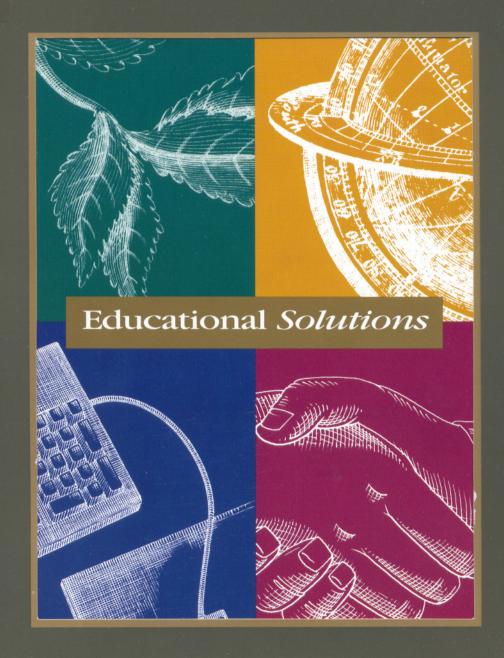
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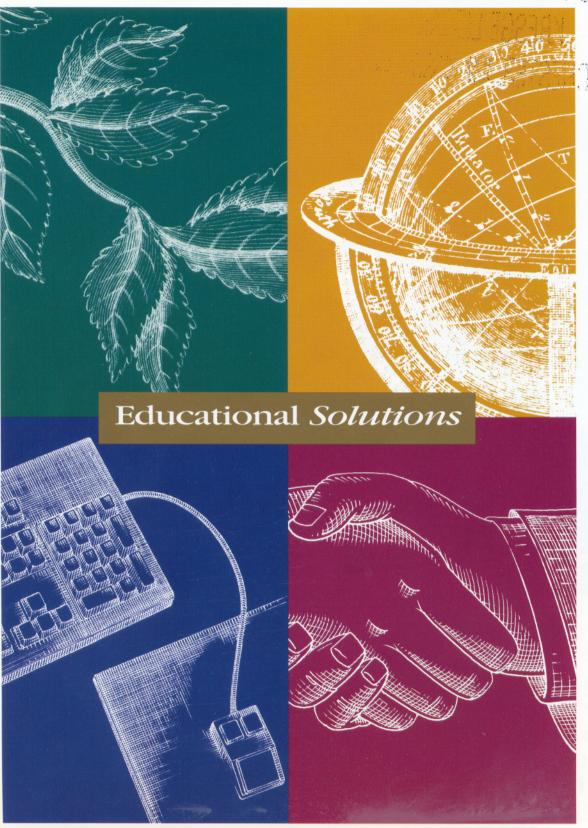


# Oakland University 1996-97 Report

PREPARING LEARNERS FOR THE 21ST-CENTURY WORKPLACE AND SOCIETY

Growing

Technology Enriched



Partnering for Success

Learner Centered

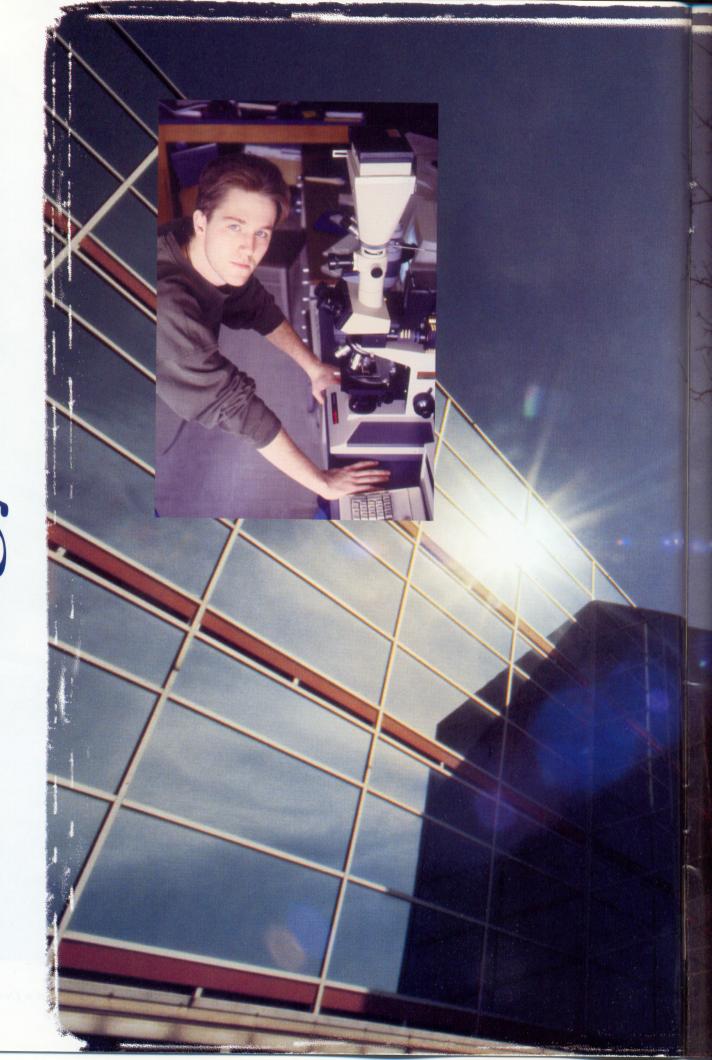


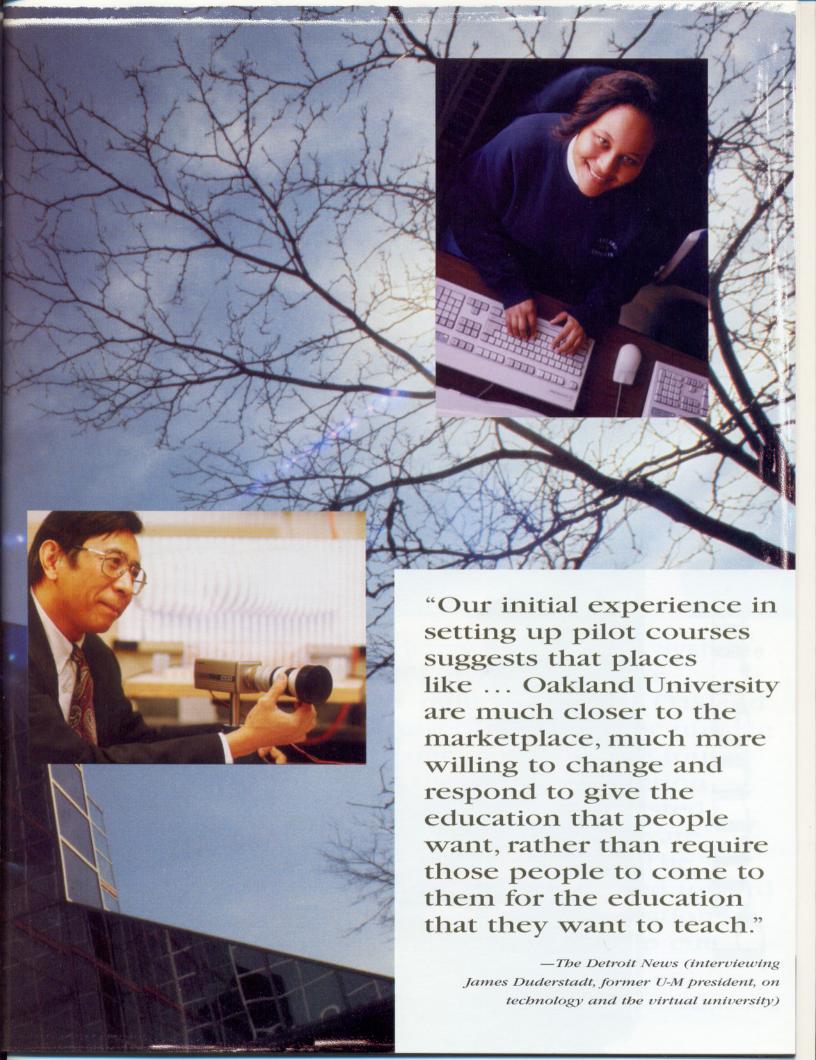
Growing

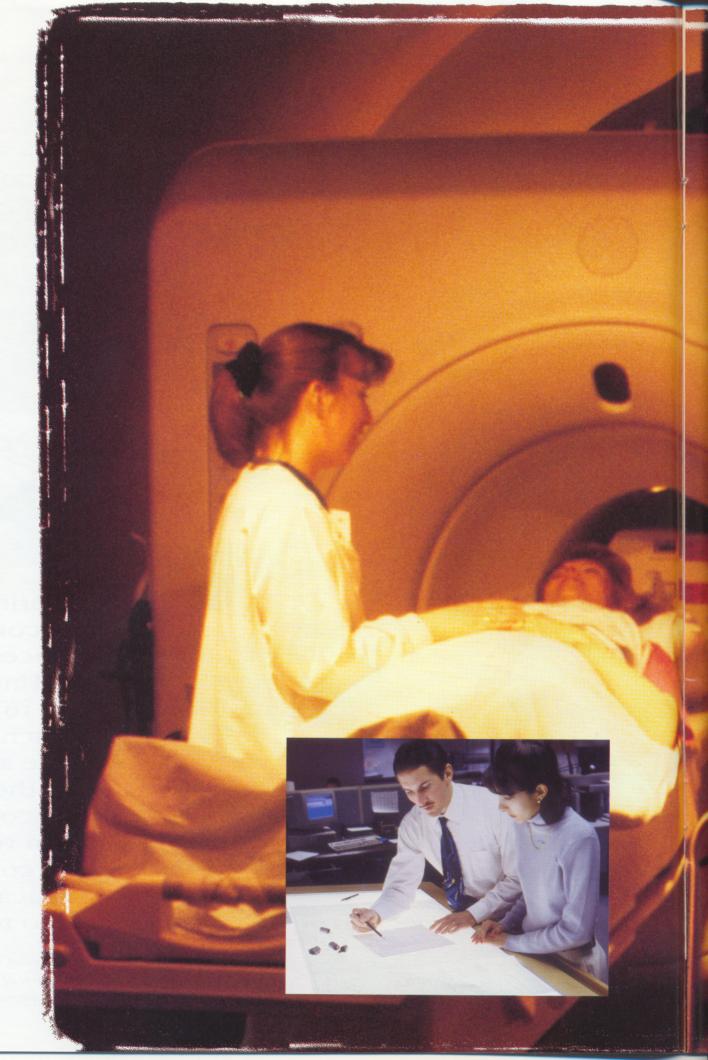




# Fechnology Enriched











# The university of tomorrow ... today

As Oakland University stands on the threshold of the 21st century, we are well prepared to become the model university of the future:

• A university that bridges the widening gaps between business, industry, government and education;

 One that balances personal development and workplace skills with an increasingly complex and technical world;

• A university that sees education not as preparation for life, but as life itself.

It's a long-term goal for Oakland University, one that may take a decade to reach fruition. But the hard work was well under way during 1996, and continues today.

Driving the past year's growth was implementation of our 10-year Strategic Plan. Almost two years in development, our Strategic Plan allows us to build on our unique strengths while finding new opportunities for advancing educational excellence.

Since our founding 40 years ago, Oakland University has earned its reputation for teaching, learning, research and service. Our founding principles continue to guide us as we emerge as the university of tomorrow.

I am proud of the positive learning environment found at Oakland. Our students have opportunities to develop personal mentor relationships with their professors and to truly benefit from this personalized approach to learning.

Central to our progress last year was our continued emphasis on learner-centered education. We expanded opportunities for learners through a variety of new programs, partnerships and technologies. We offered accessible, flexible class schedules, we provided new facilities and services and we integrated new communication technologies. We also expanded laboratories and research opportunities with corporate partners and added more internships, co-op opportunities, and new degree and certificate programs, as well as ongoing assessment and refinement of existing programs. And as always, we continued emphasis on enhancing the skills and knowledge of our outstanding faculty and staff.

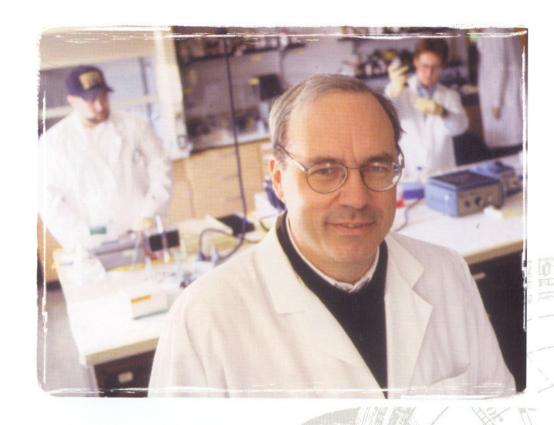
Our location in the heart of Oakland County, one of the country's fastest growing and economically important counties, gives us a unique opportunity to engage in active dialog with our community and corporate partners. These partnerships enable us to better prepare our graduates for the world of work that awaits them by offering involvement with the constantly changing challenges of high technology and exposure to the best practices on the leading edge of business, health care, education and engineering.

It was a year of record growth and renewal at Oakland University, a year in which tremendous resources and commitment were mobilized to enhance educational excellence. With our Strategic Plan as our blueprint for the future, Oakland University is on the move toward our ultimate goal — to become the model university of the 21st century.

This report touches on some of the highlights of 1996-97. Please take a few minutes to review what we've accomplished — and to get a glimpse of what the university of tomorrow will look like.

Hang s. Tant

Gary D. Russi President



# "Oakland University's emphasis on student-centered education has its roots in ancient tradition.

The small classes, frequent one-on-one communications and working together in the labs and on projects allow an apprenticeship or mentorship learning experience to develop between faculty and students. This approach helps students develop their critical thinking abilities, as well as specific skill sets. Oakland undergraduates can work on research projects with professors, co-author papers, travel to, and even present data to regional and international conferences and field questions. This real-world experience is immensely challenging and rewarding for students. And it's the kind of experience not many other universities can provide — even for graduate-level students."

# Faculty and staff embody lifelong learner attitude

Oakland faculty degrees, by Carnegie classification, come from the top universities in the nation. Oakland faculty are well known for combining world-class research efforts with full teaching loads in undergraduate and graduate classrooms.

- During 1996-97, 98 percent of all courses were taught by faculty members, not teaching assistants. Of the university's more than 350 full-time faculty members, 87 percent hold doctoral degrees in a specialized field.
- · Part of Oakland's commitment to learnercentered education involves unique collaborations with industry to keep academic programs current. Through the second year of a Chrysler Corporation internship program, for example, more than 15 engineering and business professors turned classroom theory into practical knowledge as they worked in the Chrysler manufacturing environment. Faculty learned manufacturing hands-on and brought new thinking to industry problems, while learning to respond to the needs of technology so that back on campus, curriculums could be continuously updated.

### Known for educational excellence

- The School of Education and Human Services received its second prestigious accreditation from the National Council for Accreditation of Teacher Education (NCATE) during 1996-97.
- Oakland University's Wade H. McCree Jr. Incentive Scholarship Program continued to provide full-tuition scholarships at Oakland for Detroit-area students who fulfill a number of criteria, including a 3.00 GPA in college

preparatory courses during their high school years. Oakland founded the scholarship program with Pontiac Public Schools in 1988 and the Detroit and Oak Park Public Schools in 1990

 During 1996-97, Oakland University chartered six public school academies: The Turtle Island Learning Circle, proposed in Westland;

Dove Academy, Detroit; Edison
Public School Academy,
proposed in Detroit; Nsoroma
Institute, Highland Park;
Elbert Thomas Clark
Academy, Detroit; and
Academy of Michigan, Detroit.

Oakland's School of
 Education and Human Services
has become the North American

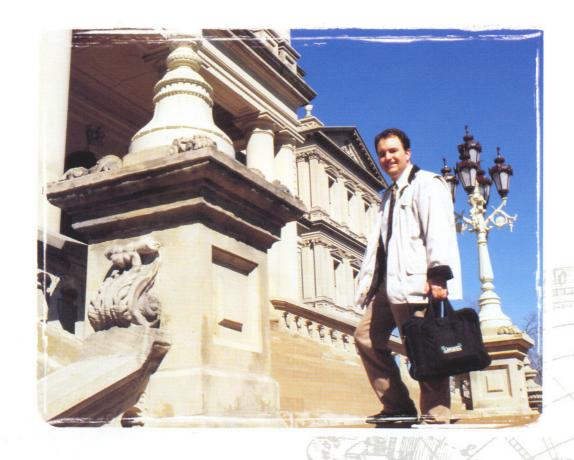
Coordinating Center for Beginning School Mathematics (BSM). In a landmark agreement with the New Zealand Ministry of Education and its affiliates, Oakland became the main source for the promotion, use and sale of BSM materials and the BSM teacher development program throughout the United States and Canada for children in the first three years of school.

 Oakland has more than 60 innovative transfer programs with educational institutions in the community and worldwide to ease the transition from two-year or community colleges for successful students.

### Staff development

Oakland's more than 2,200 full- and part-time faculty and staff members made the university one of the 25 largest employers in Oakland County. Many Oakland University employees were actively involved in quality improvement initiatives, including self-assessment activities and problem-solving teams.

"Our understanding of so many fields is changing so fast that frequent interaction with students is even more important." "I highly value the opportunity to work side by side with individual students over two or three years, helping them develop the professional and personal skills that give them the opportunity to excel."



# "After one semester at Oakland, I knew this was the school for me — even though I had originally planned

to transfer to a bigger college after a year. I knew from comparing experiences with friends at other schools that Oakland offered advantages — classes taught by professors, not teaching assistants; smaller classes where I could get to know my professors; and a friendly atmosphere where I could easily talk to professors whenever I had questions. Oakland was just more personal."

# Transforming learning opportunities for student growth

To prepare undergraduate students for a rapidly changing workplace and society, Oakland University continued its efforts in 1996-97 to become a learner-centered organization. The small-campus setting, including extensive services and personal attention for student success, combined with the course offerings and rich learning experiences of a comprehensive university, form the nucleus of a dynamic learning environment.

In fact, *U.S. News & World Report* ranked Oakland University 23rd in academic reputation among the top 122 Midwestern regional colleges and universities for 1996. Oakland placed third overall in faculty resources, which includes student-faculty ratios (19:1) and number of faculty with doctorate degrees.

Another measure of Oakland's effectiveness is its students' placement rate. Ninety-five percent of Oakland's undergraduate students were employed within four months after graduation in 1996.

This spring, Oakland was named one of America's Best College Buys for 1997-98 in a book of the same name published by John Culler and Sons. Selection was based on measures of educational quality and value.

### Innovative research opportunities

Undergraduate participation in research is a long-standing tradition at Oakland University, with numerous opportunities in diverse areas such as science, education, engineering and liberal arts.

By conducting research early in their careers, students can acquire laboratory experience that will position them to gain acceptance to prominent graduate or medical schools or obtain employment in industry.

Undergraduates enjoyed expanded opportunities to work closely with faculty advisers. Research activities ranged from peer-reviewed publications, generating internal and external grant awards, to

presenting their work at national and international research conferences.

A good example of this close faculty-student relationship is
Yee H. Do, who worked with Chemistry Professor Denis M.
Callewaert on researching aspects of tumor immunology.
Do is a biochemistry major, and no stranger to undergraduate research. Some of his earlier work was

presented at the 9th International Congress of Immunology in San Francisco.

### Internships offer unique opportunities

Oakland's location in a major metropolitan area continued to offer students vast opportunities for off-campus work experience and on-the-job learning. More than 500 Oakland students worked in internships or cooperative job placements during the 1996-1997 academic year, generating more than \$2 million in earned wages.

A new internship at Chrysler Corporation allowed two Oakland students to observe the relationship between government and business by working in Chrysler's Office of Government Affairs.



"Oakland University is not only responsive to the growing needs of the community — in many ways it's

one of the driving forces that made the area's growth possible. Fifteen years ago, Oakland University was instrumental in conceptualizing the Oakland Technology Center, which formed the nucleus of much of the economic growth that is still occurring in Oakland County."

# At the edge of new frontiers in higher education

Oakland University experienced record growth in a number of areas during 1996-97, the first full year of implementation of its Strategic Plan 1995–2005. Oakland's growth is an important element of its long-term vision, made possible by its location in the heart of Oakland County, Michigan's "economic engine."

More than 200 of the Fortune 500 companies have facilities in Oakland County, including several

world headquarters, and more than 400 foreign-owned companies are represented. The county is also home to more than a third of Michigan's R & D firms. Business, industry and community leaders relied on Oakland University for highly skilled workers to fuel continued growth and increase global competitiveness during 1996-97. According to Oakland's partners, not enough higher education graduates are truly prepared for work, requiring business and industry to

spend valuable resources to get them ready. Employed professionals also require more learning opportunities, as the pace of change, especially technology, is requiring more of the workforce to enter into continuous education.

Oakland is meeting the challenge by expanding and refining its resources to prepare students for the workplace and society of the 21st century. From record enrollment to renovation and construction of new facilities; from expanded programs to partnerships with leaders in business, industry, education and government, Oakland actively sought out and implemented new educational solutions in 1996-97 to meet the demands of a highly skilled workforce.

## Three consecutive years of record enrollment

Oakland's fall 1996 enrollment total of 13,956 students was 2.6-percent higher than 1995's all-time high of 13,600 — the third straight year of record enrollment growth.

The enrollment gain stemmed, in part, from the university's increasing emphasis on new market-driven degree programs, academic excellence and commitment to offering graduate programs at convenient times for employed professionals.

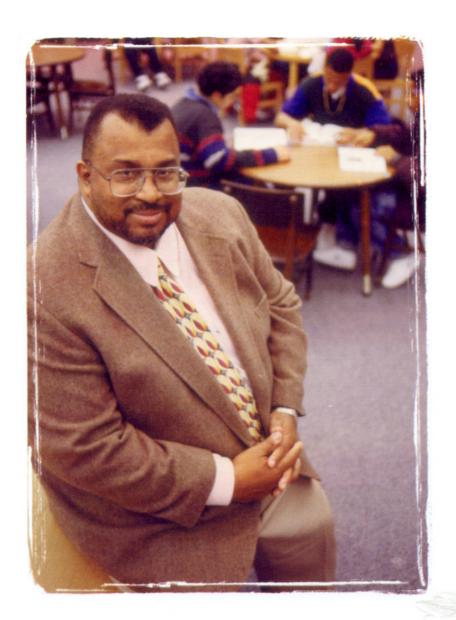
# Expanded facilities enhance progressive learning environment

- With major funding provided by the State of Michigan, construction neared completion on the university's \$43-million Science and Engineering Building. The new complex was dedicated during the first Founders' Day on April 18, 1997. Classes are scheduled for the summer 1997 term.
  - Ground was broken and steel erected on a new \$37-million Recreation and Athletic Center, expected to open its doors in fall 1998. The 250,000-square-foot facility will offer a variety of recreational opportunities.
     Features include a 50-meter pool, bubble pool, spa, 3,000-seat arena, three recreational gyms, track, social lounge, decks and recreation areas accessible

to the mobility-impaired.

- A \$1.3-million food court and food services contract was approved, paving the way for the opening of the Oakland Center's new 537-seat Pioneer Court in early 1997. The new arrangement offers a variety of franchise food services and has quickly become a hub for campus social activity.
- Construction on the new Honors College facility
  was completed for a March 1997 opening.
  The new facility was named for the late
  Dr. Alvin R. Larson, a longtime Oakland
  University benefactor, whose generous gift to
  the Oakland University Foundation made the
  project possible.

"Today, Oakland University belps maintain momentum by working with business, local governments and school districts to address the critical need for workforce preparedness. Oakland's impact on the area's economic health and competitiveness, along with its significant cultural and recreational resources, continue to promote a balanced, energetic growth that benefits the whole state."



# "One of the greatest challenges faced by the Oak Park School District is creating a new set of expectations

among students — a new norm that says academic success is desirable, and that continuing their education past high school is achievable. The Oak Park Business Education Alliance has succeeded far beyond my expectations in this regard. Oakland University, an important member of the alliance and sponsor of the McCree Scholarship Program at Oak Park, has directly involved 75 students in the program. But the ripple effect extends much farther. As McCree students visit the Oakland campus, meet with faculty and students and experience mentor relationships, they develop a new set of goals that they bring back and share at Oak Park. Now I have parents of Oak Park students asking why their child isn't in the McCree program. I love it."

# Innovative academic and administrative programs

Drawing on the knowledge of skilled leaders, both within Oakland University and without, Oakland in 1996-97 continued to develop new programs tailored to help students hit the ground running as they enter or re-enter the workforce.

- The College of Arts and Science's new Doctor of Philosophy in Applied Mathematical Sciences is an outgrowth of a 10-year collaboration with industry partners such as Ford Motor Company. The new degree was designed to enhance Michigan's industrial competitiveness and to help meet state goals.
- The School of Business Administration's Master of Accounting degree enables students to attain advanced degrees and better prepare themselves for pending changes in the requirements for CPA certification.
- Oakland was the first in Michigan to launch a Master of Science in Software Engineering, offered by the School of Engineering and Computer Science. The MS program, which focuses on large-scale software development for business and government, is based on the curriculum recommendations developed by the Software Engineering Institute at Carnegie-Mellon University.
- The Network Management Program is designed to upgrade the skills of information systems professionals and further the goals of their organizations. The certificate program includes internships with sponsoring companies and employment after graduation for all students.
- In September, Oakland University's School of Health Sciences began offering a radiation specialization within its bachelor of science in medical laboratory science. New focus areas, such as exercise science and industrial health and safety, were also added to the bachelor of science in health sciences degree.

### Appreciation for diversity

An integral element of Oakland's Strategic Plan includes the creation of an empowered community of diverse students and employees. Oakland's continued focus on cultural diversity during 1996-97 brought several new developments.

- Hispanic Outlook in Higher Education included Oakland University in its 1996 list of colleges and universities nationwide that offer outstanding opportunities to Hispanic students.
- Oakland University's Trustee Academic Success Scholarship (TASS) program is fast becoming a national model for building cultural diversity and retention. In its first three years, TASS students are more likely to stay enrolled and perform better academically than other Oakland University students. TASS helps racially, ethnically and economically diverse students excel in their course work, shows them how to

be campus leaders, promotes respect for cultural differences and prepares them to work in a global workforce.

- The Office of University
  Diversity and Compliance
  completed the Fall 1996
  Affirmative Action Report, which
  showed a 5.7-percent increase in
  the number of minority faculty
  members over the last six years.
- Oakland hired a consulting firm to assist in modifying the employee search process to ensure cultural diversity in faculty/staff candidate pools.

# Progress through continual improvement

Oakland University's active quality council, comprised of members from various cross-functional departments, worked together on quality initiatives, both on and off campus. Initiatives included:

- Formal assessment of the effectiveness of the university's academic majors and programs.
- The Michigan Quality Council, initially organized and funded by Governor John Engler, is headquartered at Oakland.
- Oakland actively sought counsel from other educational institutions to benchmark resources, personnel, time and other factors associated with such initiatives as new degree programs, research and government lobbying efforts.



"My co-op experience at Chrysler Corporation's Technical Computer Center has confirmed

that what I'm learning at Oakland is up-to-date and applicable. Oakland's classes, computer labs, equipment and the programming languages I've learned will give me a running start on a full-time job after graduation."

# Streamlining learning through technology

Oakland University committed more than \$2 million in 1996-97 to integrate new information technologies into the classroom. Through workbased learning and emerging technologies, Oakland explored new ways to prepare leaders who can access information, analyze and evaluate it and make decisions that solve problems

 all important skills needed for the workforce of tomorrow.

 Oakland expanded its capabilities in offering individually paced, selfdirected learning by e-mail, videotape or software program.

 Scores of lectures and discussions with national authorities were brought right into the classroom, worksite or desktop through interactive video.

- Oakland was one of the heaviest users of the Michigan Merit Network, the primary network provider for educational institutions. The system links students, faculty and staff to 12 other MichNet member universities.
- Oakland continued to serve as the hub of the Macomb-Oakland Regional Network, a project that connects more than 370,000 students from the school districts and community colleges of Oakland and Macomb counties. It enables the schools to access the Internet and communicate with each other.
- The interconnection of various cable television systems throughout the state allowed Oakland to deliver interactive video instruction to numerous remote locations and worksites.
- Three-dimensional virtual reality software was installed for use by the School of Education and Human Services in a pilot program to explore applications for K-12 education.

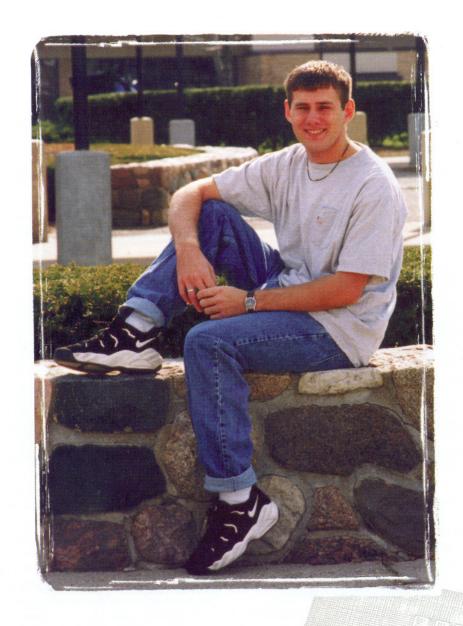
- Students in the School of Nursing and School of Health Sciences accessed interactive video simulations and video disk programs to gain greater understanding of human anatomy and how to provide clinical care for acutely ill patients.
- OAK Archive, one of Oakland's Internet sites, remained one of the world's most popular with more than 100,000 users accessing the site daily.
   OAK Archive includes more than 30,000 software packages that can be downloaded for free.
- Oakland's Kresge Library is automated through a consortium arrangement with several educational institutions in the Great Lakes

region. Through the Internet, students, faculty and staff have access to more than 19,000 libraries in 61 countries.

The university's third distance learning classroom opened, complete with Internet access and focusing on College of Arts and Sciences' humanities disciplines.

The classrooms are multi-application environments, offering voice, video, audio and data capabilities. Students at selected sites throughout the state now have the opportunity to take Oakland classes for credit without having to come onto campus.

Oakland University's School of Engineering and Computer Science is becoming known as "the learning center for the automotive industry." Oakland's new Michigan Center for Automotive Research (MICAR) received initial funding from the Oakland University Foundation. MICAR offers small- to medium-sized businesses specialized courses, interdisciplinary academic collaboration and a merger of applied learning, academic theory and research with a practical orientation. MICAR was developed in response to the automotive industry's need for research. MICAR's pool of Chrysler Corporation, Ford Motor Company and General Motors retirees provides a vital experience base and the ability to efficiently deliver research results and the type of courses sought by industry.



"I like the fact that I can access Oakland University's campus network and the Internet right from the computer terminal in my residence hall room on campus. I can work on projects anytime—even when the computer laboratories are closed."

# Infusing new information technologies to develop job skills needed for the 21st century

- A portable distance learning unit became available for classes, meetings and conferences, on campus and off. The self-contained system is equipped with cameras, monitors, video/audio capabilities and offers connectivity to off-site locations.
- In November 1996, 11 working engineers in Austria graduated with an Oakland University Master of Engineering Management (MEM) degree. The initiative is part of an executive education program sponsored by Oakland and the University of Technology in Vienna. The MEM is a collaboration between the School of Engineering and Computer Science and the School of Business Administration. It offers practicing engineers a way to keep abreast of their field and prepare for advanced management responsibilities. Oakland started the MEM program in 1993 and had about 160 students enrolled during 1996.
- Oakland is the headquarters for a new North
   American distance learning educational network
   that brings experts from around the world into
   the college classroom. Called the Mercury
   Project, named after the Roman messenger to
   the gods, the network is a consortium of
   universities in the United States, Canada and
   Mexico that is opening new doors of
   communication through French, German,
   Spanish and Russian college language
   departments. Video teleconferencing, e-mail and

- the World Wide Web are some of the technologies used in the project.
- Using desktop conferencing, business students communicate with other students in the classroom or with faculty in their offices.
- Engineering and computer science students use virtual reality software to design projects ranging from manufacturing systems to

automobile components — a real edge for design professionals.

- Ten campus classrooms were wired for access to instant multimedia, including the Internet, videotape libraries and the World Wide Web.
- Students in the Traverse City area working on Oakland degrees took

College of Arts and Sciences classes, including piano instruction, via two-way instructional television, at the Northwestern Michigan College University Center.

• Computer workstations in the Modern Language Library enabled students to play audio and videotapes in their language area. Other computer-enhanced educational amenities include word-processing programs, CD ROMS, computer games and interactive laser-disc programs in a variety of languages. Satellite downlinks provided Oakland's Language Learning Center with access to overseas television programs so students could watch TV in foreign languages.



"Oakland University has two qualities EDS especially values in a university partner: openness and responsiveness.

Oakland's administration and faculty make every effort to understand our needs in terms of the skills and knowledge students must have for successful recruitment. That includes so-called 'soft' skills such as communication, teamwork and leadership, as well as the 'hard' technical knowledge required in today's high-tech workplace."

# Responding to the needs of business and industry

Success in a world of rapidly changing technology requires a workforce that keeps pace. In 1996-97 business and industry leaders increasingly turned to Oakland University for education that readies employees for the workplace of tomorrow. Oakland prepares its students to add value the minute they enter the workforce. Through Oakland's core liberal arts education, students gain valuable teamwork, leadership, problem-solving and communication skills that employers desire. This hands-on experience, combined with professional study, makes Oakland

From seminars and classes taught on-site to developing programs specifically geared toward professionals in a variety of industries and professions, Oakland's faculty and staff succeeded in designing and implementing innovative, convenient training and education programs.

graduates highly marketable.

- Oakland's President's Technology Advisory Board proposed several initiatives to enhance learning through new technological developments. Based on recommendations from this group of chief information officers at some of the world's leading companies, Oakland designed and began offering a Network Management Program during 1996 to address the national shortage for highly skilled network managers.
- 1996 marked the 10th year Ford Motor Company engineers have taken on-site credit courses to gain master's degrees from Oakland. To date, 57 working Ford employees have graduated with a master's in applied statistics.
- A grant from the Michigan Jobs Commission enabled Oakland to develop a training program to

upgrade the skills of 64 computer programming professionals at Compuware Corporation, Farmington Hills. Combined with a grant for Kmart corporation training, Oakland produced nearly \$900,000 in Jobs Commission activity.

 In support of the university's commitment to prepare students for a high-performance workplace, Oakland University created and hosted a conference, Workforce 2000, Exploring the Impact of Technology on the Readiness of the Workforce. Steve Ballmer, executive vice

president, Sales and Support, Microsoft
Corporation, was the keynote speaker.
The conference brought the latest
thinking in workforce-readiness to
Southeastern Michigan.

### Student life and activities

Oakland offers students rich and diverse experiences on and off campus to enhance their academic careers. Last year marked another successful year for Oakland's 13-sport athletic department — one of the most successful programs in NCAA Division II history.

- In 1996-97, the Oakland University men's swimming and diving teams won the Pioneers' fourth Division II national championship in a row and fifth overall. The women's swimming and diving program earned its second straight national runner-up trophy. The soccer team also captured a national men's runner-up trophy.
- In spring 1997, Oakland announced plans to move its program to NCAA Division I-AAA.
- Oakland continued to provide other growth opportunities for students, including recognition of more than 70 student organizations, including 36 academically oriented groups and 13 Greekletter organizations.



"Oakland University's new Network Management Program is a good example of the leadership role they're taking

in preparing students and working professionals to succeed in today's complex technical work environment. The curriculum was developed based on input from experts in business, industry and education — an all-too-rare example of the collaboration necessary to keep pace with a rapidly changing workplace."

PRESIDENT, DATA SYSTEMS NETWORK CORPORATION MEMBER, SBA BOARD OF VISITORS; MEMBER, PRESIDENT'S TECHNOLOGY ADVISORY BOARD

# Preparing a community of learners for the 21st-century workplace

Oakland University is located in a dynamic, expanding region that demands a highly educated graduate and an adaptable current workforce of lifelong learners to ensure that business and industry are competitive in the 21st century.

- A new Internet placement service offered by Oakland enabled southeast Michigan employers to fill their staffing needs in record numbers in 1996-97. Through the service, employers request candidate referrals and post job openings. Oakland referred more than 25,000 student resumes to area employers through mid-1996, a record for Oakland's Department of Placement and Career Services.
- · Oakland and Henry Ford Health System (HFHS) formed a unique health care/academic alliance to prepare nurses for a rapidly changing health care environment, including managed care. Through the alliance, Oakland nursing students gain firsthand experience in HFHS's ambulatory and managed care settings. This unique partnership — believed to be the first of its kind in the nation — provides classroom, office, laboratory and computer space at Henry Ford's corporate headquarters in Detroit, and additional support for faculty and staff at Oakland. The alliance calls for HFHS to make an annual investment of more than \$1 million in academic nursing.

### Responsive to the community

In 1996-97, Oakland University's cultural enterprises attracted more than 500,000 visitors to campus. Change and acclaim came to these cultural resources as well. Highlights included:

• Phase I of the Oakland University Meadow Brook Hall driveway and landscape restoration project neared completion and phase II is expected to be completed in July 1997. Finishing touches at the back of the hall are under way: the visitor orientation area's lighting will be improved and new signage and seating is planned. Barrier-free reconstruction of the courtyard includes driveway realignment and resurfacing, a low masonry wall in keeping with the estate's original landscape study, new

lighting and staff parking out of visitors' view.

- Phase II includes enhancement of the entrance gates, and arrival avenue and a redesigned front courtyard, including new lighting.
  - Meadow Brook Theatre enjoyed one of its finest seasons, earning widespread critical acclaim for Arcadia. The

Detroit Free Press awarded Arcadia in May 1997 with Best Play, Best Director (Geoffrey Sherman) and Best Actor (Robin Chadwick).

### Partners for health

Oakland University's Meadow Brook Health Enhancement Institute, in partnership with *The Oakland Press* and WJR Radio, sponsored the first Michigan Health and Fitness Expo. More than 80 exhibitors from the health and fitness industry were on hand to demonstrate their products. More than 1,200 people were in attendance.

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