

# inside OAKLAND

A newsletter for Oakland University colleagues

## Head of the class



**With a strong, full-time freshman class and innovative off-campus initiatives, enrollment soars to unprecedented levels**

The best year ever. That is the only way to describe Oakland University's fall enrollment '95.

Enrollment rose to a school-record 13,600 students, a 3.3-percent increase over last year. Undergraduate (3.6 percent) and graduate (12.2 percent) growth exceeded university projections. The achievement was fueled by sharp increases in first-time, full-time students and creative off-campus programs, such as Distance Learning.

Over the past five years, enrollment has swelled by about 10 percent at the university. Especially encouraging is news that the School of Business Administration showed its first enrollment increase in five years with a 4.8-percent gain.

"It is clear that we're in a growth mode," Interim President Gary Russi says. "We're just now beginning to see the results of all the hard work and effort that has gone into our academic initiatives. The skills demanded by the new economy are the skills of knowledge creation and information processing. The new economy demands a work force of learners."

"Oakland University is creating a community of learners prepared for the challenges of a rapidly changing society and work place and prospective students are getting the message."

To meet the growing demand, OU continues to explore innovative solutions in non-traditional settings. Off-campus courses increased to 84 this year, from 68 last year. These include the School of Education and Human Services' 15 incentive sections at the Macomb University Center, the School of Business Administration's two courses at Comerica Bank, a School of Engineering and Computer Science course at General Dynamics and Oakland's first Distance

Learning program with Northwestern Michigan College University Center in Traverse City.

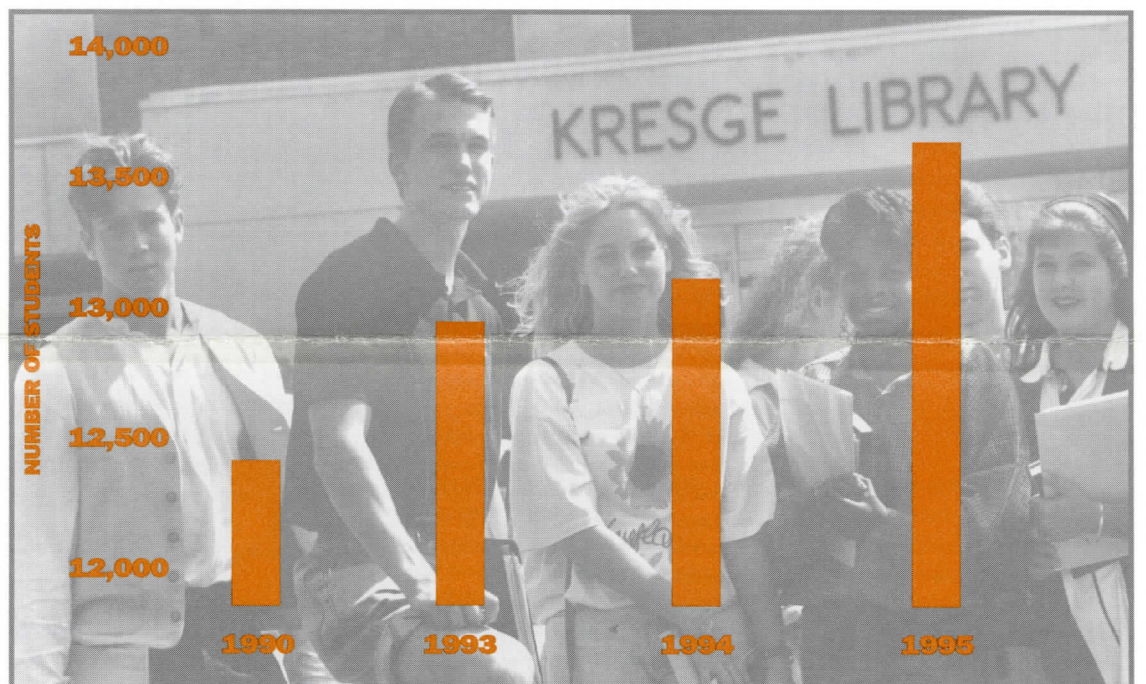
While most of the increase at the undergraduate level is due to a large pool of first-time, full-time students and new special undergraduates, the university also saw slight increases in returning sophomores, juniors and seniors. Graduate students

increased by 8.4 percent over last year and nearly 23 percent during the past five years, according to Laura Schartman, director, Office of Institutional Research and Assessment.

Schartman says she will spend the rest of the fall tracking enrollment data and analyzing trends. While she will not give specifics just yet, she says Oakland is on the right track.

"This may be the beginning of an upswing in first-year students," she says. "On the graduate level, we are seeing the benefits from the university's support of more aggressive off-campus programs and outreach initiatives."

Individual school  
Continued on page 4



### breaking NEWS

#### Technology transfer

Oakland University's Center for Robotics and Advanced Automation is forging a partnership with the Malaysian Center for Robotics and Industrial Automation. Oakland and the Perak Foundation, the Malaysian center's chief sponsor, signed an agreement of understanding in early October.

The arrangement will provide development of joint ventures, technology transfer and commercialization, and training exchange programs and facilities.

"This is an agreement which will provide opportunities for us to explore options that will enrich our robotics program," Interim President Gary Russi says.

#### Nursing reaccredited

The National League for Nursing has reaccredited the School of Nursing program for eight years.

"We are pleased that the national accreditation board recognizes the high-quality baccalaureate and master's nursing program we have at Oakland," Nursing Dean Justine Speer said.

## What's in a name?

### Oakland to study 'redesign' of quality improvement efforts and their focus

Oakland University's quality improvement effort, called process redesign, may get a new name and a more university-wide focus.

The name itself "may be too limiting," says Bill Kendall, assistant vice president, Employee Relations.

"Oakland is still in the early stages," he says. "We're still learning how best to proceed."

Process redesign supports Oakland's Strategic Plan, which calls for the creation of "an empowered community of diverse, unified, committed and motivated employees who focus their collective skills, talents and knowledge toward realization of the university's mission

and vision."

Empowering individuals is only one part of the university's improved quality efforts, Kendall says.

"The other part is improving how we do things," he says. "We need to be using our resources and time in an appropriate way. It's a continuous process. There is no such thing as a perfect system. We can always make improvements to what we are doing, no matter who we are or what we do at Oakland."

"We need to be questioning what we do and the way we do it, all of the time. And we need the input of others and their perspectives to be successful."

Process redesign began at OU in fall 1994, when about 50 faculty and staff members teamed to examine some of the ways the university does business and to suggest improvements.

Members received training in quality concepts and practices before tackling six areas of study — student billing, placement testing, software, minority

**"Our quality-improvement efforts need to include everyone to be effective. We need to be continuously asking those we serve, internally and externally, 'Are we serving you in the best possible way?'"**

— Bill Kendall,  
assistant vice president, Employee Relations

student recruitment, non-faculty hiring and training and development.

Presently, the training and development group is finalizing a faculty and staff survey to help the university prioritize its training and development needs. The survey will be based on the findings from eight focus group sessions — involving representatives from faculty and supervisors to CTs and Skilled Trades and Public Safety who were asked to identify priority needs, appropriate communications means and perceived barriers to, and preferred ways of, receiving training and development.

The questionnaire will be a major fact-finding effort, Kendall says.

"The improvements we make

at Oakland need to be fact-driven," he says. "They cannot be just one or a few people's perceptions about what should or should not be improved. Our quality improvement efforts need to include everyone to be effective. We need to be continuously asking those we serve, internally and externally, 'Are we serving you in the best possible way?'"





# MONTH

employee of the

..... n o v e m b e r

**Employee:** Marilyn R. Broderick  
**Position:** Assistant Director  
**Department:** Office of New Student Programs  
**Length of Service:** 14 years  
**Plaudits:**

"Marilyn is a loyal and dedicated employee.

She is excited about her work and loves to help students. She will go extensively out of her way to save a student from having to run-around."

"Marilyn has the most incredible eye for detail. She is a true professional and will edit publications and correspondence with a vengeance to ensure their accuracy."

"Marilyn is loyal to the institution as well. This strong work ethic, combined with her vivacious personality, make it a joy to work with her."

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



Susan Wood

# 'O Rome! ... City of the Soul!'

**Delving into the past through art and art history brings Roman women to life for 1995 Research Excellence Award-winner Susan Wood**

For Susan Wood, her interest in art and art history dates back to the time her parents bought her a collection of Greek mythologies for children.

To Wood, associate professor, Art and Art History, it was a favorite book full of foreshadowing. Little did anyone know that she would grow up to become internationally known for her work in Roman portrait sculpture.

"I was always interested in history," says Wood, winner of Oakland University's 1995 Research Excellence Award.

A great Latin instructor in high school further piqued her interest in the past. At Bryn Mawr College, Wood majored in Greek and Latin literature and language. It was there she continued her interest in art and art history and — weighing both Greek and Roman culture — decided Rome would be more interesting to study. "There are more unsolved mysteries about the civilization of Rome, more complex things to explore," she says.

Wood pursued her interests at Columbia University, earning a master's and doctoral degrees, then taught at Case Western Reserve and Harvard universities, before joining the faculty at Oakland nine years ago.

Today, Wood's work focuses on Roman portraiture — particularly the imperial women — the mothers, sisters and daughters of Rome's early leaders — like Augustus, the first Roman emperor, whose stature graces her office wall in poster form.

It is women, such as Caligula's sisters, that intrigue Wood, for they were the first living women to be honored and recognized through public oaths, statues, portraits and numismatics (coins, medals and cameos). "Caligula was more openly king-like than others and unmarried when he became emperor, so any of his sisters could be the mothers of heirs to the throne," she says.

One of her favorites, Plotina, the wife of Trajan, was ethical about how she used her power, Wood says.

"She made a statement something like 'As I enter this palace, I will not let status go to my head,'" she says.

Her book, *Roman Portrait Sculpture, A.D. 217-260*, is a standard in any bibliography in the field. Her most recent work appeared in the July 1995 issue of the *American Journal of Archaeology*.

Wood's affinity and fluency in languages has come in handy with her research. She can read German, French, Italian, Latin and Greek.

As in all art, there comes a point when you have to look at the real thing, when a photo

isn't enough, she says. Wood has been to Rome "15 or 20 times" and spent a year living at the American Academy in Rome.

Earlier this year, Wood led one of the first student-alumni trips to Rome, Florence and Athens. "Being in the city helps to give us more of a sense of Roman history," she says. "That's why I believe study-abroad programs are so important."

Wood says she will buy photos for her next book with the \$2,500 Research Excellence Award. Her book will feature the lives of imperial women.

## Wood Work: Susan Wood's favorites

**Favorite music:** Jazz, classical, vintage rock 'n' roll  
**Favorite pastime:** Bird watching  
**Favorite homelocation:** An 18th century home she grew up in on the East Coast  
**Personal dislike:** The term "dead language." She prefers "not an orally active" language.

# REGISTER of distinction

*The following individuals have received special recognition in their areas of expertise.*

**Susan Awbrey**, Human Resource Development, was selected as one of only 33 American Council on Education fellows nationwide for 1995-96. She began her new temporary duties in October. Awbrey is working with the chancellor of the University of Massachusetts at Amherst as part of the prestigious fellowship program designed to prepare faculty for administrative roles in higher education.

**Susan G. Baker**, Rhetoric, Communication & Journalism, attended the Fall Michigan Association of Speech Communication Conference in Bay City, Mich., Oct. 6-7. She was a participant in a panel discussion, *Bringing Intellectual Communication Into The Classroom*. Baker has been invited to serve on the Editorial Board of Collegiate Press Publishers Advisory.

**Baruch Cahlon**, Department of Mathematical Sciences, presented a paper, titled *Unconditional stability for certain delay differential equations*, at the Second International Conference on Dynamic Systems and Applications, Atlanta, Ga. In another conference, titled the First International Conference on Neural, Parallel and Scientific Computations, held in the same city, he chaired a session and presented another paper, *Predictor Corrector Algorithms for Differential Equations with a State-Dependent Delay*.

**Jane Donahue Eberwein**, English, wrote an essay which appears in *Emily Dickinson: A Collection of Critical Essays*, recently published by Prentice Hall for its New Century Views series. *Emily Dickinson and the Calvinist Sacramental Tradition* originally appeared in *ESQ: A Journal of the American Renaissance*.

**Alice Horning**, Rhetoric and Linguistics, presented a paper, titled *The Psycholinguistics of Critical Literacy*, at the Michigan Linguistic Society Annual Meeting in Ann Arbor Sept. 30.

**Ravindra Khattree**, Department of Mathematical Sciences, wrote a book, *Applied Multivariate Analysis with SAS Software*. The book, coauthored by Professor Dayanand Naik from Old Dominion University and published by the SAS Institute, has received rave reviews from various quarters and is considered to be a useful

text for a graduate-level statistics course. Khattree and his co-author have plans for a sequel.

**Robert Kushler**, Department of Mathematical Sciences, received a Craig Award for 1995 for his paper, titled *Confidence Bounds for Capability Indices*. The Craig Awards are presented annually by the American Society of Quality Control Automotive Division in recognition of important technical/management papers relating to quality and reliability.

**Catherine Rush**, Employee Relations, delivered a talk on layoff and termination procedures, employment contracts, manuals and evaluations procedures at a one-day employment law seminar for paralegals Oct. 27 at Meadow Brook Hall. The seminar was sponsored by Oakland's Division of Continuing Education.

**Roberta Schwartz**, Journalism, recently served on a daylong critique session of newspaper editorial pages at the National Conference of Editorial Writers in San Antonio, Texas. She also participated in a panel discussion on how to turn print editorials into broadcast copy.

**Winson Taam**, Department of Mathematical Sciences, was selected from a national pool of candidates to participate in The Academia/Industry Collaboration Project, funded by the National Science Foundation. He participated and contributed to the first phase of this project, a workshop held at California Polytechnic State University at San Luis Obispo from July 9-12. There are three more

phases to this project involving site visits and documenting the collaboration. This project will end in August 1996. Taam also chaired a session on Design of Experiments at the 2nd Spring Research Conference, the University of Waterloo, between June 12-14. He followed it up with his invited talk at the INTERFACE 1995 conference at Pittsburgh between June 22-24. His talk was *Examples of Monitoring Semiconductor Fabrication Processes*.

**Winson Taam** and **Robert Kushler**, Department of Mathematical Sciences, were invited to the 12th Annual Quality and Research Conference, Scottsdale, Ariz., to participate in a session which explored the interaction between industry and centers for statistical expertise. The title of their joint presentation was *The Oakland-Ford Partnership*.

**Uma D. Venkat**, associate professor, Department of Physics, attended and presented a paper, titled *Observation of resonant defect states in heavily carbon doped GaAs under hydrostatic pressure*, at the International Conference on High Pressure Science and Technology, Warsaw, Poland, Sept. 11-15. Professors R. Sooryakumar from the Ohio State University and S. Subramanian from Oregon State University co-authored the paper.

**Geoff Wawro**, History, has published an article in the *Journal of Military History* called 'An Army of Pigs': *The Technical, Social and Political Bases of Austrian Shock Tactics, 1859-66*.

## retirements

- **Al Nordheden**, Campus Facilities and Operations, 16 years of service

## jobs

- Programmer/Analyst, Administrative Information Services AP-4
- Academic Program Coordinator, Upward Bound AP-6
- Academic Specialist, Special Programs AP-8
- Senior Executive Secretary, University Relations, Excluded

## new faces

- **Kenneth Palazzolo**, senior systems analyst, Computer and Information Services
- **Thomas J. Papandrea**, reproduction machine operator, University Services
- **Richelle Reilly**, assistant women's basketball coach, Athletics
- **Paul E. Rice**, coordinator, special programs and facilities, Meadow Brook Health Enhancement Institute

Welcome to INSIDE OAKLAND. This newsletter is published monthly by the Publications Department, Ted Coutilish, editor. (810) 370-3185. E-mail: coutilis@oakland.edu

Copy deadline is the 15th of the month prior to publication.

Printed on recycled paper





For multitalented English instructor Brian Murphy, the saying has a new twist: If something can go right, it will

## Murphy's Law



Brian Murphy

It's easy to see how Brian Murphy could be a favored guest at any dinner party. It seems he can speak on any topic, loves controversy and the exchange of ideas.

He's known and respected among his colleagues for his erudition and wit, and he is at

once a writer, scholar, actor, professor and voracious reader. When he gets excited about something, his voice can slide up and down the scales — from a booming Shakespearean thunder to a resonant trill.

"When I'm teaching art or appreciation of art, I have to show people how to respond in an intellectual and fun way," Murphy says. "One of the most important things in life is to have fun. Pleasure is the basis of art, and it's important to reproduce something of that in the classroom."

Murphy's flamboyant approach to teaching, his intellectual curiosity and "everyman" energy are among the many attributes that contributed to his nomination for the 1995 Teaching Excellence Award.

Sitting back in his office as director of the Honors College, the 56-year-old associate professor of English recently reflected on his 26 years at Oakland.

"Teaching continues to feel like a brave new world," he says. "It's always new, every school year, every course, each class, always regenerating, endlessly fascinating."

Murphy, who is up for full tenure this fall, is channeling his "extra" time on writing.

Murphy is also part way through writing another novel, one based on a race-and-racism theme. His first novel, *The Enigma Variations*, a murder mystery on a college campus, was published in 1981. His lit-

erary work, *Reader's Guide to C. S. Lewis*, first published in 1983, is being reprinted and Murphy is re-reading Lewis' work to write a new introduction for the project.

This semester, Murphy is teaching ENG 250 Film: A Literary Approach, with the theme Race, Class and Gender.

As he enters his 10th year as director of Oakland's Honors College, he will be overseeing the college's \$347,000 expansion, renovation and relocation.

"The Honors College is an excellent program that gives high-achieving students the time, opportunity and motivation to re-think and re-design themselves, to use their skills in a philosophical and reflective way."

Murphy says he's hoping to build on the college's recent momentum by offering a special public symposium or lecture series next year.

"As the cultural attache to the university, the Honors College should sponsor unusual things on campus," he says.

**Brian Murphy:**  
**Up close and personal**  
**Favorite couples movie:**

"Adam's Rib"

**Musical idols:** Beethoven, Wagner and John Lennon  
**Heroes:** J.F. Kennedy, Toscanini, John Lennon

**Favorite acting role:**

Henry Higgins in George Bernard Shaw's "Pygmalion"

**Teaching secret:** "I work very hard to prep for classes and hope it looks effortless. It isn't."

**Upcoming project:** An Honors College colloquium on Detroit for the winter semester.

**Favorite pastime:**  
Downhill skiing

## University expands in Birmingham

Oakland University Center-Birmingham opened its doors Oct. 15.

The new extension site, housed in Groves High School at 13 Mile and Evergreen roads, will initially offer the university's Master of Business Administration program — the only fully accredited MBA program available in Oakland County. Classes begin Jan. 4, 1996.

Oakland is one of only 112

universities nationwide and one of only three Michigan schools to have American Assembly of Collegiate Schools accreditation of both the School of Business Administration and its Accounting Department.

"This demonstrates Oakland's commitment to serve our students and the southeastern Michigan community," Interim President Gary Russi says.

## HIGHLIGHTS

### Board approves operating budget requests

The Board of Trustees approved operating budget requests for 1996-97 and 1997-98 at its October meeting.

The total 1996-97 budget request to the state of Michigan is \$90,038,459 to support a record enrollment of 9,670 fiscal-year equated students. A state appropriation of \$48,595,445 is requested, an increase of \$10,328,023 over the 1995-96 appropriation. The previously approved 5.9-percent tuition and fees increase has been reflected.

The budget requests were forwarded to the Executive Office of the State of Michigan in late October.

### Board to receive applications for charter schools

In other board actions, the Trustees paved the way for Oakland to begin receiving applications for charter schools, by approving the university's Policy on Public School Academies and Criteria for the Evaluation of Applications.

"Oakland University is primarily concerned with enhancing educational opportunities which otherwise would not be addressed," Interim President Gary Russi said. "We look forward to participating in the formation of public school academies, which represent an innovative approach to education in Michigan."

A Public School Academy Application Review Committee will be established to review applications for establishing charter schools, according to Russi.

### Signage contract awarded

New campus signage will soon be a reality now that a manufacturer has been approved. ANDCO Industries Corp. was awarded a \$380,000 contract to manufacture and install new campus perimeter and exterior signage, as designed by Corbin Design. Vice President Paul Bissonnette said the company was not only the lowest bidder for the project, but also offered the best construction materials. Several mock-ups, devised by Corbin Design, were placed on campus over the summer to solicit community input.

## PIECES

### Awards allow students to continue dreams

Oakland University named Bridget Green and Kelly Schehr recipients of the 1995 Keeper of the Dream Award. The award, established in January 1993, recognizes students who have contributed to interracial understanding and good will and have demonstrated strong citizenship and leadership in interracial issues.

Each student will receive \$1,000.

### University hires lobbying firm

Oakland University has contracted with the newly formed governmental consulting firm Michigan Governmental Consulting Group Inc.

The firm includes partners Frank Cusmano, William Kandler and Gary Reed, each of whom has served as president and founder of their own governmental affairs consulting firms.

The group will lobby the government and key legislators on the university's behalf.



### Appreciative embrace:

Taia Bard, 12, thanks mom, Vanessa Bard, Academic Services, for bringing her to the annual Faculty, Staff and Student Appreciation Dinner Oct. 6, where about 1,200 enjoyed dinner, games and camaraderie.

### Kresge Library offers Internet workshops

Kresge Library Room 225B will be the site of two Internet workshops in November. Each workshop will have a different focus.

The first, from noon to 1 p.m. Nov. 9, will highlight NETSCAPE, a type of graphic index to resources on the Internet.

The second, scheduled between 10 a.m. and 11 a.m. Nov. 17, will cover GOPHER, a text index to Internet resources.

Register by calling 370-2469. Walk-ins are welcome if seating is available.

### On-line in the line of duty

The Department of Public Safety and Police now has an e-mail address that may be used for non-emergencies.

Via the Internet, the department can be reached at: police@oakland.edu

For actions that require immediate response, the department is available 24 hours a day, seven days a week at 3331 (non-emergency) or 911 (emergency). Senders should not use e-mail to report emergencies or where an immediate response from the department is necessary.

### Buy your greens from the Women of OU

Orders will be taken Nov. 6-17 as the Women of OU hold their 2nd Annual Greens Sale. The holiday greens will be available for pick-up in the Oakland Center Nov. 28. Proceeds will help support the Women of OU Critical Difference Scholarship.

### It's the law...

Funeral directors in Nevada can be arrested for using profane or obscene language in the presence of a dead person...In Wenatchee, Wash., it's against the law to play baseball in a public place. The law also extends to throwing apples to and from alleys...In 1936, Denver passed a law stating that a dogcatcher must notify dogs of impounding by posting a notice for three consecutive days on a tree in the city park and along a public road running through the park...In Wisconsin, if you are over 21, you are not required to divulge your age. Instead, you may use the following code: A=20s, B=30s, C=40s, D=none of the above.



get to **KNOW**

A feature for and about university colleagues



CYNTHIA HENDRIX  
Admissions



CARLO COPPOLA  
Center for International Programs



ROXANNE KOLAR  
Meadow Brook Theatre



DAVE HERMAN  
Student Affairs

During the work week, what is your favorite lunch place?	The Cooker — and I eat out every day so I know all of the restaurants in the area.	My spectacular kitchen.	Embers Deli in Meadow Brook Mall.	Taste of Thailand.
In your free time, what are you most likely doing?	Reading — all subjects.	Trying to lose weight. I just joined <i>Weight Watchers</i> .	I spend a lot of time with my boyfriend and I take classes at Oakland	What free time? Golf at Katke.
What is your favorite sport?	Basketball.	Walking on my treadmill. It used to be racquetball.	I'm not athletic, but I like baseball.	Golf.
What was the last magazine you read?	<i>Upscale</i> .	<i>Psychology Today</i> . How to handle bullies.	<i>People</i> .	<i>National Geographic</i> — The story on bats.
What do you enjoy most about the fall?	The colors when the leaves turn. Everything comes into its own before winter.	Fall foods and the colors.	I like the smell of burning leaves.	The crisp mornings — waking up to football weather.

calendar of **EVENTS**

People with disabilities who need special assistance to attend any of the events listed may call the sponsoring unit or the Office of Equal Opportunity at 370-3496.

NOVEMBER

Meadow Brook Hall tours, 1:30 p.m. daily and from 1 p.m.-5 p.m. Sundays (last tour begins at 3:45 p.m.). Admission. Gift Shoppe also open. Call 370-3140.



Lend Me a Tenor

Scott Mikita (left) and John Patrick Lowrie perform as opera star wannabe, Max, and singer extraordinaire, Tito Merelli (better known as "Il Stupendo") in Meadow Brook Theatre's production of Lend Me A Tenor, which runs through Nov. 12.

- 1 - 17 - Open Enrollment for staff benefits
- 1 - Dec. 15 - Flu injections are available at the Graham Health Center on Mondays, Tuesdays and Thursdays from 9 a.m. to 11 a.m. and 2 p.m. to 4 p.m.; on Wednesdays from 2 p.m. to 5 p.m.; and on Fridays from 7:30 a.m. to 11 a.m. and from 1 p.m. to 3 p.m. Cost is \$6.
- 3 - Concert, Eisenhower Dance Ensemble with Company Dance Traverse, 8 p.m., Varner Recital Hall. Admission. 370-3024.
- 4 - Concert, Eisenhower Dance Ensemble with Chicago's Zephyr Dance Ensemble, 8 p.m., Varner Recital Hall. Admission. 370-3024.
- 4 - Men's soccer vs. Mercyhurst College, 2 p.m.
- 9 - OU Bible group, Faculty Lounge
- 11 - 10th annual Braun Lecture, Helen S. Sherman on the architecture of Detroit, 7:30 p.m., 124 Wilson Hall. 370-3375.
- 13 - Franklin Day Planner Seminar - Increasing Personal Productivity Through Value-Based Time Management, 8 a.m. to 4 p.m., Oakland Center, Rooms 129 and 130.
- 13 - University Finance and Personnel Advisory Committee meeting, 8:30 a.m., Dykema Gossett in Bloomfield Hills.
- 15 - Women of OU Brown Bag Luncheon Series, "How to avoid becoming a victim of crime," Lounge II, Oakland Center
- 16 - OU Bible group, Faculty Lounge
- 16 - University Senate, 3:10 p.m., Oakland Center Gold Rooms B & C
- 17 - Women's basketball OU TIP-OFF TOURNAMENT, Madonna vs. Indiana Tech, 5:30 p.m.
- 18 - Women's basketball OU TIP-OFF TOURNAMENT, Consolation Game - 5:30 p.m., Championship Game, 7 p.m.
- 15-19 - Play, *Getting Out*, Varner Studio Theatre. Sponsored by the Department of Music, Theatre, and Dance. Admission. 370-3013.
- 21 - Women's basketball vs. Siena Heights College, 7 p.m.
- 24 - Opening Night, *A Christmas Carol*, Meadow Brook Theatre. Runs through Dec. 27. Admission. 370-3300.
- 29 - Men's basketball vs. University of Michigan-Dearborn, 7:30 p.m.
- 30 - Women of OU Brown Bag Luncheon Series, "Leader dogs," Meadow Brook Room, Oakland Center

Enrollment

Continued from page 1

enrollment continues to grow. Five years ago, the School of Business Administration enrolled 2,318 students. This year, the school not only showed its first enrollment increase but, more impressive, its MBA program jumped 15 percent this year and its Production Management program showed a 24.8-percent increase.

"I'm confident we've turned the corner," SBA Dean John Tower says. "This upswing will continue as part of a national trend of students returning to professional programs."

With the new Oakland

University Center-Birmingham opening its doors this fall featuring a fully accredited MBA degree program, Tower is anticipating an even stronger future. "I'm very encouraged and excited," he says. "We expect the return to the MBA program to be strong."

Other notable enrollment highlights:

- The College of Arts and Sciences, down 2.8 percent in headcount, is up 4.6% in credit hours.
- The School of Education and Human Services showed a sharp 12.2-percent rise in students.
- The School of Engineering and Computer Science, with a new building on the hori-

zon, constructed a 10.8-percent enrollment increase.

- The School of Health Sciences, in spite of a 2-percent drop, has recorded a 60-percent rise in growth since 1990.
  - The School of Nursing increased enrollment by 7.4 percent.
- "We're on the move," President Russi says. "We'll continue to grow. We're entering a selective growth period, adding programs and state-of-the-art facilities to meet market demand."

Getting technical

It's smart. It's innovative. It's coming to Oakland. Easy-to-use administrative computing systems may change the way you work.

To support increased student enrollment and improve administrative services, Oakland University is about to leap to the razor's edge with new administrative computing systems technology.

In a proposal long on detail and vision, Oakland on Oct. 17 bid to 35 companies for the state-of-the-art technology. More than 90 Oakland mainframe users reviewed the draft bid proposal Sept. 12-22 to ensure it was comprehensive and complete.

The move to administrative computing systems is part of a universitywide effort to make getting information easier than the current mainframe system, for students and employees.

The university began the planning process two years ago and launched a building-to-building fiber backbone effort four years ago.

The new systems may create sweeping changes in Oakland's operating procedures and organizational structure, says Jean M. Wersching, director, Administrative Information Systems.

"We're looking at this not simply as a software change but a change in the way we do business," Wersching says. "Those changes include enhancing student services and streamlining

internal business transactions."

While administrative computing systems support representatives talk up the glitzy technical side, mainframe users are more concerned with the nuts-and-bolts advantages. For users, the campuswide network will mean easier tools to access, report and download information and smoother integration of that information to desktop computers. For the university, administrative computing systems will mean enhanced student services, streamlined transaction processing, less use of paper, easier access to information for decision-makers, continuous system improvement, reduced ongoing cost of operation, systems flexibility for future growth and improved response times during peak periods.

Although the players on the hardware and software sides will not be known for a while, winners will be faculty, staff and students, Wersching says.

Compared with the current mainframe system, specific administrative computing systems benefits will include:

- More comprehensive and technically current student systems, including registration, access to grades and bill payment via phone.
- Easier access to student data for faculty advisers.
- Use of electronic forms for a variety of transactions on a decentralized basis.
- The ability to easily report on data maintained in university data bases and the ability to move data from university data bases to a desktop computer system in a simple process.

Do you have the PO to take to the OC, ASAP?

Take the first Inside Oakland acronym quiz.

Without looking at any resources, see how many of the following university-related acronyms you can guess correctly:

- |           |         |          |
|-----------|---------|----------|
| 1. ABS    | 6. CCC  | 11. ERI  |
| 2. AFSCME | 7. CIL  | 12. GALA |
| 3. CIPO   | 8. CIS  | 13. HRD  |
| 4. CFO    | 9. DPV  | 14. HRS  |
| 5. CAS    | 10. EEO | 15. IAR  |

Answers: 1. Association of Black Students; 2. American Federal of State County and Municipal Employees; 3. Campus Informations, Programs and Organizations; 4. Campus Facilities and Operations; 5. College of Arts and Sciences; 6. Child Care Center; 7. Curriculum, Instruction and Leadership; 8. Computer and Information Services; 9. Direct Payment Voucher; 10. Equal Employment Opportunity; 11. Eye Research Institute; 12. Gay and Lesbian Alliance; 13. Human Resource Development; 14. Human Resource System; 15. Institute for Action Research

How'd you do? If you answered 11-15 correct, you know your stuff; 6-10, you're on the right track; 1-5, get a TO, baby!



# taking the INITIATIVE

## about this ISSUE

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

**Initiatives in the making**  
*Taking the Initiative*, which will become a supplement to the *Inside Oakland* starting in the December issue, will address the following topics:

- **A strategic merger**  
The Michigan Center for Automotive Research, to be overseen by the School of Engineering and Computer Science and staffed principally by automotive industry experts, will offer specialized courses, interdisciplinary academic collaboration and a merger of applied learning, academic theory and research with a practical orientation.
- **North, south, east, west**  
A new orientation program helps international students succeed academically and socially as they adjust to life in the United States — while respecting their cultural backgrounds.

## Creating a community of learners

**As the millennium approaches, Oakland University makes its 'strategic' move**

The Oakland University Strategic Plan 1995-2005, 24 months in the making, now moves into its implementation phase.

Designed to position Oakland for the 21st century and beyond, the plan outlines nine significant strategies.

The ultimate goal of the plan is to further Oakland's recognition and reputation as an institution of excellence and to achieve national eminence in distinct areas of teaching, learning, research and services.

### Strategy 1

Oakland University views undergraduate education as central to its mission and will ensure an environment of learning excellence in order to educate a diverse body of students to be productive, contributing members of society.

### Strategy 2

To sustain Oakland's reputation of overall excellence in selected areas of graduate and professional education, resources will be focused on creating and strengthening areas of graduate study in a manner that is responsive to regional and national needs.

### Strategy 3

To promote the recruitment, retention and success of its students, Oakland will provide an environment rich in human diversity, with dedicated support services, extensive non-classroom activities and outstanding



instructional, residential and recreational sport facilities.

### Strategy 4

Research, scholarship and creative activities are among Oakland's greatest strengths and will be aggressively encouraged and supported.

### Strategy 5

Oakland views community outreach as an integral component of its activities, and will expand its efforts to serve the community consistent with the university's mission and vision.

### Strategy 6

Oakland will develop and support areas of institutional excellence and distinction that contribute to national eminence.

### Strategy 7

Oakland will create an empowered community of diverse, unified, committed and motivated employees who focus their collective skills, talents and knowledge toward realization of the university's mission and vision.

### Strategy 8

Oakland believes that continuous planning and evaluation are needed to effectively chart the future of the university, and, therefore, Oakland will increase its self-assessment activity.

### Strategy 9

Oakland will secure, allocate or redirect human, physical and financial resources in a manner that enhances the university's mission and vision.

## Getting ready to move

**Now 20-something, the Honors College gets a fresh look**

Next September, look for an old face in a new place. That's when the Honors College, currently housed in two offices and a conference room on the second floor of Varner Hall, is slated to move into East Vandenberg Hall.

In addition to expanded office space, a multi-purpose conference/study room and computer laboratory are planned for the new Honors College facility, to be named after longtime Oakland University benefactor Dr. Alvin Larson, who died in

October 1994. Construction is slated to begin next spring.

A \$347,000 grant from the Oakland University Foundation makes the move possible.

Honors College member Justin Purcell, a junior majoring in electrical engineering, approves.

"It will be particularly nice for those living on campus," he says.

The new facility will be on the ground floor of East Vandenberg Hall facing Beer Lake. Brian Murphy, director of the college, hopes to use another shimmery surface — glass — to make the most of the existing 1,100 square feet.

The space currently functions as the hall director's apartment, which will be relocated to the second floor of East Vandenberg. A 700-square-foot addition, where the present patio is, will be included as well.

"The building is unique because it houses academic departments and offices, classrooms and residential services," says Jean Ann Miller, assistant director, Student Development, Residence Halls. "It's very multi-purpose."

On Oct. 27, Murphy met with William Connellan, associate vice president, Academic



"The Honors College is important both as itself and as a symbol of the university and what we think academic excellence and commitment to students are all about," says Brian Murphy, director. "The new facility will be a highly visible reminder of that."

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## Wish list of laboratory needs becoming a reality for engineering students and faculty

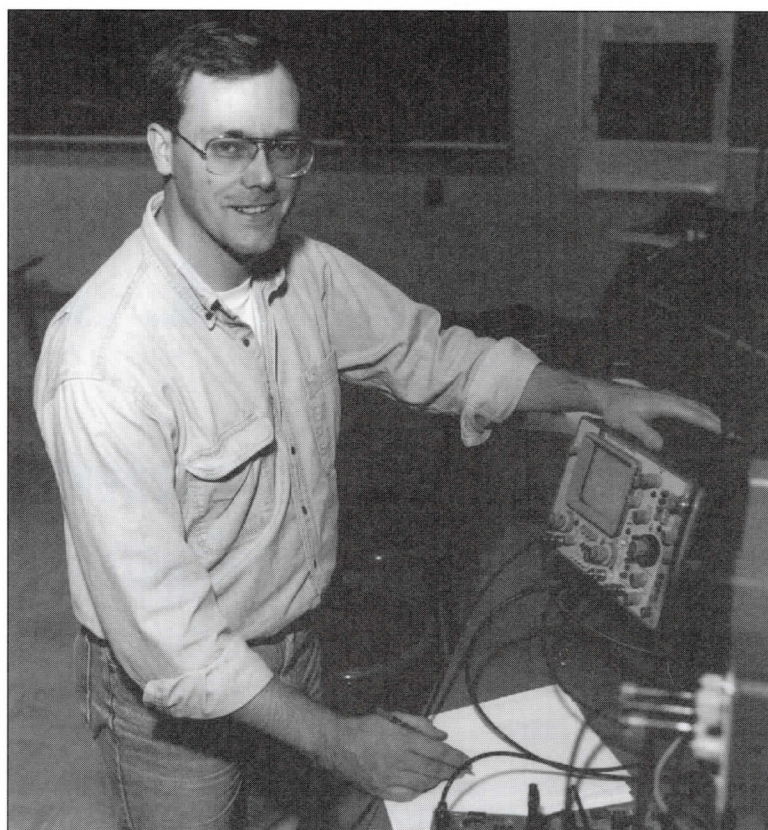
Steve Plummer, a senior in electrical engineering at Oakland University, wants three things for Christmas: a new capacitance meter, a spectrum analyzer and a

# Engineering a future

digital oscilloscope for the School of Engineering and Computer Science's control systems laboratory.

Plummer, pointing toward the wave-analysis experiment on the bench in front of him, says, "This would go much faster and I could get a lot more done. Plus, some analysis is impossible without a spectrum analyzer."

Convinced that today's



### Looking ahead

Steve Plummer, a senior majoring in Electrical Engineering, will welcome new laboratory equipment to enhance his wave-analysis experimentation.

Accordingly, Ford Motor Co. awarded Cheok, Kheir, Rusek and Manohar Das, associate professor of engineering, a \$100,000 grant to develop a course in mechatronics, the study of the mechanical and electrical components of different systems.

The updated laboratories will also benefit the engineering students who design and build autonomous vision and sonar-guided vehicles for entry in the International Unmanned Ground Robotic Vehicle

Competition, held annually on Oakland's campus.

Bill Young, who is working on a master's degree in Systems Engineering, was one such student. His vehicle, "Coyote," took second place in the 1994 competi-

tion, and he is currently working with Cheok on a graduate project that has both military and industrial applications.

"The basic idea is that everything is unmanned," Cheok says. "The vehicles are autonomous — the computer is making the decisions — there's no human in the loop."

Although the new equipment that offers such promise to students like Young and Plummer has yet to be acquired, the process has begun.

beam digital analyzers. Additional funding is expected to come from the school and the department.

These new tools will help students make better transitions from the university to the workplace — and make them more productive as well, according to Cheok, associate professor, Engineering.

In addition, the modernization effort will showcase the School of Engineering and Computer Science to students, potential collaborators and members of the Accreditation Board for Engineering and Technology, which is scheduled for a 1996 site visit.

"We also consider this as an investment in our laboratories, targeting our move to the new Science and Engineering Complex," says Rusek, professor, Engineering.

In his laboratory/office, students can see the history of communications systems via a collection of old vacuum-type radio receivers. "I brought that one from Poland," Rusek says about a large black receiver. "I used it to listen to the *Voice of America* and BBC in the '70s."

Nearby the receivers are two Gateway 2000 PCs with plug-in circuit boards for

experimentation. Rusek noted that 12 such PCs were previously purchased for the various laboratories and will support the new equipment.

Students from other departments in the school also use the electrical, electronics and computer control laboratories. In addition, minority high school and junior high students in DAP-CEP (Detroit Area Pre-College Engineering Program) use the electric circuits and computer laboratories during their fall and spring Saturday morning classes.

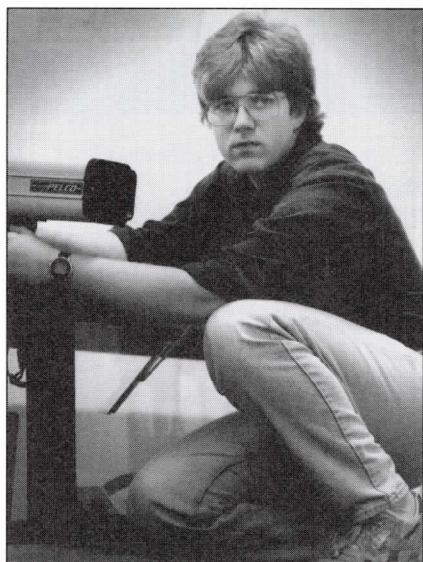
Both Rusek and Cheok agree that the modernization effort will help meet industry's needs by enhancing the technological readiness of prospective and current engineers.

"It's very important right now to educate engineers from industry to simulate the behavior of different systems and to measure those systems so they can design more sophisticated and reliable units," Rusek says.

These new tools will help students make better transitions from the university to the workplace — and make them more productive as well.

### The power of technology

Bill Young, a master's student in Systems Engineering, took second place in the 1994 Unmanned Ground Robotic Vehicle Competition, held on Oakland's campus. He is currently working on a related but more sophisticated project.



laboratories require today's tools, three professors from the Department of Electrical and Systems Engineering submitted a funding proposal for modernization of Oakland's electrical, electronics and computer control laboratories, which contain tools from the '60s, '70s and '80s.

Ka C. Cheok, Andrew Rusek and Naim A. Kheir's proposal received a \$42,065 nod from the Strategic Plan Implementation Fund. The proposal cites the benefits of such technological innovations as virtual instrumentation, digital scopes and four-color-beam versus single-

## Retooling through digital imaging

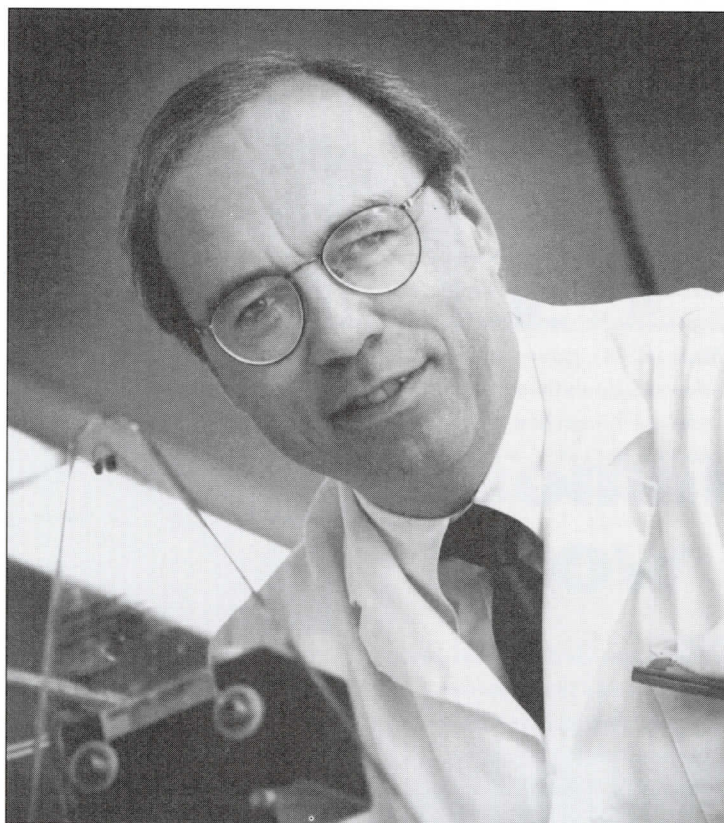
Yesterday's oscilloscope used a cathode-ray tube or similar instrument to depict electrical changes on a screen. Today's digital oscilloscope has such conveniences as an auto-scale that instantly sets up measurements, simple cursory operations for automatic specification of a measured signal and the capability to download acquired digitized data to a printer.

Virtual instrumentation uses the power of a personal computer and analog-digital input-output devices to provide processing, storage and color displays that allow users to design and build customized "virtual instruments" that meet their specific needs. Virtual instruments are user-defined, application-oriented, software-driven electronic tools.



**In the works**

Chemistry Professor Denis M. Callewaert, who is director, Institute for Biochemistry and Biotechnology, says the new Center for Biomedical Research can be launched as early as next summer.



# Cross-fertilized efforts

## Oakland researchers fast becoming recognized leaders in their fields

New life begins when two cells produce another cell. That cell then splits over and over again, and the new cells take on specific functions.

Research and education in the biomedical sciences at Oakland University occur in much the same way. As research findings conceived by Oakland's biomedical researchers grow into successful commercial applications, these researchers are becoming recognized leaders in their specialty areas. For example:

- Chemistry Professor Denis M. Callewaert has founded two biomedical companies, one of which, Oxford Biomedical Research, received six small business grants from the National Institutes of Health in 1994. Bristol-Meyer bought the patent rights to technology developed by his other company, Proteins International.
- Physics professors Michael Chopp and Norman Tepley, both of whom have dual appointments at Oakland and Henry Ford Hospital, recently received major grants for their work in stroke and migraine research, respectively.
- Chemistry Professor Tadeusz Malinski has received patent approval for an electrochemical sensor for nitric oxide and Chemistry Professor R. Craig Taylor holds patents for potential anti-viral and anti-tumor agents.

- Virinder Moudgil, professor and chair, Department of Biological Sciences, has recently discovered that a tumor suppressor gene is regulated by sex steroids in a human breast cancer cell line. This discovery may lead to new hormonal therapies of breast cancer.

**Breaking new ground**

Biomedical Sciences programs and support services have expanded accordingly. Oakland University not only boasts the nation's first B.S. program in medical physics and an interdisciplinary B.S. in biochemistry, but its biomedical sciences doctoral program, and its biotechnology program, established in 1983 and 1987 respectively, led to formation of the Institute for Biochemistry and Biotechnology (IBB) in 1989.

The IBB promotes increased biotechnology research activities, collaborations among biochemistry researchers and public awareness of Oakland's biochemical research efforts. A new proposal, jointly developed by the departments of Biological Sciences, Chemistry, Physics, the Interdepartmental Biochemistry Committee and the IBB, seeks to expand upon this by:

- Establishing a Center for Biomedical Research (CBR) to promote and coordinate support for biomedical research activities.
- Adding and retaining faculty with strong records in biomedical research and education.
- Adding a specialization in biochemical communication to the biomedical sciences Ph.D. program.
- Increasing the number and quality of predoctoral students in the biomedical sciences program.

- Providing additional opportunities for undergraduate participation in biomedical research at Oakland.

**Proposal receives funding support**

The proposal, designed "to maintain excellence and further strengthen and advance biomedical research and education at Oakland," received a \$154,000 commitment from the Strategic Plan Implementation Fund for 1995-96. Funding for 1996-97 is contingent on this year's progress.

The proposal was drafted by the following ad-hoc committee members: Callewaert, director, Institute for Biochemistry and Biotechnology; Kathleen H. Moore, coordinator, Undergraduate Concentration in Biochemistry; Virinder K. Moudgil, chair, Biological Sciences; Norman Tepley, chair, Physics; and Paul Tomboulis, chair, Chemistry. Michael Sevilla, acting associate dean, Arts and Sciences, and Donald McCrimmon, director, Sponsored Programs Administration, assisted.

To be comprised of active biomedical researchers from a cross section of departments and administered by an executive committee appointed by the dean of the College of Arts and Sciences, the new center will facilitate additional collaborations among biomedical researchers and acquisition of multi-user instruments.

"We believe that biomedical science and research presents a critical opportunity for the institution and the surrounding community," says David J. Downing, dean, College of Arts and Sciences. "With the unique potential resulting from three retirements in the Department of Biological Sciences, increased interaction with the cardiovascular group at Henry Ford Hospital and the prospect of a new Ph.D. track in biochemical communication, the time is optimal for establishing a Center for Biomedical Research (CBR)."

Callewaert says a formal committee is being established, with the intent to develop the center by the start of the next academic year. In addition, three new faculty members and a biochemical communication specialization, pending approval, are expected to be in place by fall 1996.

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"Three specializations were planned for the Ph.D. program in biomedical sciences: medical physics, health and environmental chemistry; and the biology of aging," Callewaert says. "The biology of aging specialization never took off. We're currently amending the program to include one in biochemical communication instead."

The new specialization would be the first doctoral program in Michigan to focus on advancing basic research on biochemical cellular communication and applying such advances in the biotechnology and pharmaceutical industries.

**A simple start-up expected**

Start-up is expected to be relatively simple, with a strong group of biological sciences and chemistry faculty "staffing" the specialization and many core courses already in place. Library materials in biochemical communication, however, will need to be acquired.

The new center and specialization should attract more top-notch doctoral candidates — and provide additional

opportunities for grant and contract support. In addition, several prominent biomedical researchers at Henry Ford Hospital have expressed interest in helping develop such a program.

Funding for the three additional biomedical faculty members—one senior and two entry-level—will come from the College of Arts and Sciences.

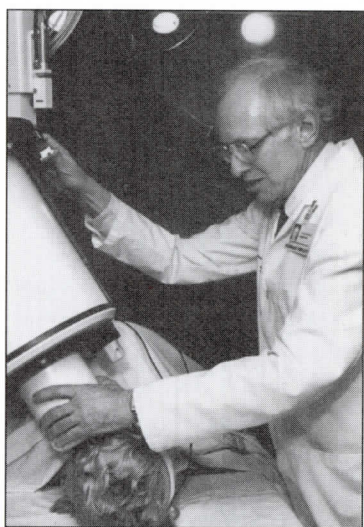
"If we can identify prospective faculty who can meet the teaching needs of the biological sciences department and also do biomedical research, so much the better," Callewaert says.

Fellowships for three doctoral students to help staff the CBR are also on the agenda, as is a summer biomedical program for promising undergraduates.

Such opportunities will produce future researchers with state-of-the-art specialties — and breathe new life into the biomedical sciences.

"The time is optimal for establishing a Center for Biomedical Sciences."

— David Downing  
Dean, College of Arts and Sciences

**Renowned faculty**

Physics Professor Norman Tepley, who holds dual appointments at Oakland and Henry Ford Hospital, recently received a major grant for his work in migraine research.



Videotape documents  
real-life teaching/  
research excellence

Mathematics is getting real at Longfellow Elementary Professional Development School in Pontiac – and Oakland University has the video to prove it.

Dyanne M. Tracy, associate professor, Education, and Oakland students Anthony

the Oakland University Foundation for \$3,740 and \$1,541, respectively, the video showcases the implementation of a hands-on, activity-based approach to math at Longfellow. Students learn math by *doing* math via OU's innovative Beginning School Math (BSM), games, art and other manipulatives.

As one Longfellow teacher notes on the video, a high correlation exists between the time a

Math in the real world

Garth and Mary Carleton recently filmed, edited and produced a videotape that shows math in action at Longfellow, which joined forces with the School of Education and Human Services in 1991 to become a "center for research and learning."

The 45-minute video, narrated by Tracy and titled *Learning to Teach to Learn: Implementing the Standards at an Urban Professional Development School*, documents changes made by teachers, students and families as they teach and learn math at Longfellow.

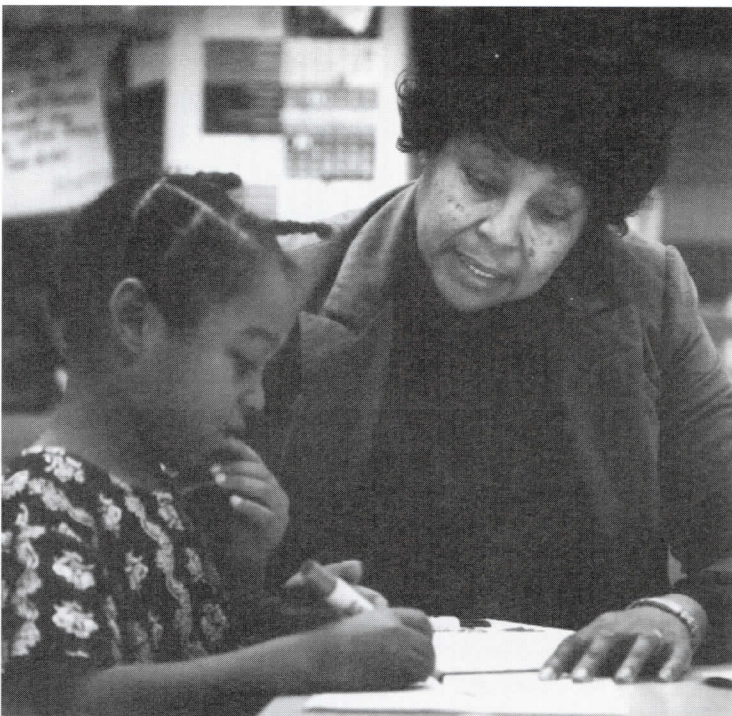
"Both Anthony and Mary's work on this project has been above and beyond," Tracy says. "Mary and I wrote the script together and Anthony is the director, cinematographer and editor. Except for the cost of renting a lighting kit, purchasing tapes and using the video editing equipment, all of the money went back to the students."

Funded by two grants from

student spends doing math and that student's performance. With the new math practices now in place at Longfellow, students as well as teachers enjoy math time.

"Our goal was to get teachers in grades three to five to be able and willing to integrate more hands-on materials into their classrooms," Tracy says. "Kindergarten through second-grade teachers are typically willing to do hands-on math, but as you move up the grades, teachers feel more of a need to use paper and pencil."

Tracy served as a math resource teacher-researcher at Longfellow from January 1992 to April 1995, planning and holding teacher in-services, working with groups of kindergartners through fifth-graders, facilitating "Family Math Fun Nights," supporting resident teachers through curriculum planning, directing graduate student research and co-teaching with Longfellow teachers. She spent a 1993-94 sabbatical



"The mutual benefit from professor to teacher to Oakland student to Longfellow student is wonderful. We all teach each other something."

at the school to support recommendations made by the National Council of Teachers of Mathematics (NCTM) *Standards* and the *Michigan Essential Goals for Mathematics*.

According to Tracy, changes in the math portion of the Michigan Educational Assessment Program (MEAP) test for fourth-graders encouraged the new practices because "the teachers are realizing that they must now implement manipulatives."

The Longfellow/Oakland partnership has brought change to both institutions, helping Longfellow teachers and students see the connections between math, other subjects and the real world and helping Oakland professors and students see that Longfellow is the real world.

Seventy-nine Oakland students are now participating in field placements at Longfellow

for a combined 5,000 hours of contact time – and 15 student teachers, 10 School of Nursing students and two counseling students are completing internships there as well. In addition, education faculty members James Hughes and Eric Follo are working in Longfellow classrooms.

"The mutual benefit from professor to teacher to Oakland student to Longfellow student is wonderful," Tracy says. "We all teach each other something."

The video is expected to be complete by the end of the fall 1995 semester, at which time it will be distributed to internal and external audiences. Tracy will also present the video at the NCTM annual meeting in San Diego next April. In the meantime, she is continuing her quest to bring innovative math practices to the real world – and thus encourage teaching and research excellence.

Honors College  
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Affairs; Khaled Dahr, senior architect, Capital Planning and Design; Miller; and two representatives from the architectural

and approval," Dahr says. "The next step of the design process is the schematic design phase — a preliminary layout that shows basic space relationships."

Murphy described his vision for the new facility as something brilliant and modern. "We need a whole new look," he says. The Honors College's space and design needs fit its new role as a "university-wide program."

Once housed within the College of Arts and Sciences, the Honors College will be its own academic unit. "We're not only moving physically, we've moved structurally," Murphy says.

Founded in the mid-'70s "for highly motivated students seeking an unusually challenging education," the Honors College now numbers 200 students. A rotating appointed faculty teaches an eclectic repertoire of courses (one senior colloquium and seven core) per year; 1995-96 titles range from *Somewhat of Love, Somewhat of Lust: The Genesis and Development of Courtly Love from Medieval to Modern* (taught by Associate Professor of Rhetoric Margaret B. Pigott) to *Fuzzy Logic* (taught by Engineering Professor Richard E. Haskell).

In addition, students take two years of foreign language, have an advanced-standing interview and do an independent project.

Typically, Honors College students fall into two categories — "those who fall into categories...and those who do not," Murphy says.

Student roundtables, on such intellect-expanding topics as *Does God Exist?*, are offered throughout the year, as are Honors College-sponsored programs with diverse themes. On Nov. 28, in the Oakland Center Gold Room, for example, Professor Phyllis Rooney and

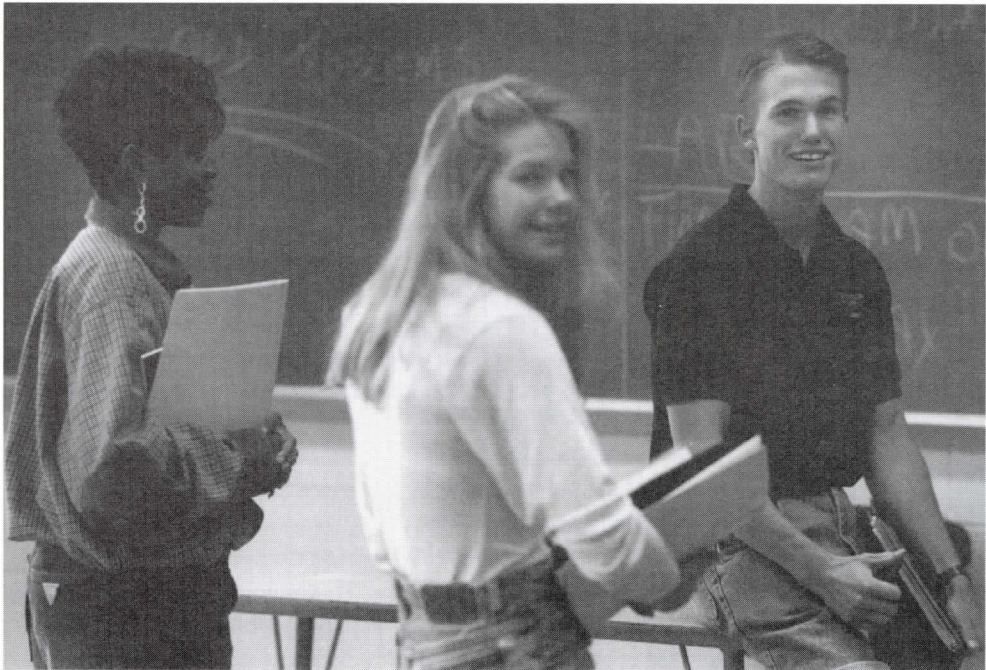
friends will read work by 1995 Nobel Prize-winner Seamus Heaney, an Irish poet.

Murphy, associate professor of English and author of *Reader's Guide to C.S. Lewis* and *The Enigma Variations*, also envisions 1996 programming related to the theme "Detroit."

"We intend to do more in the way of programs and events for the university," Murphy says. "We're very interested in anything we can do to keep vital the intellectual life of the university."

Although not an academic rarity, the Honors College does give Oakland a certain distinction. About 30 percent of America's colleges and universities belong to the National Collegiate Honors Council (NCHC), according to NCHC executive secretary/treasurer William P. Mech, and Oakland is one of them.

"The Honors College is important both as itself and as a symbol of the university and what we think academic excellence and commitment to students are all about," Murphy says. "The new facility will be a highly visible reminder of that."



firm of Straub Pettitt Yaste, Troy, to establish space programming for the project.

"The firm has already submitted a preliminary space program and program analysis summaries for Oakland's review