of the Oakland Center.

Present: Chairman Richard H. Headlee, Trustees David Handleman, Patricia B. Hartmann, Alex C. Mair, Ken Morris, Arthur W. Saltzman, and Howard F. Sims

Absent: Trustee Marvin L. Katke

Approval of Minutes of December 16, 1981

Chairman Headlee requested approval of the minutes of the Board meeting of December 16, 1981, as presented to the Board.

Mrs. Hartmann offered a motion for approval of the minutes. Mr. Mair seconded the motion which was voted on and approved by all of the Trustees present.

Acceptance of Gifts and Grants

Chairman Headlee requested the Board's acceptance of the gifts and grants totaling $114,918.52. (A copy of the complete list of gifts and grants is on file in the Office of the Secretary to the Board of Trustees and the Office of the Vice President for Development.)

Mr. Handleman moved that the gifts and grants be accepted with gratitude. Mrs. Hartmann seconded the motion which was voted on and approved by all of the Trustees present.

Approval of Personnel Actions

Chairman Headlee presented the following faculty personnel actions for the Board's approval:

Appointment

Beck, Ronald R., Adjunct Assistant Professor of Engineering, effective January 1, 1982, through December 31, 1983

Change of Status

Johnson, Patrick J., from Associate Professor of Education to Associate Professor of Education and Acting Chair, Department of Teacher Education, effective September 2, 1981, through April 24, 1982.

Leaves of Absence

Donald, Robert L., Associate Professor of English, sabbatical leave from January 4, 1982, through April 24, 1982

Hansen, Ranald D., Associate Professor of Psychology, sabbatical leave from January 3, 1983, through April 23, 1983

In response to Chairman Headlee's request for comments, Mr. Keith R. Kleckner, Vice President for Academic Affairs and Provost, stated that one of his goals was to use the sabbatical leave system to expand and broaden the horizons of the faculty. He noted that this month's two leaves were good examples of this objective. Professor Donald who holds an appointment in the Department of English plans to spend his sabbatical term working at the University of Detroit, Wayne State University, and the University of Michigan developing audience analysis techniques for utilization in the teaching of writing courses which are offered through the Department of Rhetoric, Communications and Journalism. Professor Hansen who has an appointment in the Department of Psychology expects to attend the School of Management at Yale University studying organizational behavior which will expand his interests outside the Department of Psychology.

Mr. Mair moved that the faculty personnel actions be approved. Mr. Sims seconded the motion which was voted on and approved by all of the Trustees present.

Report on Cable Communications

Chairman Headlee requested that Mr. Kleckner comment on the report on cable communications which had been presented to the Board. (A copy of the report dated January 20, 1982 is on file in the Office of the Secretary to the Board of Trustees.)

Mr. Kleckner stated that about one and one-half years ago an initial report on Cable TV was presented to the Board. This second report updates the Board on Cable TV developments relating to the University. A Cable TV Development Committee has been set up within the University with a charge to study three areas: to review faculty capabilities for instructional television; to determine what courses may be offered; to assist Ms. Audrey Marriner in working with the franchising communities. In the area of assistance to Ms. Marriner the committee will indicate the kinds of instructional services Oakland Univeristy will be able to provide to Cable TV and identify academic policies that must be met to provide Cable TV instruction. There are a number of academic policies which must be met before providing any televised credit instruction. Mr. Kleckner added that steps were being taken to assure that the appropriate policies would be reviewed and processed through the faculty and administrative mechanisms, along with Board review and approval.

Mr. Kleckner then introduced Ms. Audrey Marriner, Administrator, Cable Television Office, to apprise the Trustees of current developments.

Ms. Marriner informed the Board that an Intergovernmental Communications Consortium will be the franchising entity for approximately 11 communities encompassing an area from Oakland Township south to 8 Mile Road. She noted that while the proposals for Cable TV companies vary, each is proposing some system for educational programming. Oakland University, as well as other higher education institutions, would have the capability to deliver programming to private homes on a "subscriber network" or on what is called the "institutional loop" which is a separate cable linking governmental entities, such as, libraries and educational institutions. This institution would have the capability of delivering programs to teachers and students in secondary and elementary schools and to industrial and commercial establishments. In addition, all of the official systems have the capability for "pay for view". These systems would permit special programming for professionals who need continuing education courses which are mandated by the State or their professions. Each TV company offers a different set of options to the communities. As an example Ms. Marriner stated that one company has offered Oakland University $200,000 to update and remodel the University's audio-visual studio as well as to provide wiring for all the classroom buildings. This proposal would provide customized modems so that all of the cathode ray terminals on campus which presently use Michigan Bell telephone lines to access the Computer Center could at less cost use the cable. This company would also offer cable or data transmission at no charge to the institution and connect the institution to other cable systems in Oakland and Macomb Counties.

Another cable company has offered the University less in terms of equipment, but more in terms of programming money. For example, $25,000 a year would be provided to all of the higher educational institutions in the county to pay faculty to attend training programs on instructional design and television production. Another cable company has offered the higher education institutions approximately $43,000 every year for the 15 years of the franchise to develop a training program for unemployed adults to obtain the necessary skills for employment in the cable-telecommunications industry.

Ms. Marriner stated that these are examples of offers being made to the educational community. However, there are conditions on all of the offers and the University may not obtain all of the benefits since the consortium may retain control of the disposition of the funds from the TV company. She added that the consortium will involve the users in some form of review or advisory body. The users would include representatives from government, health agencies, educational institutions, and the libraries. Ms. Marriner expressed the opinion that Oakland University would be represented on such a committee.

Ms. Marriner announced that there was to be an all-day presentation of services by four Cable TV companies on Saturday, February 13, 1982. She extended an invitation to the Board members to attend. This meeting would provide an opportunity to learn specifically what each company was offering.

Ms. Marriner stated that following the presentation on February 13, the cable companies will have an opportunity to respond to all of the reports. About the middle of March, the consultant retained by the governmental bodies will issue a final report with the consortium making a decision sometime in May and the franchise award being made in June.

Mr. Saltzman inquired if the University already had established a relationship with the governmental units awarding franchise contracts.

Ms. Marriner replied that the University was in contact and working with the governmental units.

Mr. Saltzman then inquired if the University would have the same kind of relationship with the franchise group.

Ms. Marriner replied that it was difficult to say at this time since there are so many companies involved.

Mr. Saltzman asked if the University committee was examining the broad scope of usage for Cable TV.

Ms. Marriner responded that there is a great deal of interest in applications of cable computer technology. It is conceivable that the University could give computer instruction to people where they work, and the institution may be able to link various kinds of computers and provide broad instruction. She noted that data communications seem to be the "name of the game" for the future for cable.

Mr. Morris said he believed that Cable TV was a program of the future and was vital to the University. He urged the University to do everything possible to be a part of Cable TV developments because of the potential benefits for education. He stated that he was delighted that the institution is monitoring the area closely.

Ms. Marriner added that all of the franchises awarded to date have included a provision that the cable company must interconnect with any adjacent cable system upon directive of the local governing body. Usually there is some form of commitment by the cable company to pick up their fair share of the cost of that interconnection. All four proposals to the authority do define quite specifically a commitment to interconnection. One company has suggested a master interconnect which would serve the tri-county or perhaps a five-county area. This company has set aside more than one million dollars as their contribution to assure that all of the cable systems would be on a regional interconnect system.

Chairman Headlee thanked Ms. Marriner for the report and expressed the interest of the Board in future developments.

Mr. Handleman moved that the report be received. Mr. Saltzman seconded the motion which was voted on and approved by all of the Trustees present.

Report on Cold Weather Damage to University Facilities

Chairman Headlee requested that Mr. Robert J. McGarry, Vice President for Administrative Affairs, report on the cold weather damage to the University's facilities.

Mr. McGarry stated that during the peak of the recent winter storm, the institution suffered a loss of power for about two hours, which it is believed caused frozen pipes and leaks in six buildings. While the damage was not extensive, it was estimated that the cost of repairs will be approximately $13,000. The damage is covered by insurance with the exception of a $3,200 deductible factor. He added that there had also been some loss of instructional materials due to water damage. Mr. McGarry added that the quick response of personnel in repairing the cause of the damage kept the losses to a minimum.

President's Report

President Champagne stated that he had several different items to cover. First, he wished to bring the Board up-to-date on the economic outlook for higher education. He read the following excerpt from a letter from Dr. Gerald Miller:

> "During our hearings with you and later with the Governor, the issue of executive orders during FY82 was raised. Governor Milliken reassured you that he was not planning for any further executive orders with the qualification that the economy not experience a severe deterioration and that the federal reductions would be minimal. The question was raised regarding newspaper reports that state departments were being asked to lapse four percent.
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> "Attached are the two memos which I sent to department directors urging them to be prepared for a possible worsening economy.
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> "I believe that it would be prudent management for you to also create a contingency fund as a 'fallback' position. I am hopeful, however, that no further reductions will be required."

President Champagne said that currently a contingency fund was being built as a "fallback" position which he fully anticipates will be needed between now and the end of the year. He stated that he was proud of the fact that it had not been necessary to raise tuition mid-year. He noted that the State has already made a 6 percent reduction in the appropriation and if there was an additional 4 percent cut, the budget this year would have been reduced by 10 percent. When this reduction is coupled with the rate of inflation, the impact is very severe on the institution's resources.

President Champagne then read the following portion of a letter sent by Senator James De Sana and Representative Gary Owen in November to Governor William G. Milliken:

> "Since 1980, appropriations to state colleges and universities have increased 2.7 percent while systemic costs have risen 18.2 percent."

The President observed that this results in a reduction of approximately 16 percent in the operating budgets of the colleges and universities in that period of time. While conditions are very difficult for this institution, the administration is coping with the problems to the best of its ability.

President Champagne expressed his extreme pleasure and delight with the way the campus community is "buckling down" to the current situation. He noted that a number of committees are reviewing every aspect of University life, and that nothing would be excluded from their scrutiny. The two main committees are the Academic Mission and Priorities Committee and the Student and Urban Affairs Mission and Priorities Committee. These committees which are made up of faculty, staff and students, are looking at all programs, the mission of the University, and the resources that can be anticipated in the future. The President hopes to have the committee reports by March 15, 1982 to assist him in determining what has to be done to maintain the quality of the University in the face of dwindling resources. These committees are taking their work very seriously, and President Champagne commended them for their endeavors.

President Champagne stated that Mr. Robert Bunger had shared a report of Western Michigan University's recommendations on its plight. President Champagne said he was absolutely amazed at the list of proposed cuts. He felt that other institutions would be faced by the same critical problems. He suspected that Oakland University would be faced by major decisions in the next several months in order to continue to survive in the present environment.

President Champagne related that he had heard that last year 72 percent of the graduates of the University of Michigan left the State, and that 66 percent of the graduates of Michigan State University left Michigan. In his opinion these statistics were "frightening". There is an enormous challenge to the universities to work in the area of economic development to assist the State to reverse the out-migration process.

President Champagne added that there are several other committees working to assist the institution. The Executive Committee on the Budget which is functioning very well under the chairmanship of Mr. McGarry is trying to develop a balanced budget for next year which is no easy task. There is a Public Service Committee functioning under Professor Jacqueline Scherer which is looking at what the University is doing to engage more effectively in the life of Southeastern Michigan. For instance, how is Oakland University addressing community problems whether they be problems of individuals, of business, of public agencies or of any entity that should be served by the University? This committee is looking at the University's "public service posture".

There also is an Equal Opportunity Committee which is advising Ms. Barbara Murphy, Director of the Office of Equal Opportunity. This committee is made up of faculty, staff, and students. As the University goes through these periods of retrenchment, it is necessary that the institution be very careful to maintain its diversity. It would be very easy for an institution during a retrenchment period to unwittingly cut out elements which would destroy certain aspects of the institution's cultural and ethnic diversity. This committee will continue to work with the administration and provide advice on the institution's policies so that Oakland University retains equal opportunity both in employment programs and educational offerings.

There is also a Committee on Ethics, chaired by Professor William Fish. This committee will be looking at the entire curriculum in terms of "does our curriculum in some way help to sensitize our students to the kinds of human problems that exist in society?"

President Champagne said that the University had a number of interesting activities and that it was not a dull place to be at this time. He hoped that all of these activities would come into focus in a meaningful way during the spring and summer months so that a new revitalization of purpose could be found at Oakland University even with fewer resources. He promised that Oakland University was going to meet the challenges "head on and continue to be a quality institution".

President Champagne stated that the last element of his report concerned certain aspects of what he called "housekeeping." He stated that at the December 16, 1972 Board meeting, the Personnel Policy Committee was formed; on January 22, 1973 the Audit and Finance Committee was created; on October 14, 1981 the Campus

Planning and Development Committee was established. He noted that these are the three standing committees of the Board. Over time these committees have by delegation or act of the Board assumed certain responsibilities. He thought that it would be appropriate at this time to reaffirm the various committee functions in a written charge so that the Board and the University community could understand the role of the committees. Any item coming to the attention of the Board could be referred to a committee if the Board wished to take this action. In addition there would be a committee which the administration could consult with prior to the presentation of a matter to the Board. President Champagne said it was particularly important at this time when the administration was reviewing and re-evaluating the mission and structure of the University. He said it was absolutely vital that the Board interact with the administration closely as decisions are made on the direction of the institution in the 80s. It is important that the committee structure is in place with a written charge. At this time President Champagne distributed the following document for the Board's consideration and adoption:

Oakland University Board of Trustees

Committee Charges

It is appropriate as is the case in many universities that every major issue that requires action by the Board of Trustees have a designated committee whose charge includes the review of that area of responsibility. On major matters the committee should discuss the issues prior to Board action. In other cases the Board can refer matters to the committee for further study and recommendation or in specific instances delegate authority to the committee to carry out the Board's recommendation. Each committee should develop its own rules of procedure and delegation as may be appropriate.

At present there are three standing committees at Oakland University. It is proposed herein that their role and charge be redefined so that both the Board and the administration may have clear understandings about their nature and function.

Personnel Policy Committee (Three Members)

General authority to review employee relations matters including the following:

1. Review matters regarding personnel policies, benefits, and employee appraisal systems.

2. Review matters relating to collective bargaining and labor/management relations and authorize pre-negotiation guidelines.

3. Review appointments and promotions within existing Board policy on administrative delegation of authority.

4. Authorize compensation levels and related benefits for executives and academic administrators within overall budgetary limitations.

5. Periodically review the performance of the President.

<u>Audit and Finance Committee</u> (Three Members)

General authority to review all fiscal matters including the following:

1. Review University budgets.

2. Review University audits and meet independently with both internal and external auditors as required.

3. Review appropriation requests.

4. Review tuition and fee rates and room and board rates.

5. Review investment programs.

6. Review insurance programs.

7. Review general management systems from time to time.

8. Work with University and Development Committee on matters related to construction, renovation, and computer acquisitions.

<u>University and Development Committee</u> (Three Members)

General authority to review all University, academic and development programs including the following:

1. Review campus master plan and related matters.

2. Review academic and student affairs, including athletics.

3. Review major construction and renovation projects as well as major computer acquisition or upgrading (work with Audit and Finance Committee in related fiscal matters).

4. Review acquisition, disposition and location of major works of art or sculpture.

5. Review matters relating to Sunset Terrace as appropriate to Board policy.

6. Review the activities of the various Meadow Brooks, including the golf course.

7. Review community and public relations activities as well as major development efforts.

It is further recommended that an Executive Committee be created to be composed of the Chairs of the three standing committees plus the Chairman of the Board. This committee would be empowered to act on emergency matters to carry out the operations of the University between regular Board meetings, all actions subject to later ratification by the full Board at its subsequent meeting. Other functions might be delegated to the Executive Committee by the Board from time to time.

Chairman Headlee suggested that each Board member study the recommendation, and that members convey any comments or suggestions to him, President Champagne or the Board Secretary, Mr. John De Carlo. If no amendments or changes were necessary, then the Board could proceed with the items as proposed at the next meeting. Chairman Headlee then recommended that the Board tentatively accept the charges for discussion at the next meeting. In addition, he suggested that the Trustees contact him if they wished to serve on any particular committee.

Mr. Morris moved that the recommendation presented by the Chair be approved. Mr. Sims seconded the motion which was voted on and approved by all of the Trustees present.

Chairman Headlee thanked President Champagne for his outstanding performance in dealing with the changes at the University and the problems resulting from the poor economic climate being witnessed at the University and in everyone's life outside the University. He said that in his view, as Chairman of the Board, he was very pleased with activities at this University, and with the attitude of the faculty and the attitude of the administration. He stated that he thought "we are going to be better postured following this particular crisis" than before because "we are thinking very hard about what we want to be and how we want to do it."

Chairman Headlee asked if there was any further business to come before the Board. There being none, the meeting was adjourned at 8:05 p.m.

Approved,

John De Carlo, Secretary
Board of Trustees

Richard H. Headlee, Chairman
Board of Trustees

Date ______________________