

Minutes of the Meeting
of the
Oakland University Board of Trustees
October 9, 1991

Present: Chairman Howard Sims; Trustees Larry Chunovich,
Andrea Fischer, Phyllis Law Googasian, L. Brooks
Patterson, Stephan Sharf and James A. Sharp, Jr.

Absent: Trustee David Handleman

The meeting commenced at 3:15 p.m. in the Gold Rooms of the
Oakland Center.

Approval of the Minutes of the Meeting of August 14, 1991, and
the Minutes of the Special Meeting of August 29, 1991

Trustee Larry Chunovich, seconded by Trustee Phyllis Law
Googasian, moved approval of the proposed minutes of the meetings
of August 14, 1991, and August 29, 1991. The motion was voted on
and unanimously carried.

Approval of the Minutes of the Closed Meetings of May 8, 1991,
August 14, 1991, and August 29, 1991

Trustee L. Brooks Patterson, seconded by Trustee James A. Sharp,
moved approval of the proposed closed meeting minutes of May 8,
1991, August 14, 1991, and August 29, 1991. The motion was voted
on and unanimously carried.

Selection of Chairman and Vice Chairman of the Board of Trustees

Trustee Chunovich stated that on behalf of Trustee David
Handleman, who chaired the Committee on the Selection of the
Chairman and Vice Chairman, he moved that Trustee Howard F. Sims
and Trustee Phyllis Law Googasian be reappointed as Chairman and
Vice Chairman of the Board respectively for second one-year
terms.

Trustee Sharp supported the motion which was voted on and unani-
mously carried.

Trustee Sims thanked the nominating committee for its confidence
in his and Trustee Googasian's service.

Recommendation to Accept Gifts and Grants to Oakland University periods of July 1, 1991, through July 31, 1991, and August 1, 1991, through August 31, 1991; and Information Report on Gifts and Grants to the Oakland University Foundation for the same periods

Mr. David Rodwell, Vice President for Development and Alumni Affairs, stated that the gifts and grants to Oakland University totaled \$1,445,028.09 for the month of July, 1991, and \$568,524.17 for the month of August, 1991. He also reported that the gifts and grants to the Oakland University Foundation totaled \$127,178 for July and \$54,619.84 for August.

Trustee Googasian, seconded by Trustee Chunovich, moved acceptance of the gifts to Oakland University for July and August. The motion was voted on and unanimously carried.

Faculty Personnel Issues

Mr. Keith Kleckner, Senior Vice President for Academic Affairs and Provost, made the following recommendations regarding Faculty Personnel Actions:

Appointment

Awbrey, Susan M., Associate Professor of Education, effective August 15, 1991 (filling a vacant authorized position)

Blumenkranz, Mark S., Clinical Associate Professor of Biomedical Sciences, effective August 15, 1991, through August 14, 1994 (renewal)

Duffy, Sonia A., Instructor in Nursing, effective August 15, 1991 (filling a vacant authorized position)

Early, Kevin E., Assistant Professor of Sociology, effective August 15, 1991 (filling a vacant authorized position)

Follo, Eric J., Associate Professor of Education, effective August 15, 1991 (filling a vacant authorized position)

Gibson, Sarah L., Assistant Professor of Education, effective August 15, 1991 (filling a vacant authorized position)

Heycock, Caroline, Assistant Professor of Linguistics, effective August 15, 1991 (filling a vacant authorized position)

Kim, Seyoung, Assistant Professor of Engineering, effective August 15, 1991 (formerly a visitor, filling a vacant authorized position)

Margherio, Raymond R., Clinical Professor of Biomedical Sciences, effective August 15, 1991, to August 14, 1994, (renewal)

Mobley, Lee R., Assistant Professor of Economics, effective August 15, 1991 (filling a vacant authorized position)

Ogunyemi, Theophilus O., Assistant Professor of Mathematical Sciences, effective August 15, 1991 (formerly a visitor, filling a vacant authorized position)

Sheridan, Karen F., Assistant Professor of Theatre, effective August 15, 1991 (filling a vacant authorized position)

Vincent, Catherine, Instructor in Nursing, effective August 15, 1991 (filling a vacant authorized position)

Wesley, Mary Lou, Adjunct Instructor in Nursing, effective August 15, 1991, through August 14, 1994 (renewal)

Emeritus Appointment

Pitts, Jesse R., Professor Emeritus of Sociology, effective August 15, 1991

Williamson, Robert M., Professor Emeritus of Physics, effective August 15, 1991

Change of Status

Cooper, Rose M., from Associate Professor of Rhetoric, to Associate Professor of Rhetoric and Communications, effective August 15, 1991

Fullmer, Daniel H., from Associate Professor of Linguistics and English to Associate Professor of Linguistics and English and Acting Chairperson, Department of Linguistics, effective January 2, 1992, through April 25, 1992

Hung, Michael Y. Y., from Professor of Engineering to Professor of Engineering and Acting Chairperson, Department of Mechanical Engineering, effective August 27, 1991, through December 18, 1991

Unakar, Nalin J., from Professor of Biological Sciences to Professor of Biological Sciences and Adjunct Professor of Biomedical Sciences, effective August 15, 1991, through August 15, 1993

Leave of Absence

Binkert, Peter J., Professor of Linguistics and Classics and Chairperson, Department of Linguistics, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Brown, Robert W., Associate Professor of Education, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Cole, Natalie Bell, Assistant Professor of English, sabbatical leave from January 2, 1992, through April 25, 1992 (with half pay)

Dickerson, Bernadette, Special Instructor in Rhetoric, sabbatical leave from August 27, 1991, through December 18, 1991 (with full pay)

Dovaras, John N., Associate Professor of Music, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Duffy, Sonia A., Instructor in Nursing, part-time (38.1%) leave from August 27, 1991, through December 18, 1991 (with prorated pay)

Facko, Robert I., Associate Professor of Music, sabbatical leave from August 27, 1991, through December 18, 1991 (with full pay)

Gallagher, Rita Munley, Assistant Professor of Nursing, leave from August 15, 1991, through August 14, 1992 (with no pay)

Gerulaitis, Renate, Professor of German and Chairperson, Department of Modern Languages, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Morse, Donald E., Professor of English, leave from August 15, 1991, through August 14, 1993 (with no pay)

Schwartz, Robert M., Associate Professor of Education, professional development leave from August 27, 1991, through April 25, 1992 (with full pay) [Supersedes previous Board action of July 10, 1991, in which a typographical error indicated a leave end date of April 25, 1991]

Silk, Sally M., Assistant Professor of French, sabbatical leave from January 2, 1992, through April 25, 1992 (with half pay)

Stern, Robert L., Associate Professor of Chemistry, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Swartz, Ronald M., Professor of Education and Philosophy, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Tripp, Anne H., Professor of History, sabbatical leave from August 27, 1991, through December 18, 1991 (with half pay)

Wallace W. Donald, Associate Professor of Physics, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

White, John Paul, Associate Professor of Music, sabbatical leave from August 27, 1991, through December 18, 1991 (with full pay)

Zenas, Carol S., Associate Professor of Nursing, sabbatical leave from January 2, 1992, through April 25, 1992 (with full pay)

Leave of Absence Withdrawn

Walton, Whitney A., Associate Professor of History, leave from August 27, 1991, through April 15, 1992 (without pay) [Supersedes previous Board action of February 15, 1991. Leave is being withdrawn due to her resignation.]

Resignations

Bradbury, Ian S., Assistant Professor of Mathematical Sciences, effective August 14, 1992

Johnson, Mary A., Assistant Professor of Nursing, effective August 14, 1991

Judd, Robert P., Associate Professor of Engineering, effective December 19, 1991

Mohan, Jean A., Special Instructor in Nursing, effective August 14, 1991

Mr. Kleckner noted that he will be sorry to see Professor Judd leave Oakland. He stated that Professor Judd has accepted an endowed chair position which is a very commendable offer. Chairman Sims stated that this speaks highly of the quality of the faculty at Oakland.

Trustee Chunovich, seconded by Trustee Googasian, moved approval of the recommendations. The motion was voted on and unanimously carried.

Mr. Kleckner then made the following recommendations regarding Department Chair Appointments:

RESOLVED, that the following person is recommended for a three-year term--August 15, 1991, through August 14, 1994, as Department Chair:

<u>Department</u>	<u>Chair</u>	<u>Term</u>
Biology	Egbert W. Henry	2nd

RESOLVED, that the following person is recommended for appointment to a one-year extension of his current term--August 15, 1991, through August 14, 1992, as Program Director:

<u>Department</u>	<u>Director</u>	<u>Term</u>
International Programs	Carlo Coppola	7th

Trustee Chunovich, seconded by Trustee Googasian, moved approval of these recommendations. The motion was voted on and unanimously carried.

1991-92 General Fund Budget

Mr. Robert McGarry, Vice President for Finance and Administration and Treasurer to the Board of Trustees, stated that the state appropriation for 1991-92 assumes a four percent increase. He reviewed the executive order cut of one percent in 1990-91 and its effect on this budget.

Mr. McGarry stated that an expenditure budget of \$64,557,838 is being proposed which provides new funding for compensation increases, multicultural diversity programs, increased library acquisitions and financial aid increases.

Mr. McGarry then made the following recommendation:

RESOLVED, that the Board of Trustees approves the 1991-92 General Fund Budget at an expenditure level of \$64,557,838.

Trustee Chunovich stated that the budget encompasses the previously approved tuition increase and includes significant reductions in several areas. Trustee Chunovich, seconded by Trustee Googasian, moved approval of the recommendation. The motion was voted on and unanimously carried.

President De Carlo stated that in the past, items with respect to salary have not been set forth in detail. He stated that annual salary adjustments for nonrepresented University employees regularly take effect on July 1 of each year. On occasion these increases have waited for approval of the budget. He stated that at this time increase guidelines have not been approved for the following groups: exempt clerical/technicals, administrative/professionals, coaches and physicians, academic administrators, deans and executives. Salary adjustment parameters for bargaining unit employees have been resolved.

President De Carlo stated that the recommendation submitted to the Board addresses salary adjustments for two of the non-represented groups: administrative/professionals, coaches and physicians, and exempt clerical/technicals. The recommendation regarding increases for academic administrators, deans and executives will be submitted for consideration in November. He noted that these issues have been reviewed extensively by the Finance and Personnel Committee.

President De Carlo stated that the resolution is sensitive to the University's budgetary concerns and the problems faced by the employees. He noted that there is no merit system in place for these two groups of employees and he has requested that a plan should be developed for possible review by the Finance and Personnel Committee in November, 1991.

Mr. De Carlo then made the following recommendation:

RESOLVED, that the Board of Trustees approves the following guidelines for 1991-92 salary adjustments for the two nonrepresented employee groups set forth below:

1. Excluded Clerical/Technicals: a 5.2% general increase
2. Administrative/Professionals (AP's), Coaches and Physicians:
 - (A) a 5% general increase to AP's whose annualized salary is not greater than \$50,000 and whose adjustment is not otherwise limited due to identified performance deficiencies;
 - (B) a .39 percent of the AP salary increase to be applied for equity purposes to increase salaries below the midpoint;
 - (C) a 3% limit on salary increases for AP's identified as having serious performance deficiencies this past year; and
 - (D) a salary increase limit of 5% of the respective midpoint for all AP's whose salary is \$50,000 or above.
3. Salary adjustments shall be retroactive to July 1, 1991.

Trustee Chunovich, seconded by Trustee Sharp, moved approval of the recommendation.

President De Carlo stated that the issue has been raised by many Trustees that "the administration should not just look at percentages but also at dollar amounts with respect to salary increases". This recommendation was taken into consideration in developing the above resolution and was also considered with respect to maintaining a balanced budget.

The motion was voted on and unanimously carried.

Ratification of 1991-94 Collective Bargaining Agreement with the Oakland Chapter, American Association of University Professors

Mr. Kleckner stated that he is pleased to present the agreement reached between the University and the AAUP. He noted that the agreement has been ratified by the faculty by a vote of 191 to 101. He extended his appreciation to all of those involved in the negotiations process to reach this agreement and he commended

the AAUP bargaining team which was comprised of Professor Harvey Burdick, chief negotiator, Ms. Eileen Bantel and Professors Esther Goudsmit, John McKinley, and Richard Pettengill. He also recognized the administrative bargaining team of Mr. Bill Connellan, chief negotiator, Mr. David Downing, Mr. Ray Harris, Ms. Catherine Rush and Mr. John Tower.

Mr. Kleckner then made the following recommendation:

RESOLVED, that the Board of Trustees hereby approves the 1991-94 contract between Oakland University and the Oakland Chapter of the American Association of University Professors, with the effective dates of August 15, 1991, through August 14, 1994.

(A copy of the Agreement is on file in the Office of the Provost and the Office of the Board of Trustees.)

Chairman Sims thanked the bargaining teams for their efforts toward an equitable agreement, and Trustee Chunovich concurred in his statement.

Trustee Chunovich, seconded by Trustee Sharp, moved approval of the recommendation.

Chairman Sims called on Professor Harvey Burdick, Department of Psychology, who had requested permission to address the Board on this issue.

Professor Burdick reported to the Board the nature of the vote toward ratification of the contract. There were 191 faculty in favor and 101 against the contract with 75 percent of the faculty voting. He noted that his purpose in telling the details of the vote is to emphasize the significance of the negative vote. He stated that he understands that the faculty wanted to "send a message that there is great dissatisfaction among the faculty because of the perception that they are not being heeded and their views not much cared about." He stated that there is a "sense that the academic spirit at Oakland is being replaced by a corporate mentality." He added that the contract was a "great disappointment for many of the faculty," and he was not proud to bring it to them for their approval. He also noted that the faculty at Oakland has been exceptionally cooperative, and they believe that because of this "they have been taken for granted." "The faculty tokenism on the advisory Presidential Search Committee appears as another example of the casual disregard there is of faculty by those who run this institution." He added that "the negative vote on the contract was an expression of the general negative feeling of how Oakland is being run and of how

faculty are being treated." Professor Burdick stated that "there is a problem called morale, and the health of the University is improved when faculty has significant input into the decision making processes." He added that he believes, "if the faculty is ignored and seen as another group of workers and is handled organizationally, then Oakland will lose its status as an institution of higher learning and become merely an institution of labor problems."

Trustee Patterson stated that he believes it is important to concentrate on the two thirds of the faculty who voted in favor of the contract, and he does not share Professor Burdick's view that the Trustees look with disfavor on the faculty.

Trustee Sharp supported Trustee Patterson's comments and stated that "we should be celebrating the coming together of a majority." He noted that there has been a significant amount of movement between faculty, Board and staff in recent months that makes him encouraged about the concern that the importance of the faculty is understood.

Chairman Sims stated that he was also disappointed in Professor Burdick's comments. He stated that he believed, like Trustees Patterson and Sharp, that "we were on a very positive, upward direction."

The motion on the ratification of the contract was voted on and unanimously carried.

Recommendation to Establish an Advisory Presidential Search Committee

Trustee Googasian, Chair of the Ad Hoc Committee on the Presidential Search Process, stated that the tone from the outset in the Committee's charge was to proceed in a positive manner. She noted that the Committee felt the need for the advice and assistance of an outside consultant. At its August 14, 1991, meeting, the Board approved the hiring of the Presidential Search Consultation Service (PSCS) of Washington, D.C. The major concentration in the beginning of the Committee's work was to determine the needs facing the University in the next five years and the appropriate characteristics that its President should possess. She stated that the proposed characteristics were developed with the substantial input of the University community, many of whom met with two consultants from PSCS. She noted that the entire campus community was solicited by mail for its ideas on these matters as were more than 140 interested persons off campus. Twelve on-campus responses and 29 off-campus responses were received. With this information, an initial draft of leadership

qualities was composed. The draft was circulated to the same persons and the Committee received 26 written responses from on campus and 16 from off campus. The document was revised accordingly.

Trustee Googasian stated that the Committee believed that the most positive action it could take for the future of the University was to request broad community input into the recruiting and evaluation of the candidates as opposed to the procedure used for the previous search of having individual advisory groups. The Committee spent considerable time on this issue and decided to devise one committee involving the views of each constituency toward finding the best person to lead the University. The Committee was told by other universities and PSCS that a committee of 10 is ideal and 12 is manageable but excessive. She stated that the law charges the Board with the job of making the final presidential selection, and the Board wishes to have the input of the broad community. Trustee Googasian reviewed what she termed as an "aggressive timetable" for the search with plans to have finalist candidates on campus by mid to late February. At that time, the search committee will make the finalists names public to everyone, and it is assumed that a President will be selected at the March meeting of the Board. She noted that the Board and campus community will be kept informed of the progress made throughout the months.

Trustee Googasian then moved the following recommendation:

WHEREAS, the University President resigned effective August 1, 1991; and

WHEREAS, the Board desires involvement of the university community in advising and assisting it concerning the selection of the University's next president; now, therefore, be it

RESOLVED, that the Board of Trustees authorizes the Chairman of the Board to constitute an advisory Presidential Search Committee to be composed of four trustees; three faculty members; two administrative/professional employees; one academic dean or academic administrator; one representative from the AFSCME; FOP, POAM, and UAW/CT groups; one student; one alumnus/alumna; and one representative of the Oakland University Foundation. Nominations for the Committee membership should be solicited by the Chairman of the Board in accordance with the Ad Hoc Committee on the Presidential Search Process report, except that the reference to the University Congress Steering Committee

shall be changed to Elections Commission, with such nominations to be received by October 18, 1991. The Chairman of the Board shall designate a Board of Trustees member as chair of the Committee.

The motion was seconded by Trustee Sharp.

Trustee Patterson commended the Committee for its efforts. He stated that he feels that "nobody has a greater stake in the selection of the president than the administration and especially the faculty." He added that while he understands that a large search committee could be cumbersome, the letter from the department chairs of the College of Arts and Sciences has inspired him to move to amend the motion on the floor by increasing the faculty representation from three to four. This increase would represent two-thirds of the College's request that the number be increased to six, and it demonstrates the Board's appreciation of the importance of the faculty in this process.

Trustee Fischer seconded the amendment to the motion.

Professor Ronald Cramer, President of the AAUP, had requested to address the Board on this issue. He stated that he has followed the work of the Ad Hoc Committee closely, and in his opinion it has conducted the preliminary work in a "thorough, thoughtful and professional manner." He stated that the "Committee has made an heroic effort to receive input from all University constituencies, and Trustee Googasian has done an excellent job of chairing the Committee." However, "in the opinion of the AAUP, the only purely faculty body on campus, the faculty is underrepresented on the advisory Presidential Search Committee with a total of three faculty members on a 14-member committee." He noted that the AAUP recommends that six faculty members should sit on the Committee. The AAUP also would like to select the three additional faculty members should the Board approve this recommendation. He noted that he appreciated "the spirit Trustee Patterson has indicated with his amended recommendation."

Trustee Googasian stated that the Board was in receipt of a letter from the College of Arts and Sciences which Trustee Patterson referred to earlier which indicates Professor Cramer's recommendation. She noted that the Committee deliberately did not ask for the AAUP to select the faculty members for the Presidential Search Committee based on input from the University community and the strong recommendation of the PSCS and other universities "to not place people into categories". She stated that she assumed that the AAUP members would insure that their views are expressed through the University Senate. She referred

to her previous comments in response to the request of additional faculty serving on the Presidential Search Committee.

Trustee Fischer stated that she fully supported Trustee Patterson's amendment, because she believes there should be more faculty members on the Committee. She also believes that the number of members should be kept to a manageable level. Trustee Patterson stated that he strongly supported his amendment as it serves as a significant gesture to the faculty indicating the Board's understanding of their concerns.

Trustee Fischer stated that there was merit to the letter from the College of Arts and Sciences stating that 50 percent of the faculty representatives should come from the College because "the College has approximately fifty more faculty than the rest of the University combined." She suggested that the University Senate consider this when nominating faculty members to serve.

Chairman Sims called a vote on the amendment to the motion which was voted on and unanimously carried. Chairman Sims then called a vote on the amended motion which was voted on and unanimously carried. Four faculty members will be appointed to the Presidential Search Committee.

Trustee Googasian then moved the following recommendation:

RESOLVED, that the charge to the advisory Presidential Search Committee shall be as follows:

The Committee shall:

- Place advertisements for the position, using the statement of leadership qualities as the basis for advertising;
- Organize and promote a vigorous search for outstanding candidates from all appropriate sources, including women and minorities;
- Oversee the receipt of and responses to applications and nominations from all sources;
- Ask each candidate to complete a form, to be provided by the Board of Trustees office, concerning the degree to which a candidate wishes his/her candidacy to be treated confidentially;

- Deliberate concerning applications using the leadership qualities as the basis for the deliberations;
- Select and interview semi-finalist candidates (subject to the reservation expressed below that no candidate can be eliminated from consideration by the Committee);
- Check references of semi-finalists and finalists and provide information to the Board as directed by the Board Chairman;
- Consider the nomination of finalist candidates;
- Arrange campus visits for finalist candidates;
- Compile a summary of campus and community reactions to finalist candidates and provide to the Board as directed by the Board Chairman; and
- Assure that appropriate information about the University and the presidency is provided to candidates at each stage of the search process; and, be it further

RESOLVED, that the Committee chair shall make interim progress reports to the Board of Trustees, and shall report to the Board, not later than January 27, 1992, the names of three to five individuals, unranked, each of whom the chair believes the Committee considers to be well-qualified to lead Oakland University as its next president. In forming their opinions, Committee members shall use the leadership qualities established by the Board of Trustees as the benchmark by which to evaluate candidates, and the Committee shall comply with University policies on equal opportunity and affirmative action. The names of the finalists will be made public at the time the report is made, and each such finalist who thereafter elects to continue participation and visits the campus will be interviewed by the Board at an open meeting; and, be it further

RESOLVED, that the Committee may from time to time cease to consider a candidate actively, the Committee shall not eliminate a candidate from possible further consideration until such time as a President has been named; and, be it further

RESOLVED, that the Committee is specially charged to assure that confidentiality is strictly observed with respect to applicants and with respect to the Committee's internal deliberations, to the extent permitted by law. The Committee's chair is designated as the Committee's spokesperson. Only the chair, or his/her designee, should make public statements concerning the activities of the Committee.

Trustee Fischer seconded the motion which was voted on and unanimously approved.

Recommendation to Adopt Leadership Qualities for the Presidential Search

Trustee Googasian moved approval of the following recommendation which was seconded by Trustee Patterson:

RESOLVED, that the Board of Trustees adopts the following statement of leadership qualities and competencies to serve as a guide to identifying the University's next president:

**QUALITIES AND COMPETENCIES SOUGHT
IN THE NEXT PRESIDENT OF OAKLAND UNIVERSITY**

Oakland University is a comprehensive state university that offers strong liberal arts and professional undergraduate programs and selected master's and doctoral degree programs. Since its inception, Oakland has emphasized intellectual rigor and responsiveness to the educational needs of its surrounding area. It has done so through selective admissions, high academic standards, a highly qualified and accomplished faculty, an excellent staff, and selective growth. Through such entities as its Meadow Brook Music Festival (summer home of the Detroit Symphony Orchestra), Meadow Brook Theatre, and Meadow Brook Hall, Oakland serves as a cultural center for the broader community.

Founded in 1957, Oakland is located on a 1500 acre site in northern Oakland County, one of the nation's wealthiest counties. The university is about fifty minutes north of Detroit in one of the most rapidly growing areas of Michigan. Oakland University was a catalyst for the development of the Oakland Technology Park, located adjacent to the campus, a research park providing additional opportunities for university/business linkages in the industrial heart of Michigan.

The university is organized into the College of Arts and Sciences, schools of Business Administration, Education and Human Services, Engineering and Computer Science, Health Sciences, and Nursing, as well as a program of Continuing Education and an Office of Graduate Study. Its highly regarded Eye Research Institute is the only major eye research center in the United States not affiliated with a medical school.

Of its current enrollment of approximately 12,000, some 85 percent are commuter students. About 65 percent of students are female, and nearly half of Oakland students transfer from other institutions. Some 10 percent of students are members of minority groups.

As Oakland University enters its 34th year, it seeks outstanding candidates for its fourth president. The next president of Oakland University should be a person of highest integrity and personal energy, willing to devote the full effort necessary to provide leadership for the university at this pivotal point in its development. He or she should have an earned doctorate or its equivalent, should be acquainted with the life and operation of an institution of higher learning, should be willing and able to engage in the intellectual give-and-take that characterizes a vital university, and should be knowledgeable about the real tasks involved in teaching and research. Applicants whose careers include faculty service with good records of classroom teaching and scholarship will be considered especially attractive.

Above all, the new president must be an individual capable of academic leadership and realistic planning. As a young university, Oakland has grown with an exuberant entrepreneurial spirit. Although careful choices have been made about resource allocation, the university's resources are now spread thin as Oakland has tried, in the best spirit of experimentation, a variety of new ideas and programs. Under the leadership of the president and the direction of the Board of Trustees, the university must review Oakland's current programs and make some firm decisions about directions for the future.

Like many American universities, Oakland is coping with reduced resources. While the Oakland community is reconciled to these financial circumstances, it also maintains a fierce dedication to high quality instruc-

tion and research, to sustaining a distinguished faculty, to upholding strong liberal arts standards appropriate to a selective institution, to public service, and to expanding access. Oakland is proud of its programs and recognizes a responsibility not only to its traditional undergraduate and graduate students, but also to returning adult students and to continuing education students. The next president should possess passionate dedication to the values that mark Oakland's history.

Oakland's existing mission emphasizes teaching, research, and public service. Its academic mission is supported by a strong student development effort. The president should embrace this existing mission and yet enable the university to refine it to produce greater cohesion and interaction among existing programs and any new ones that are developed. Planning must be based on vision and on realism, on a willingness to set clear priorities and carefully calculate costs. Planning and leadership must help bridge the gaps that have inevitably evolved between undergraduate and graduate education, and among the requirements of teaching, research, and public service. Under visionary leadership, Oakland must reaffirm its commitment to preparing students to succeed in a world increasingly interdependent and reliant on information technology. Under new leadership and through planning, the university aspires to a more unified community, sharing common goals and working together in the most efficacious manner toward their achievement.

The president must communicate effectively with such constituencies as faculty, staff, alumni, and current Oakland students; potential students and their parents from diverse social and educational backgrounds; business and community leaders; government officials; and the media. The president must respect these constituents and must actively seek opportunities for interaction with them. He or she must be involved, visible, direct, honest, courageous, and decisive. In his or her public role, the president symbolizes the university and should exemplify the university's best qualities.

The new president must demonstrate from previous experience that he or she is a skilled manager of complexity. The president must know how to build an excellent team, as well as how to delegate, make tough decisions

when necessary, and act fairly and consistently. The university particularly needs to review its administrative structure and to develop fiscal and budgetary systems that are comprehensive, efficient, and yet flexible. The university must determine how to fit its Meadow Brook cultural activities into a changing, more competitive environment. The president should understand the role of physical plant operations, with respect to maintenance and new construction. He or she should appreciate how the university's physical plant influences program operation and student and faculty recruitment. As part of its general planning, the university must consider the long-term needs of maintenance as well as expansion to meet urgent needs.

The president is not expected to accomplish all these things alone, and so the ability to develop a strong leadership team is essential. Although the president must know how to consult and collaborate, he or she must maintain a strong, hands-on involvement in managing the university. He or she must devote particular attention to ensuring that plans and initiatives are carried through to completion.

The president must play an increasingly important role in external affairs. Most of Oakland's resources come from the state of Michigan, so the president must be adept in dealing with the office of the governor and the legislature. But the president should also seek new ways to draw upon the special resources of southeastern Michigan. Success in fund raising will depend on the president's ability to create a sense of cohesiveness and momentum for Oakland and to improve the university's visibility and image in the region. The president is thus a developer of resources, a salesperson for the university, and an enthusiastic advocate for its academic mission and programs. The university, the business community, and state and local government serve as resources to one another. The president must be dedicated to maintaining and expanding these relationships.

Oakland University recognizes a social obligation to welcome and support faculty and students from diverse backgrounds. While it has made significant strides in recent years, Oakland wants to expand its efforts to create an increasingly diverse faculty, staff, and student body. The president should by inclination and experience be dedicated to increasing diversity at

Oakland and able to develop a university-wide approach that will attract support throughout the community.

Finally, the president must be comfortable with a particular style of university governance. Oakland's faculty bargains collectively through a chapter of the American Association of University Professors for salary and conditions of employment, an arrangement long accepted by the university. Oakland also has a strong university senate. The university maintains an atmosphere in which the presence of a union does not conflict with collegiality and shared decision making. The president should be comfortable in these circumstances and find them no barrier to consultation with faculty and staff in university decisions. At the same time, the president need not feel that the current structures at Oakland University are necessarily the most effective. In consultation with those affected, the president should be able over time to develop more streamlined decision-making processes so that consultation does not become excessive and decisions can be made expeditiously.

Oakland University seeks a president with a special blend of the above talents and experience. Although the university realizes that not all applicants will possess these characteristics in equal measure, it seeks candidates who will find in the challenges presented by Oakland University an opportunity worthy of their talent and aspirations.

The motion was voted on and unanimously carried.

Trustee Googasian expressed the Committee's appreciation to all individuals in the University community who took the time to meet with the Committee and the consultants and who responded to the requests for input.

Trustee Sharp also thanked the faculty and others in the community for their responses. He stated that he hopes that the Board and the University community have developed a better understanding of one another, and that this search process serves to bring all constituencies closer.

Monthly Update on Search for a Dean of the School of Nursing

Mr. Kleckner stated that he had distributed a brief report to the Trustees. He reviewed the search committee membership and noted

that an advertisement has been prepared and will be published in eleven publications.

Mr. Kleckner stated that he expected a similar search calendar for a dean as is anticipated for the presidential search.

Recommendation for Approval of Degree Candidates, August 16, 1991

Mr. Kleckner recommended approval of the degree candidates list of August 16, 1991.

Trustee Googasian, seconded by Trustee Sharp, moved approval of the recommendation. The motion was voted on and unanimously carried.

Meadow Brook Subdivision--Guarantee Payment for First Mortgage

Mr. McGarry stated that Mr. and Mrs. Gary Shepherd, homeowners in the Meadow Brook Subdivision, wish to make structural improvements to their home and fund their home improvement costs by refinancing the current loan balance of \$46,129.93 and the estimated construction costs of \$42,000 with a fifteen year fixed rate mortgage at 9.25 percent.

Mr. McGarry then made the following recommendation:

RESOLVED, that the Secretary and Treasurer of the Board of Trustees is authorized to execute the Guaranty of Payments on Promissory Note in an amount not to exceed \$98,000 to the Michigan State University Federal Credit Union for the mortgage of Gary and Lauren Shepherd. *

Trustee Fischer, seconded by Trustee Patterson, moved approval of the recommendation.

Trustee Patterson expressed concern at the high interest rate. Mr. McGarry noted that very few lending institutions will finance homes in the Meadow Brook Subdivision because the homeowners do not own the land, it is leased from the University.

The motion was voted on and unanimously carried.

Settlement of Physical Injury Claim

Mr. Robert Bunger, Assistant General Counsel, informed the Board of a slip and fall case involving a woman on a staircase in Meadow Brook Hall. In July of 1991, the Board of Trustees authorized the administration to obtain a settlement without

admission of liability but that would be in the best interest of the University in order to avoid further costs.

Mr. Bunger then made the following recommendation:

RESOLVED, that the University's General Counsel or his designee is authorized to settle the claim of Ms. Gertrude Field concerning an alleged injury in 1990 at Meadow Brook Hall in the amount recommended in the Assistant General Counsel's letter of September 25, 1991.

Trustee Chunovich, seconded by Trustee Sharp, moved approval of the recommendation. The motion was voted on and unanimously carried.

Affirmative Action Report

Ms. Catherine Rush, Director of the Office of Equal Opportunity, stated that significant progress was made last year with respect to hiring women and minority faculty. She stated that 61 percent of tenure track positions went to women and 16 percent went to Black faculty. Although hiring opportunities in faculty rank may be limited over the next year, she noted that she expected the same level of commitment will be exhibited by the faculty search committees.

Ms. Rush stated that there are two offices on campus whose primary responsibility includes meeting the needs of students, faculty and staff with disabilities. These are the Office of Equal Opportunity and the Office of Special Advising. She stated that the University meets its legal obligation in providing a nondiscriminatory environment and accommodations for persons with disabilities. Special services are provided to disabled students such as interpreters, early registration opportunities and alternative test taking techniques. Ms. Rush noted that the University has recently asked all employees with disabilities who require accommodation to document their requests.

She stated that the University continues to strive to make the campus a more suitable place for persons with disabilities. She noted that Mr. Ronald Kevern, Assistant Vice President for Student Affairs, has recently established a committee of faculty, staff and students to pursue initiatives toward that goal. In addition, the Office of Equal Opportunity has prepared a statement for distribution to the faculty and staff which set forth the requirements for nondiscrimination and the accommodation of the handicapped.

Chairman Sims thanked Ms. Rush for her report.

Other items

President De Carlo stated that he reviewed at the August Board meeting the critical need to reorganize the division of University Extension and Public Service and the division of Development and Alumni Affairs "in order to effect economic savings and provide a more efficient administrative structure." He stated that he has had an opportunity to consider the operations in great depth and to talk to the individuals involved in the recommended changes which focus on the emphasis of the institution's academic mission.

President De Carlo stated that the current director of the Meadow Brook Health Enhancement Institute, Dr. Fred Stransky, holds the title of Associate Dean, School of Health Sciences, and is an Associate Professor of Exercise Science. A move to the School of Health Sciences will provide a greater emphasis on the academic and clinical mission of the Institute. He noted that the second move would transfer the responsibility for Meadow Brook Hall from University Extension and Public Service to the Development and Alumni Affairs division. This latter division will be reorganized within the near future to more clearly recognize its development responsibilities and public relations activities. President De Carlo stated that Meadow Brook Hall is a very critical public service activity with an extensive fund raising and public relations aspect, and for these reasons its administration and staff should report to the Development and Alumni Affairs division.

President De Carlo made the following recommendation:

RESOLVED, that effective November 1, 1991, the staff, functions and budget relating to the Meadow Brook Health Enhancement Institute shall be transferred to the School of Health Sciences in the Academic Affairs division. The director of the Institute shall continue in that position and shall also continue at this time to hold the title of Associate Dean, School of Health Sciences; and be it further

RESOLVED, that there shall be no departmental organizational changes at this time and no increase or decrease in budget, since the accounts shall be transferred in total as currently approved and authorized by the Board of Trustees and President of the University; and, be it further

RESOLVED, that the President shall develop more detailed organizational and staffing structures in these programs as required to carry out the mission of the University.

Trustee Sharp, seconded by Trustee Googasian, moved approval of the recommendation. The motion was voted on and unanimously carried.

President De Carlo then made a second recommendation:

RESOLVED, that effective November 1, 1991, the staff, functions and budget of Meadow Brook Hall shall be assigned to the Development and Alumni Affairs division; and, be it further

RESOLVED, that there shall be no departmental organizational changes at this time and no increase or decrease in budget, since the accounts shall be transferred in total as currently approved and authorized by the Board of Trustees and President of the University; and, be it further

RESOLVED, that the President shall develop more detailed organizational and staffing structures in these programs as required to carry out the mission of the University.

Trustee Chunovich, seconded by Trustee Patterson, moved approval of the recommendation. The motion was voted on and unanimously carried.

President De Carlo stated that U.S. News and World Report's Annual Guide to the Nation's Colleges and Universities has listed Oakland as one of the top regional universities in the midwest. In addition, the University has been cited as one of the three best academic values in the midwest. President De Carlo stated that "Oakland's ranking did not come without the efforts of the outstanding faculty and staff who work to provide a quality education for our students." He stated that many times the University becomes "preoccupied with internal concerns and forgets to step back and take stock of where we are relative to other institutions." Oakland's position is strong, and he stated that he believes that "we can meet the fiscal challenges before us and even improve upon our operations."

President De Carlo extended his "appreciation and congratulations to the entire faculty and staff for this superb recognition." He then recognized two faculty members who have brought "singular

honor to the University." Professor Stanley Hollingsworth who was recently recognized by the American Society of Composers, Authors and Publishers President, Morton Gould, as a recipient of the ASCAP Award for 1991-92 was introduced and acknowledged with a round of applause. Professor Hollingsworth stated that "it is always gratifying to receive such recognition."

President De Carlo then introduced Professor Karl Gregory who was among a "very select group of citizens" who appeared on ABC's "National Town Meeting" with Mikhail Gorbachev and Boris Yeltsin. A round of applause acknowledged Professor Gregory who stated that he was asked by ABC to submit four questions, and he submitted six questions, five of which had to do with his field of economics and one regarding nuclear weapons. Ironically, the nuclear weapon question was the one selected. He noted that he studied Russian economics intensely for three days prior to the show. He added that the opportunity was a tremendous experience, and he was pleased that Oakland University was able to receive recognition. He was advised that approximately 300 million people around the world saw the broadcast, and he has received calls from past students, some who presently live abroad, expressing their "pleasant surprise at having seen their professor on television."

President De Carlo also reported some positive funding news. He noted that the School of Nursing has received a grant award from the Department of Health and Human Services to partially support the new nurse anesthesia program. The Award grants \$127,720 in 1991-92, and recommends \$116,000 in the second year and \$117,000 in the third year totaling \$362,000. He noted that Dean Penny Cass was the principal investigator on the grant who had the assistance of M^r. Donald McCrimmon, Director of Research and Academic Development.

Dean Cass was also received with a round of applause, and she thanked the Board for its approval of the nurse anesthesia program less than a year ago. She noted that there were four of these grants given across the nation and Oakland is now eligible to apply for the next level of grants at \$500,000 for three years.

President De Carlo stated that Oakland will receive a three-year grant of \$256,499 from the McGregor Foundation for an improved language program in the College of Arts and Sciences. This grant resulted from the efforts of Dean John Urice and his faculty, and he noted that Mr. Gene Miller, Chief Executive Officer of Comerica and the Chairman of the OU Foundation, was very instrumental in the process.

Dean Urice came forward to a round of applause and stated that the College is grateful to receive the grant at a time when money is so tight. The grant implies that "there are sources that recognize the primacy and importance of humanistic studies, something as fundamental as international language." He noted that the grant could not have been achieved without the assistance of Professor Christopher Clason, Ms. Renate Gerulaitis, the Chairperson of the Department of Modern Languages and Literatures, Mr. David Downing, Associate Dean of the College of Arts and Sciences, Mr. Paul Osterhout, Director of Development, and Mr. David Rodwell.

President De Carlo acknowledged Mr. Rodwell for his efforts in these grants. He noted that he hoped that he has not overlooked anyone's accomplishments at this meeting.

Chairman Sims called on Mr. Shrikant Khandekar who had requested permission to address the Board. Mr. Khandekar made the following comments which have been written in first-person narrative for ease of reading:

I am speaking on behalf of my wife, Medha Khandekar, who was a student at Oakland University from fall 1985, and her case deals with the academic evaluation of her foreign education. The academic evaluation process followed by this university was based on the decision of one person, Ms. Elizabeth Millwood [Assistant Registrar for Records]. In May of 1989, Ms. Khandekar approached Ms. Millwood and disagreed with Ms. Millwood's evaluation of her foreign education. Ms. Khandekar spent the next two years in the process of appealing to various committees and the University administration. Instead of accepting the error of Ms. Millwood's evaluation, the University administration decided to back up her faulty decision. Under the excuse of academic freedom, the entire University administration, instead of looking at the facts, engaged themselves in justifying their actions. Inaccurate justifications were given. When the University was presented with new arguments of fact, it concluded that the decision previously reached was correct. As a final resort, Ms. Khandekar approached former President Joseph E. Champagne and requested to submit her case to an arbitration at her own cost. President Champagne did not reply to Ms. Khandekar, but the University attorney refused to accept the proposal. If the University administrators were so confident that they have done everything according to the established rules and procedures, then they could not have refused

subjecting this case to an arbitration. Their refusal has left us with considerable doubt about the University's integrity. Tens of thousands of students who come to the University for higher education trust the University for fairness and impartiality. There should be no room for subterfuge. In Ms. Khandekar's case, because she decided to challenge the evaluation of her foreign education, the University administration did not show any flexibility towards her case. We gave up the opportunity of arbitration without any cost to the University, and Ms. Khandekar had no choice but to complete her courses to receive her diploma from the University. I am here for the sake of Ms. Khandekar to request the Board of Trustees to set up an impartial investigation of her entire case. The Board of Trustees will discover how unethical some of the procedures are that have been followed. This investigation should be conducted by someone who is not connected with the University administration. Both sides should be allowed to present their case to this neutral person. This is the only process that will erase the shadow of doubt from our minds. If the Board chooses not to consider this request, we will appreciate a written response from the Board Chairperson. We would like to take our case to the public, maybe to the news media. Thank you very much for your time.

Chairman Sims stated that because of the several phone calls Mr. Khandekar placed to his office, he became familiar with the circumstances of the case. He called on Mr. Kleckner for a brief background regarding the steps the University has taken in this matter.

Mr. Kleckner stated that the issue involves the granting of university credit as transfer credit for work taken at an institution in India. The University's evaluation of that work was that the first year of study at the institution in India was equivalent to the final year of secondary study in the United States. Oakland would not accept work done in the secondary schools in the U.S. for college credit. He noted that credit was given for work done by Ms. Khandekar at the Indian institution in subsequent years. He stated that the initial evaluation was carried out in the Office of the Registrar. When the decision was appealed, the School of Business Administration and the Provost's office reviewed the case. Also, consultations were done outside the University with Wayne State University and national associations where it is commonplace to evaluate work from students in other countries. Consistently, all review

entities supported the decision made by the Office of the Registrar.

Trustee Fischer noted that Ms. Khandekar entered the University in 1985 and accepted the University's directive at that time that the credits would not transfer, and she did not appeal the decision until four years later. Trustee Fischer stated that she does not feel the Board should be involved in this matter which is "moot" at this point, since Ms. Khandekar has graduated from the University. She stated that this Board should not be used to review academic qualifications of transfer students. She believes the University has personnel that can be trusted in this area.

Trustee Patterson agreed with Trustee Fischer. He stated that the Board's purpose is not to "second guess" the administration's decision in this matter, and the Board trusts the process that has been established.

Chairman Sims stated that it is clear that this matter has been fairly reviewed not only by the University but also by independent sources.

Chairman Sims called on Mr. Clarence Bennett, Electronics Engineer, who had requested to address the Board.

Mr. Bennett stated that in the recent past he addressed the Board regarding the need for a pathway across University property leading from campus to the intersection of Squirrel Road and Walton Boulevard. He noted that this pathway has not been developed. He expressed concern that he has been informed that there is no money for such a project; however, he has seen maintenance work being done on walkways near the library.

Mr. McGarry stated that subsequent to Mr. Bennett's previous comments regarding this issue, the administration reviewed the matter and informed Mr. Bennett that the Squirrel Road widening is imminent, and it would be a waste of the University's money to place a path that will be partially destroyed by the road project.

Chairman Sims stated that this issue will be referred to the University's Campus Facilities and Operations department for the preparation of a report to be reviewed by the University Affairs Committee.

Trustee Sharp stated that in reference to the Presidential Search items discussed earlier, "Trustee Googasian gave an incredible

amount of time and effort in this process, and the product does not in any way identify the amount of hours put into it."

Trustee Googasian stated that the process could not have occurred without the assistance of Mr. Robert Bunger, Assistant General Counsel, who handled the administrative portions of the task.

Authorization for a Closed Meeting

Mr. De Carlo stated that approval of a closed meeting is sought to discuss the legal opinion of counsel regarding pending litigation. Sections 8(e) and 8(h) of the Open Meetings Act provide that a public body may meet in a closed session for this purpose.

Mr. De Carlo then called the roll in order to determine Board approval for a closed meeting.

- Larry Chunovich	<u>yes</u>
- Andrea L. Fischer	<u>yes</u>
- Phyllis Law Googasian	<u>yes</u>
- L. Brooks Patterson	<u>yes</u>
- Stephan Sharf	<u>yes</u>
- James A. Sharp, Jr.	<u>yes</u>
- Howard F. Sims	<u>yes</u>

The closed session was approved. Trustee Patterson, seconded by Trustee Sharp, moved adjournment of the open meeting at 4:46 p.m. The motion was voted on and unanimously carried.

Submitted,

Approved,


Catherine Gianakura, for
John De Carlo
Interim President and Secretary
Board of Trustees

Howard F. Sims, Chairman
Board of Trustees

Written and prepared by
Catherine Gianakura