

Minutes of the Meeting
of the
Oakland University Board of Trustees
May 11, 1988

Present: Trustees Donald Bemis, Larry Chunovich, Phyllis Law
Googasian, David Handleman and Patricia Hartmann

Absent: Trustees Ken Morris, Stephan Sharf and Howard Sims

Chairman Handleman called the meeting to order at 3:08 p.m. in the
Gold Rooms of the Oakland Center.

Approval of the Minutes of April 13, 1988

Trustee Hartmann, seconded by Trustee Chunovich, moved approval of
the minutes of the meeting of April 13, 1988, as presented. The
motion was unanimously carried.

Recommendation to Accept Gifts and Grants to Oakland University
for the period of March 1, 1988, through March 31, 1988

Mr. David Rodwell, Vice President for External Affairs, stated
that the gifts and grants for the period of March 1, 1988, through
March 31, 1988, totaled \$763,388.98.

Trustee Bemis, seconded by Trustee Hartmann, moved to accept the
gifts and grants with gratitude. The motion was unanimously
carried.

Report on Gifts and Grants to the Oakland University Foundation
for the period of March 1, 1988, through March 31, 1988

Mr. Robert Swanson, Vice President for Developmental Affairs,
stated that the gifts and grants for the period of March 1, 1988,
through March 31, 1988, totaled \$65,131.15.

Trustee Chunovich, seconded by Trustee Googasian, moved to accept
the information report. The motion was unanimously carried.

Chairman Handleman inquired if there were any further comments.
President Joseph E. Champagne stated that a check was received on
this date for \$105,000 from the Estate of Floyd J. Shotwell in
full payment of a pledge made for the renovation of the Shotwell-
Gustafson Pavilion. President Champagne noted that when Mr.
Shotwell made the pledge, he provided in his will that should he
pass away before the pledge was paid, his Estate would pay the
full amount to the University.

Faculty Personnel Actions

Mr. Keith Kleckner, Senior Vice President for University Affairs
and Provost, made the following recommendation:

Appointment

Adams, C. Michelle, Instructor in Political Science, effective August 15, 1988 (replacing a permanent faculty member)

Adams, James R., Clinical Instructor in Medical Laboratory Sciences, effective January 1, 1988, through August 14, 1989 (new appointment to an honorary position)

Arshagouni, Mary Ellen, Assistant Professor of English, effective August 15, 1988 (replacing a permanent faculty member)

Bannon, James D., Adjunct Professor of Sociology, effective August 15, 1988, through August 14, 1990 (new appointment to an honorary position)

Buffard-O'Shea, Nicole B., Instructor in French, effective August 15, 1988 (replacing a permanent faculty member)

Hoepfner, Edward H., Assistant Professor of English, effective August 15, 1988 (replacing a permanent faculty member)

Kazmierski, John F., Clinical Associate Professor of Exercise Science, effective January 1, 1988, through August 14, 1989 (renewal)

Lupovitch, Aaron, Clinical Associate Professor of Medical Laboratory Sciences, effective January 1, 1988, through August 14, 1989 (new appointment to an honorary position)

Mabee, Barbara U., Instructor in German, effective August 15, 1988 (replacing a permanent faculty member)

Madercic, Melanie, Clinical Instructor in Medical Laboratory Sciences, effective January 1, 1988, through August 14, 1989 (new appointment to an honorary position)

Parrott, Michael J., Clinical Assistant Professor of Medical Physics, effective January 1, 1988, through December 31, 1990 (new appointment to an honorary position)

Silk, Sally M., Instructor in French, effective August 15, 1988 (replacing a permanent faculty member)

Taam, Winson, Instructor in Mathematical Sciences, effective August 15, 1988 (replacing a visiting faculty member)

Wenk, Peggy Ann, Clinical Instructor in Medical Laboratory Sciences, effective January 1, 1988, through August 14, 1989 (new appointment to an honorary position)

Change of Status

Solosky, Dolores J., from Assistant Professor of Nursing, to Special Instructor in Nursing, School of Nursing, effective August 15, 1988

West, Robert M., from Adjunct Professor of Anthropology to Adjunct Professor of Anthropology and Biological Sciences, effective August 15, 1988, through August 14, 1993

Leave of Absence

Cooper, Rose M., Special Instructor in Rhetoric, sabbatical leave from January 3, 1989, through April 27, 1989 (with full pay)

Lepkowski, Frank J., Assistant Professor, University Library, leave from August 15, 1988, through August 14, 1989 (with no pay)

Schmidt, Darrel P., Associate Professor of Mathematical Sciences, sabbatical leave from January 3, 1989, through April 27, 1989 (with full pay)

Wagner, Christian, Assistant Professor of Computer Science, sabbatical leave from August 29, 1988, through December 16, 1988 (with full pay)

Resignation (Information Item)

Kingstrom, Paul O., Associate Professor of Management, effective August 14, 1988

Death (Information Item)

Dugan, Anna B. Professor of Nursing, April 8, 1988

Trustee Chunovich, seconded by Trustee Googasian, moved to approve the recommendation. The motion was unanimously carried.

Administrative/Professional Personnel Action

Mr. Kleckner informed the Board that the request for a career development leave for Ms. Nancy Collins is governed by the terms of the University's Personnel Policy Manual for Administrative/Professional Employees. Ms. Nancy C. Collins, Coordinator in the School of Human and Educational Services Advising Center, has requested such a leave. Mr. Kleckner stated that the School is

facing "difficult times" with the demand for its programs far exceeding the University's ability to staff them, and, therefore, students are finding that access to the programs is restricted. Ms. Collins' proposal is to visit other institutions, calling on their experience in similar situations primarily in other program areas such as engineering. This information will hopefully improve the advising services to students in the School of Human and Educational Services. If approved by the Board of Trustees, the leave will commence May 12, 1988, and terminate on July 31, 1988. Included in this leave, with pay, would be Ms. Collins' annual allotment of 22 days vacation time and two holidays.

Mr. Kleckner made the following recommendation:

RESOLVED, That the Board of Trustees approves a career development leave for Ms. Nancy C. Collins, Coordinator, School of Human and Educational Services Advising Center, from May 12, 1988, through July 31, 1988, for the purpose of conducting research regarding restricted majors.

Trustee Bemis, seconded by Trustee Chunovich, moved approval of the recommendation. The motion was unanimously carried.

Report on Status of NCA Accreditation

Mr. Kleckner stated that the major accrediting agency in this part of the country is the North Central Association of Colleges and Schools, and its review cycle is every ten years. Oakland's last review was in 1979, and the conclusion of that review was very favorable. The institution was regarded as "fully mature" at the baccalaureate and masters levels, and the doctoral program, which was reviewed in 1983, was also considered "mature". The administration and faculty are preparing for an NCA visit in the early spring of 1989.

Mr. Kleckner stated that there is a steering committee comprised of faculty and staff. The committee is chaired by Mr. Sheldon Appleton, Acting Associate Provost. Subcommittees of the steering committee are preparing a full scale report analyzing the institution's accomplishments, quality, and mission. The Board will receive a detailed report in late fall of 1988.

Mr. Kleckner highlighted events that have "shaped" the institution since 1979. Since the time of the last review, the major factor which has influenced the institution externally is the economy. Immediately after the 1979 review, the economy in Michigan began "going sour" and the institution had budget years with State appropriation cuts rather than additions. Mr. Kleckner stated that formula funding ended in 1979, and there were budget cuts in 1980 and 1981 which resulted in the elimination of many personnel

and program activities. State funding moved away from appropriations based on enrollment to appropriations based on fixed percentage increases or decreases. The institution had to explore other sources of funding besides the State of Michigan. Planning for the Capital Campaign began at this time. The first phase of the Campaign was concluded successfully by the raising of \$10 million early in the fall of 1987.

In response to economic conditions, the institution embarked upon a review of all of its activities by the creation of various committees. The first was the Commission on Academic Mission and Priorities (CAMP). CAMP was charged to evaluate all programs of the institution on the basis of quality, centrality to the mission of the institution, targets of opportunity for the programs and resource requirements. CAMP made recommendations concerning increased and decreased resources and the phasing out of 15 academic majors and other programs. As a result of other reviews, two masters programs were phased out as well. Also, administrative restructuring resulted in the elimination of the School of Performing Arts and New Charter College and their functions were moved to other units. Academic and administrative positions were restructured and some were eliminated. At that time, the committee on Student and Urban Affairs, Missions and Priorities (SUAMP) was developed to review the activities in the student support areas and to make recommendations for changes and improvements relating to cost containment and improved student services. A number of changes occurred as a result of SUAMP committee activity.

One of the outgrowths of these review activities was a revised Role and Mission statement for the institution which the Board approved in July of 1982. This statement is still governing the institution. This statement placed considerable emphasis on public service. Essentially, the public service goal was to broaden and stabilize the funding base of the institution by making it indispensable to the citizens of southeastern Michigan. In addition to the Meadow Brook activities which have continued for several years, the institution began to place a considerable emphasis on academic public service. Some examples are the Adult Career Counseling Center, the NASA Aviation and Space Center, the Center for International Programs, a training program in home care through the School of Nursing, and a mathematical sciences program in conjunction with Ford Motor Company.

In addition, there have been some critical changes on the campus. Sunset Terrace became an adjunct to Meadow Brook Hall and part of Oakland's conference facilities. The Shotwell-Gustafson Pavilion

was transformed from the Riding Ring and became a major facility for meetings, programs and gatherings. Through the efforts of President Champagne, the University was a catalyst in developing, with outside funding, the Oakland Technology Park. The University encouraged this project, and a major enterprise is bordering the University due to the efforts of the institution. The Tech Park offers the potential for significant interaction with the programs at the institution. The University has formed a Center for Economic Development and Corporate Services to serve as a liaison with entities such as the Tech Park.

Mr. Kleckner stated that over the past ten years, the institution's enrollment has gone up and faculty and staff have remained at the same level. The number of administrative/professionals has increased primarily as a result of new fund-raising activities and federal requirements such as reporting financial aid and grant contract activity. Since 1979, the institution has had a new President, a new Provost and new deans in every position. In addition to cutting back on certain programs, other programs have been added which primarily represent new options for existing students, rather than developing new student populations. The administration is seeking methods to keep the institution viable in terms of meeting needs that are not met elsewhere in the State. He cited as an example, doctoral programs in the sciences. Six masters programs and thirteen baccalaureate programs have been developed which are "variations on existing themes" such as Engineering and Chemistry, combined to create a major in Engineering Chemistry.

The institution has made major improvements in student advising in all areas and has created the Academic Skills Center. The Commission on University Excellence was developed to explore how well the University was following recommendations made by CAMP and SUAMP. Many of the recommendations of the Commission, such as increasing admission standards for transfer students in order that they parallel those for freshman students, were implemented.

Mr. Kleckner added that a major change was made in the general education requirements. Prior to this period, each of the schools and colleges had developed their own programs. There now is a University-wide general education requirement which applies to all students regardless of their major. Several of the schools within the University have received professional accreditation such as the School of Business and the School of Nursing.

Mr. Kleckner stated that O'Dowd Hall has been built in the last ten years to house the academic offices which were located in the

residence halls. There is a new Public Safety Service Building and a new Campus Facilities and Operations building since 1979. Currently, the Kresge Library is being expanded. The new buildings have enabled the University to better accommodate the students. Despite these additions, the University requires more space. Many buildings were based upon enrollments prior to 1979. The administration is currently requesting approval for a Science and Technology Building. New facilities are necessary so that the institution can properly do its "academic job."

Mr. Kleckner continued by stating that much has been accomplished in this ten year period. The institution is reviewing both internal and external benchmarks. The steering committee has surveyed students, alumni, faculty and staff and is using nationally developed statistical instruments in order to compare national norms of student, faculty and staff perceptions and criticisms of the institution. The University is also gathering data from the National Research Council which publishes information on those individuals pursuing doctorates from various institutions. In addition, data is being obtained from the The Institute of Scientific Information in order to compare faculty publication activity with that of other institutions.

Results indicate that the Oakland students' perception of teaching and the faculty's concerns about the importance of teaching make the institution appear like a small liberal arts college which is the type of institution that is rated the highest in teaching effectiveness. The large institutions, which are active in research, are considered the least satisfying to students. In large institutions the faculty tend to feel that teaching is less important than research and other activities. From the point of view of teaching, the kind of institution Oakland would like to be is a small liberal arts college. Oakland's students and alumni do well and are pleased with the education they receive. Oakland students perform well on standardized tests such as the Graduate Record Exam (GRE) where comparative data is available. Oakland is right behind the "big three" in the State in regard to students who pursue doctorate degrees. Oakland admits a cross section of academically prepared students. Many of the parents of Oakland students are far less likely to have attended college than is the case for institutions similar to Oakland. The faculty at Oakland makes a substantial difference in teaching quality, and Oakland does not use graduate assistants as do many of the larger institutions. In 1987-88, 87 percent of all classes were taught by faculty holding a Ph.D., 80 percent of those faculty have published works, and a quarter of the total faculty are full professors. The faculty care about teaching, yet are heavily involved in

research. In this regard, Oakland is also likened to major doctoral and research institutions. Oakland appears to be much more than a middle-of-the-road comprehensive institution and certainly much more than a liberal arts college. Oakland stands the highest in the State in the number of articles and refereed publications per faculty member, including comparisons with the University of Michigan. Many of Oakland's faculty have received major academic prizes. Dr. Venkat Reddy, Director of the Oakland University Eye Research Institute, received a major grant from the Government of Japan for outstanding work in opthamology research. Ms. Mary Karasch, Associate Professor of History, won a prize for the best book in an international setting in history in 1987 from the American Historical Association. Many of Oakland's faculty members are extremely active and at the top of their professions in research, yet they are still teaching in the classroom. In addition, Oakland has consistently had the highest student/faculty ratio of any public institution in the State and yet the quality of teaching and research activity is excellent. Mr. Kleckner stated that Oakland is resource limited, not people limited. Oakland gives the State and its students a very large return on their investment.

Chairman Handleman thanked Mr. Kleckner for his report and stated that the Board was very proud of the institution.

Report on Martin Luther King/Cesar Chavez/Rosa Parks Program

Ms. Wilma Ray-Bledsoe, Vice President for Student Affairs, stated that State legislation authorized the King/Chavez/Parks program two years ago. The three objectives of the program are to (1) increase the number of minority students pursuing doctoral degrees and ultimately to teach in State institutions, (2) increase the amount of visiting minority professors and scholars on the campus, and (3) motivate more young students who have not been inspired to pursue higher education in their future. Over this two-year period, the Office of Minority Equity reports that slightly more than 9,000 students have participated in the College Day facet of the program in the initial year. Of those students, 4,200 were present in activities on Oakland University's campus. Oakland elected to sponsor College Day programs for seventh and eighth graders, believing that the earlier the intervention could occur, the stronger its influence. As of this date for the current year, there were more than 6,200 minority and disadvantaged students on Oakland's campus, and Oakland has yet to complete a residential program over the summer for approximately 60 students from the Pontiac and Detroit school districts which have been the principal districts with which Oakland is working. The cooperation of the

school districts has been outstanding as has the "participation of every sector of the University community." In the current year, more than 83 faculty and staff have been involved in the College Day activities which were implemented with efficiency and considerable interest to the students who participated. In addition, Oakland has had 31 minority scholars on the campus over the course of the two years. Most of the scholars were short term visitors. Ideally, Oakland is seeking to have scholars for a longer term, such as a semester or a full year. Some progress was made in that direction this year with the appointment of a full time visiting professor who is a black female composer in the Department of Music, Theatre and Dance.

Ms. Ray-Bledsoe stated that one scholar has visited the campus six times. Dr. Asa Hilliard has been sponsored by the School of Human and Educational Services. Early in his visits it was recognized that he could make contributions beyond the classroom, and programs were designed for Dr. Hilliard in training and development with University staff on issues relating to racism and other multi-cultural concerns. In addition, the Bloomfield Hills School District expressed an interest in improving its abilities to deal with multi-cultural issues with particular focus on strengthening the curriculum in those areas. Dr. Hilliard was able, in conjunction with members of Oakland's faculty, to work in consultation with that district. Oakland anticipates his return to the campus next year to continue the efforts both directly with Oakland students and collaboration with other school districts such as Southfield, Avondale and Rochester Hills. This is another example of how Oakland is involved in community service.

Ms. Ray-Bledsoe added that the final facet of the program is one where Oakland has experienced the most frustration. Oakland receives support sufficient for four doctoral fellows a year. There are currently two fellows in reading, but Oakland is having a difficult time locating fellows for the remaining fields. "One of the reasons this is so frustrating" is that according to a report issued by the Education Commission of the States and the State Higher Education Executive Offices, Black doctorates peaked in the 1970's. The total number of doctorates awarded annually including minorities is approximately 31,000. Blacks currently make up about four percent of the annual doctoral pool. In contrast, the representation of Asian Americans as doctoral recipients has grown substantially in the last eleven years. About the same number of Hispanics as Asian Americans received doctoral degrees while the Hispanic population is about three and one half times the size of the Asian population. According to the report, the "startling"

figures are as follows. In 1985, seven doctorates were awarded to Blacks in Mathematics, and 12 to Hispanics, three to Blacks in Computer Science, four to Blacks in Physics and 13 to Hispanics, 24 to Blacks in Chemistry and 17 to Hispanics, and 34 to Blacks in Engineering with 22 to Hispanics. The areas in which Oakland offers doctorates have as their basic disciplines Physics, Chemistry, Biology, Engineering and Computer Science.

Oakland has urged, along with other institutions in the State, that the legislation for the King/Chavez/Parks program be modified to provide more flexibility primarily in two areas, (1) to enable students who are working on a masters degree to be eligible for this fund, and (2) to expand the length of time for which the students would be eligible to complete the doctoral degree from four to six years.

Oakland has made an exceptionally strong start with this program with the enthusiastic support of the total University community. Ms. Ray-Bledsoe commended Dr. Manuel Pierson, Assistant Vice President of the Office of University and School Relations, under whom the program falls, and the advisory committee composed of representatives from all of the University's schools and colleges.

In addition, Ms. Ray-Bledsoe made a brief status report on admissions activity. Applications are higher than last year. The Admissions Office anticipates a freshman class that is slightly larger than the 1987-88 class of 1,248 students. There is a particularly gratifying aspect to this report as a substantial portion of the increase in admitted students is from Wayne County. For example, 185 black students have been admitted which is nearly double the amount of last year. The administration is optimistic that Oakland is making progress in reversing the declining trends. The interest in residence hall living is very strong and there appears to be some improvement in the overall diversity of students.

Trustee Hartmann asked if it was too early to note whether the College Day program was drawing students to the University. Ms. Ray-Bledsoe stated that because Oakland's efforts have been oriented toward seventh and eighth graders, it is a premature conclusion to make. Some of the activities have been with older students, and there is a clear possibility that the presence of the students could influence older siblings. The issue requiring the most emphasis is the retention of students.

Trustee Bemis asked if the funds the University receives for the program are "earmarked" for the three different areas. Ms. Ray-Bledsoe stated that they are given for the entire program, and the University is required to provide matching money.

Trustee Googasian asked whether students who have visited the campus will have follow-up contact by the University, and if new seventh and eighth graders will be brought to campus next year.

Ms. Ray-Bledsoe responded that to the degree that Oakland's resources permit, the University has been providing some "reinforcement" or follow-up activity for the students. For example, every seventh grader in one region of Detroit has visited the campus for a College Day. Many of those youngsters have had more than one visit, and those students have been selected on the basis of some particular interest. All of the Student Councils from each of the schools in that region were invited back to the campus for a leadership workshop. All of the student newspaper staffs were brought in to work with the Oakland Post and the related academic departments. Similar activities were held for those interested in the performing arts and in athletics. The University has also been working with students to insure that they take the kind of math that will prepare them for college matriculation. Oakland is performing better than any other College Day program within the State. The planning, enthusiasm and cooperation of school districts and Oakland's staff and students has been outstanding.

Trustee Chunovich stated that he had an opportunity to participate in the House Appropriations Subcommittee Hearing, and the reports from Mr. Kleckner and Ms. Ray-Bledsoe were given to the Subcommittee. He stated that he and many others were most impressed by the outstanding performance of Oakland in these and other areas.

Chairman Handleman thanked Ms. Ray-Bledsoe for her report.

Trustee Bemis asked if students from Detroit are able to find transportation to Oakland University. Ms. Ray-Bledsoe stated that transportation was a major problem and is the reason that the majority of the minority students enrolled are residential students. It is also part of the reason that Oakland does not achieve the kind of transfer rates that are expected.

Report on Status of State Appropriations Process

Mr. John De Carlo, Secretary to the Board of Trustees, Vice President for Governmental Affairs, and General Counsel, stated that the word that best describes the fiscal scene in Lansing for all of higher education is "dismal." The State is having serious fiscal problems.

Mr. De Carlo credited the Governor and the Legislature for recommending some increase in funding in contrast to the State Board of

Education and other agency budgets which were cut or held at current levels. Community colleges and universities are an exception to the funding pattern.

Mr. De Carlo stated that in considering the Executive Office recommendation, one can argue that there is an increase of .6 percent or 1.7 percent or that there is no increase at all. The basis for this statement relates to the appropriation base one uses to determine whether there is an increase. The Executive Office, and the Legislature, are starting with a base that includes the .75 percent reduction made last year on all State budgets from the original 1987-88 appropriation. (Oakland received a 6.7 percent increase originally, and that amount was reduced by 3/4 of a percent.) In addition, the 1987-88 appropriation had a "one time" appropriation for enrollment growth which amounted to \$314,143 for Oakland. This was designated "one time money" because it was "skimmed off" of the Regulatory Budget during the closing days of the last legislative session, and there was no guarantee that this could be done again this year. The Executive Office then increased all University budgets by 1.6 percent with this amount restricted to financial aid. This increase, if one includes the one time enrollment fund as a permanent expenditure level, amounts to a .6 percent increase. Oakland's appropriation would be \$31,846,691 under the Executive Office recommendation.

Of critical importance is the Executive Office recommendation that the Research Excellence Fund of \$26 million, of which Oakland receives \$496,000 each year, should be transferred to the Commerce Department. The Commerce Department would decide where the funds will be spent. Needless to say, Oakland is opposed to this position and both Houses of the Legislature, to date, concur in Oakland's position.

The Executive Office recommends a total increase of only \$8.6 million for the general operating budgets of all of the universities.

The Senate has approved an appropriation bill which provides an additional \$12.3 million over the Executive Office (\$8.6 million level) for general operations. This is not a lot of money to spread among 15 universities. Oakland's appropriation would be \$32,220,311. This level is a 2.8 percent increase on Oakland's adjusted base without the enrollment increase, or about a 2.5 percent increase if one includes the enrollment amount as a part of the base. (The University of Michigan is funded at a 2.1 percent level compared to Oakland's 2.8 percent.) The Senate Committee, in preparing its recommendation, adopted a concept that

Oakland has been urging. The appropriation includes elements which move the funding process along a path of providing the same number of dollars behind each student regardless of the institution. The Senate concurs in Oakland's position regarding the Research Excellence Fund and recommends direct funding to the institution.

Mr. De Carlo added that the House concluded its hearings on May 10, 1988. There was some discussion at the hearings that the House Committee may be considering an overall increase of 2.3 to 3 percent. If the 3 percent figure occurs, this would generate another \$7 million into the process. The Chairman of the House Appropriations Subcommittee on Higher Education stated at Oakland's hearing that he was of the opinion that "some recognition should be given to the enrollment" level at various institutions. This was encouraging news. The principle is important to establish even in a year with limited funding.

It is too soon to come to any conclusion on the House recommendation other than that the final process will not infuse a large sum of money to any of the institutions. There is great likelihood that the House will not agree with the Senate recommendation, which is a traditional pattern, and the Higher Education bill will be determined by a conference committee consisting of members of both Houses working with the Governor's office. A decision is not expected before late June or early July although this schedule may be affected by the fact that the House members will want to adjourn, since they must campaign for reelection. It should be noted, however, that there is a rumor now circulating in Lansing that the budget process may be suspended until September at which time the Legislature would have a clearer estimate on State revenues and expenditures.

Mr. De Carlo regretted that the news was not more positive, but as other State agencies have said, "it could be worse." He added that he shall keep the Board posted on developments as they occur.

Chairman Handleman thanked Mr. De Carlo for his report.

Trustee Bemis agreed with Mr. De Carlo that the State of Michigan is in a dire fiscal condition and that some of the departments in the State of Michigan are being cut significantly to give higher education and the K-12 systems additional funds. He noted that the State Board of Education Office is being cut 25 percent.

Report on the Presidential Review Process Conducted by the Board
Ad Hoc Committee

Trustee Bemis made the following report:

In March 1985, President Champagne requested a review of his presidency since its inception on March 1, 1981. Numerous discussions have been held with him by the Board of Trustees, advice was received from a nationally prominent consultant in presidential reviews, and extensive feedback was received from faculty, staff, students, and community leaders. An Ad Hoc Committee of the Board of Trustees composed of Donald Bemis, Chair, Phyllis Law Googasian, Patricia Hartmann, and Ken Morris solicited input, both written and oral, from a wide spectrum of the University community. The Committee held two special meetings on campus for anyone to discuss his or her views on the presidency of President Champagne. In addition, the Committee met twice with a Senate committee and received its input based on faculty perceptions.

The Ad Hoc Committee has shared its findings with President Champagne and with the full Board of Trustees in accordance with the procedures permitted by law. It is the consensus of the Board of Trustees that President Champagne has successfully met the original expectations given him at the time he was retained as President and reviewed with him from time to time during his tenure. He has managed the University well during a very difficult economic time for the University and the State of Michigan. He has been complimented by many in the review for his success in leading the institution, especially in external affairs and institutional development.

It became apparent in the review process that there are a number of perceptions as to the role of a President in institutional management. There are those who feel that external affairs leadership is crucial to institutional growth, and there are those who feel that internal governance should be the primary emphasis of a university president. President Champagne has followed a management model which puts him in a central role in external affairs and delegates to divisional vice presidents most of the day-to-day administrative and academic affairs.

Some faculty feel that a better balance must be achieved in the management of the President's external and internal roles. His delegation in the area of academic affairs has caused him to be, in their opinion, too removed from critical and essential academic matters which

require more direct leadership and involvement. This concern on the part of some has been discussed at length with President Champagne, and he agrees that it is in the institution's best interest for him to develop a better balance of his efforts between external and internal affairs. The Board concurs in this decision, but wishes to stress that the external role of the President is critical to the long term success of the institution and its graduates. The President must not get overly involved in internal routine affairs to the detriment of institutional development.

As Oakland approaches the twenty-first century, great challenges will be faced. In that connection, the Board is asking the President to continue his tenure as President following the external model he has maintained, but also involving himself in a more apparent way in internal affairs, especially in academic matters. The Board further requests that he review the organization of the University keeping in mind the importance of balance on the part of the President in both external and internal affairs, especially as related to academic matters. His involved leadership in internal affairs is critical to the continued growth and development of this fine, relatively young University. We have heard some of the progress that has been made during the past decade, and many of the developments were during the tenure of President Champagne.

Trustee Bemis recommended that the following resolution be adopted and be circulated in a formal manner to the University community most particularly with direct contact with the major organizations on the campus as well as those organizations that may have a tangential relationship with the University.

Mr. De Carlo read the following recommendation:

WHEREAS, Joseph E. Champagne was retained as President of Oakland University in December, 1980, and assumed office in March, 1981; and

WHEREAS, He was charged with the overall management of the University but was expected to concentrate on the external development of the University; and

WHEREAS, The Board of Trustees has comprehensively reviewed the activities and accomplishments of the President since he assumed office; therefore be it

RESOLVED, That the Board of Trustees commends President Joseph E. Champagne for his successful tenure as President and unanimously votes confidence in him and his ability to lead the institution as it approaches the twenty-first century; and be it further

RESOLVED, That the Board of Trustees recognizes that new challenges face the University that will require his continued external role as well as a greater internal role in administrative affairs, especially as related to academic matters; and be it further

RESOLVED, That the Board of Trustees thanks the President for his openness and candor in this extended review and his willingness to consider all points of view and the faculty, staff, students, and others who participated in this extensive analysis of the tenure of President Joseph E. Champagne; and be it further

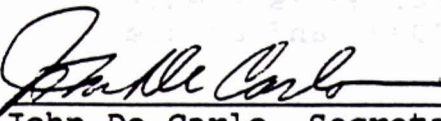
RESOLVED, That the Board of Trustees shall develop, in consultation with the President, a functional position description of the role of the Presidency and that such description shall be widely distributed so that all constituents may fully understand the official role of the President in the management and governance of the University as prescribed by the Board of Trustees.

Trustee Bemis, seconded by Trustee Chunovich, moved approval of the recommendation. The motion was unanimously carried.

Trustee Bemis, seconded by Trustee Hartmann, moved adjournment of the meeting. The motion was unanimously carried. The meeting was adjourned at 4:21 p.m.

Submitted,

Approved,



John De Carlo, Secretary
Board of Trustees

David Handleman, Chair
Board of Trustees