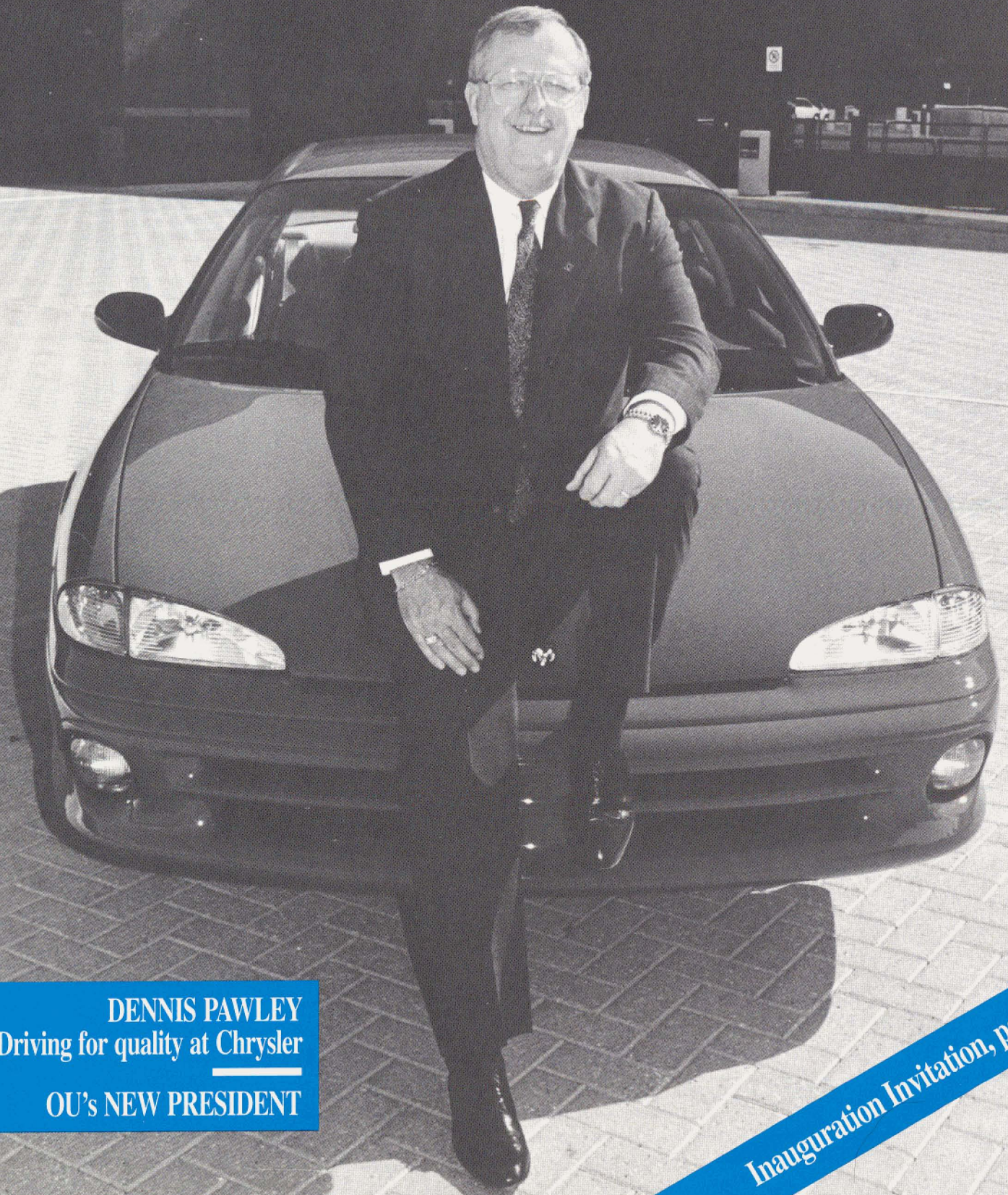


Fall 1992

# OAKLAND UNIVERSITY

## MAGAZINE



**DENNIS PAWLEY**  
Driving for quality at Chrysler  

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OU's NEW PRESIDENT

Inauguration Invitation, page 2





# Making ends meet

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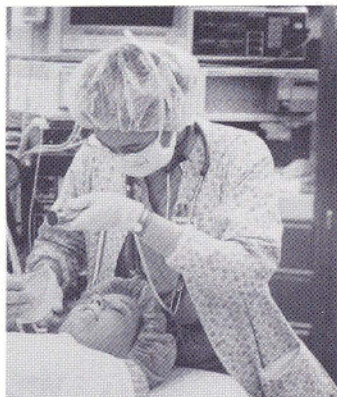
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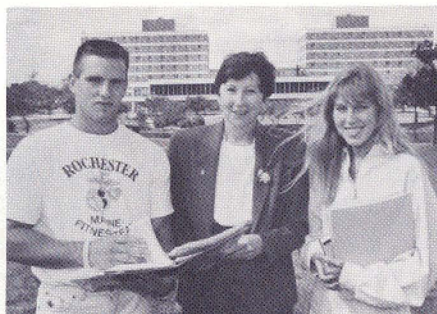
# OAKLAND UNIVERSITY

Fall 1992

## MAGAZINE



10



6



15

### FEATURES

#### NOBLE CALLING 6

Education has always had a revered place in the home and heart of Sandra Packard, Oakland University's new president.

#### UNCONSCIOUS EFFORT 10

Oakland's graduate program in nurse anesthesia is helping to combat a shortage in the nation's operating rooms.

#### MANUFACTURED SUCCESS 12

Oakland alum Dennis Pawley is Chrysler's top manufacturing executive, fighting to keep his company competitive.

#### "STAGE" COACH TO STRATFORD 15

Take a quick trip to Canada's theatre mecca with *OU Explorations*.

### DEPARTMENTS

#### EDITOR'S CHOICE 2

You're invited . . . to a presidential inauguration

#### UP FRONT 4

Squirrel Road Scholars . . . 5-year teaching plan . . . Give me five!

#### IN TOUCH 16

Placement . . . Career development networking . . . alum winner announced

#### MARKET PLACE 19

North country cottage for rent . . . Home-sitters available . . . Be a basketball booster

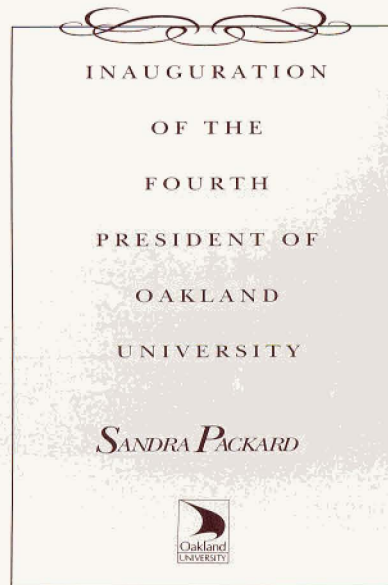
#### PARTING THOUGHT 20

Our ailing planet

*On the cover: Dennis Pawley ('82) and the new Dodge Intrepid in front of the Chrysler Technology Center in Auburn Hills.*



## YOU'RE INVITED



On November 13, 1992, Sandra Packard will be inaugurated as the fourth president of Oakland University. Although she has been on the job since June, this will be the university community's official recognition of her appointment. (For a related article on the woman behind the office, see page 6).

Through this column, the university would like to extend an invitation to all readers of the OAKLAND UNIVERSITY MAGAZINE to attend the celebration. Events like this happen infrequently in the life of a university, so don't miss the opportunity to take part.

The festivities begin on Thursday, November 12, with a pre-inaugural symposium at 9:30 a.m. focusing on "Education, Technology and the 21st Century" (Gold Rooms B & C, Oakland Center). Meadow Brook Hall and the Meadow Brook Art Gallery will be available for visitation both Thursday and Friday from 9 a.m. to 10 p.m. The gallery will feature the "Oakland University Collection Exhibit."

Inaugural guests — many representing institutions of higher learning from

around the world — will have the opportunity to visit classrooms and take campus tours on Thursday and Friday.

The actual investiture ceremony begins at 3 p.m. Friday in the Shotwell-Gustafson Pavilion with a procession of Oakland faculty and delegates from other colleges and universities in full academic regalia. President Packard will deliver a major address outlining her initial plans for moving Oakland University into the 21st Century. A reception follows in the pavilion.

On behalf of Oakland University faculty, staff, students and the Board of Trustees, we hope you can join us in honoring Sandra Packard.

Editor

For further information about the inauguration and related events during the week preceding, call the University Relations office at (313) 370-4350.

Editor  
Geoffrey C. Upward

Assistant Editor  
Vicky Billington

Staff Writer  
Jay Jackson

Editorial Assistant  
Sheila Carpenter

Art Director  
Lynn S. Metzker

Graphic Artist  
Cindy Bromell

Photographer  
Rick Smith

Magazine Advisory Board  
George Dahlgren  
Vice Provost and Dean of Graduate Study

Barbara Barrett Halajian ('80)  
Pangborn Design, Ltd.

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Associate Professor, Marketing

Eric Hood ('77)  
The Hood Group

Margo King  
Assistant Vice President  
for Development and University Relations

Marianne Fey ('80)  
McCann/SAS

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The Publications Company

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Gerald Turgeon  
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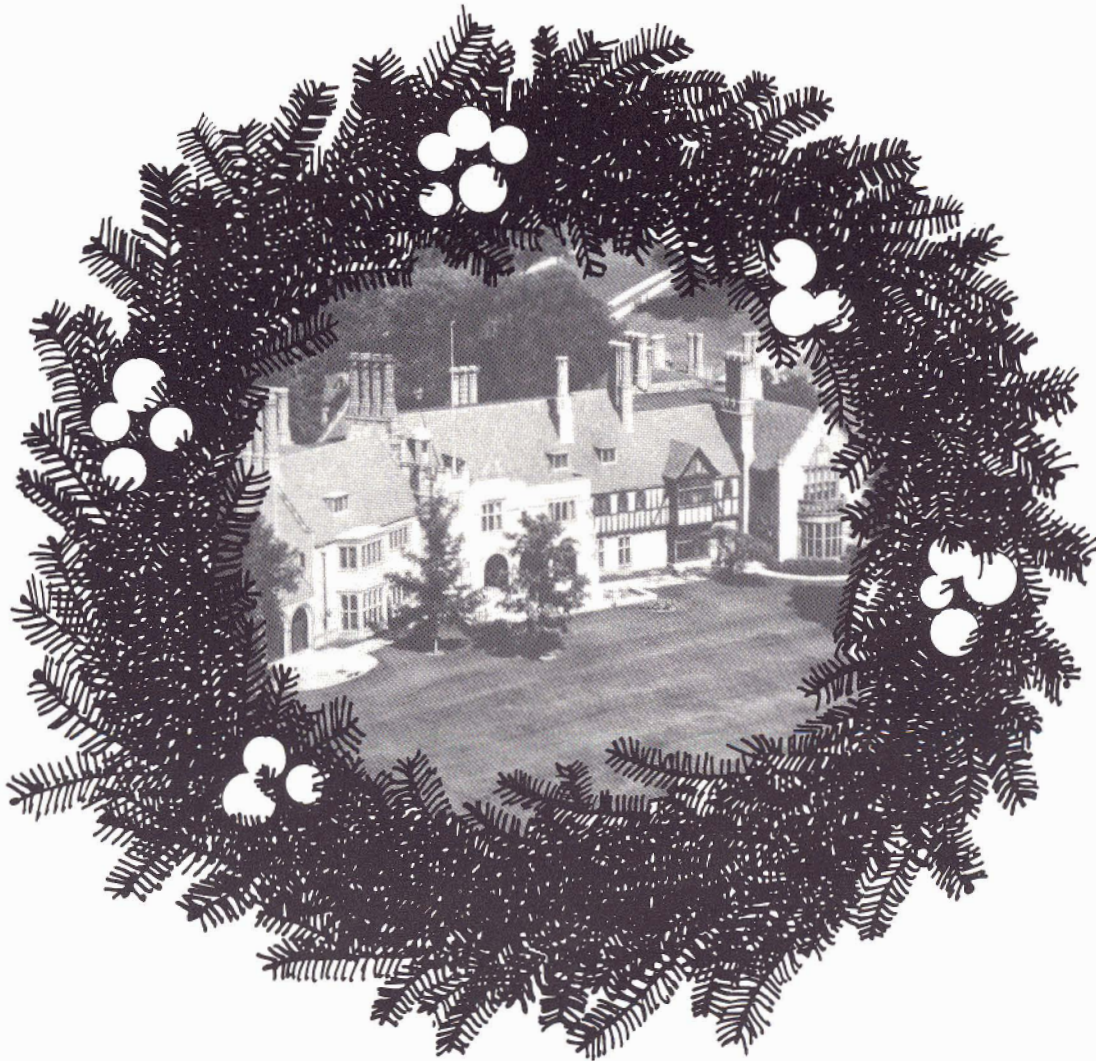
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NOVEMBER 29 – DECEMBER 13, 1992



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## BRIEFLY

▼ Governor John Engler has selected a Troy, Mich., auto dealer to fill an eight-year term on the university Board of Trustees.

David Fischer replaces Phyllis Law Googasian, whose term expired. In addition, Engler reappointed James Sharp, Jr., to another eight-year term. Both terms expire August 11, 2000.

Fischer has been president of Suburban Motors, Inc., in Troy since 1978. He serves on the North American Auto Show Board of Directors and on the Detroit Institute of Arts Corporate Relations Committee.

Sharp, of Detroit, is vice president of community development and government affairs for City Management Corp. in Detroit. He serves on the Wayne County Business Development Team and on the Detroit Economic Development Corp. Board of Directors.

▼ Oakland's College of Arts and Sciences has added a bachelor of arts degree with a performing arts major to its Department of Music, Theatre and Dance offerings. At the same time, several low-enrollment undergraduate specializations will be eliminated, although students already in the programs may elect to complete them.

▼ Oakland's three-time national champion women's swimming and diving team take their first plunge of the '92-'93 season October 30 at the Bowling Green (Ohio) Relays. Oakland's three-year streak has been tied by only one other women's team in NCAA Division II history. The men's team which has finished in the top three nationally 14 out of the last 15 years, started its season October 17 at the University of Windsor Invitational.

The men's and women's basketball teams tip off their seasons in November.

## UP FRONT

### SQUIRREL ROAD SCHOLARS



Three Auburn Hills, Michigan residents who are graduates of schools serving the city of Auburn Hills will benefit from a scholarship program funded from the Squirrel Road construction project.

In a unique arrangement, the university agreed to set aside \$750,000 from the \$4.1 million proceeds of land sold to the city for the widening of Squirrel

Road. The effort will alleviate traffic flow problems from Walton Boulevard south to an area near Hamlin Road.

The Oakland University-Auburn Hills Scholarships will

provide two four-year scholarships per year for a period of five years to qualified applicants coming from the city of Auburn Hills. In addition, the university will provide one additional four-year

scholarship each year for a five-year period from other funds.

The university will select the scholarship winners, who must meet all regular university entrance requirements.

## FOCUS



### Walter Douglas

President's Club member since 1982  
OU Foundation Board of Directors

**Age:** 59

**Marital Status:** Married, three children

**Home:** Detroit, Michigan

**Profession:** President and majority owner, Avis Ford, Southfield

**Heroes:** My father, Frederick Douglas; Henry Ford II; and Martin Luther King, Jr.

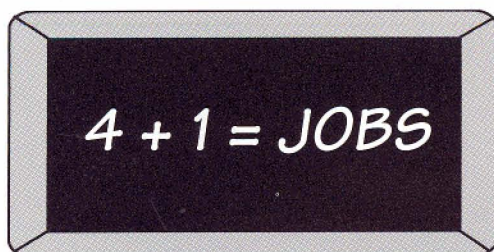
**On the Auto Industry:** I love it! It's stimulating and gives me the opportunity to work with people. It gives me a sense of accomplishment. I enjoy my partnership with Ford Motor Company.

**Its Future?** Very competitive with differences between products diminishing. Companies will focus more on customer satisfaction. Products and service will be customized to a client's needs.

**On Education:** Education is my first love. I know it's important to get our young people turned on as well. We can make a difference by influencing the direction of their lives. I believe in Oakland University and what it stands for, and I'll continue to support its academic purpose.

**Why Oakland?** Three reasons. First, my daughter attended the university nursing school and had a wonderful experience there. Second, I was interested in the university's programs for minorities. Third, I play golf, and OU has a fabulous golf course. I was delighted to make the commitment.





## FIVE-YEAR TEACHER PLAN

Three Oakland University alumnae can lay claim to being educational pioneers.

The June graduates were the first to complete a new, year-long teaching internship through the School of Education and Human Services.

Heather Ahern, Renell Morrison and Kathy Terbrack completed a pilot program whose aim was to graduate students better-prepared for their first full-time teaching jobs.

The first full class of students was admitted into the program this fall. The program requires students to take a traditional four-year major through the College of Arts and Sciences. They then spend a year in a teaching internship before being certified to teach at the sec-

ondary level.

Dean Gerald J. Pine of the School of Education and Human Services is convinced that strong academic training and more intensive classroom work during the internship experience are crucial.

"In the long run, students who have this training will have an edge over students who do not. They will be more employable, and they will be better teachers," Pine says.

In traditional teacher-education programs elsewhere, most call for a semester of student teaching within the four-year program, not a full year of intensive work with supervision by the school district and the university. Most teacher training programs do not require a

traditional major, either, with their major courses taken outside their school of education.

Ahern and Terbrack completed work for their bachelor's degrees in biology, and Morrison did hers in chemistry.

Teacher groups and study commissions have all cited a full-year internship and stronger basic academic training as "musts" to improve teacher education. Oakland's program, the first of its kind in Michigan, also provides a student with up to 12 credits toward a master's degree.

Steven Gilbert, coordinator of secondary education, says that in a tight job market, Oakland graduates should have a competitive edge because of the extra year of schooling.

## BRIEFLY

▼ Two of the seven elementary school teachers selected by the *Detroit Free Press* and WDIV/Post-Newsweek as outstanding teachers in Michigan have Oakland University roots.

Anne Dorin, a second-grade teacher at Holton school in Sterling Heights, and Shelly Potter, a fourth-grade teacher at Midvale School in Birmingham, were among the seven selected. Dorin studied at the graduate level at Oakland and Potter received a Master of Arts in Teaching.

▼ Ten first-year Oakland students from Detroit have Volkswagen of America, Inc., executives to thank for lending them a big hand.

The company officials launched the Corporate Leaders Scholarship Program to benefit students who plan to study in the Oakland University School of Business Administration. During the next four years, the 37 executives will personally contribute more than \$108,000 to pay the students' tuition bills.

▼ Ronald Horwitz, SBA professor of finance and former dean of the business school, has been appointed acting vice president for Academic Affairs, replacing Keith Kleckner, who returned to the faculty as professor of engineering. Carol Zenas, associate professor in the School of Nursing, will serve as acting dean of the school. National searches are under way to permanently fill both positions.

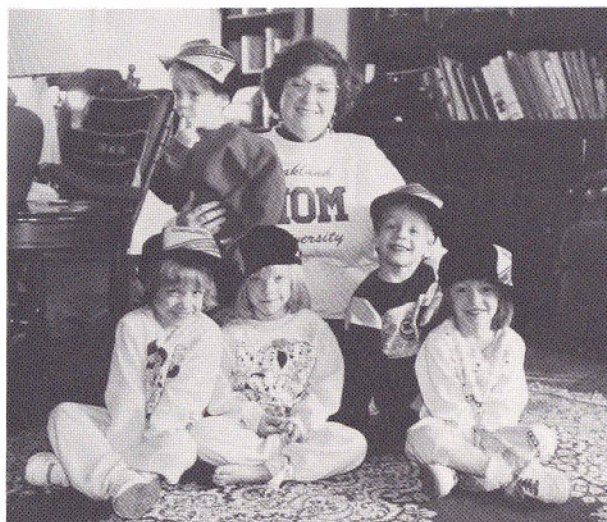
▼ Professor Karl Gregory of the School of Business Administration has been appointed by Gov. John Engler to the Council of Economic Advisors.

The five-member council will advise the governor on programs and policies that have significant economic impact for Michigan residents and businesses. It will also monitor national and state economic forecasts.

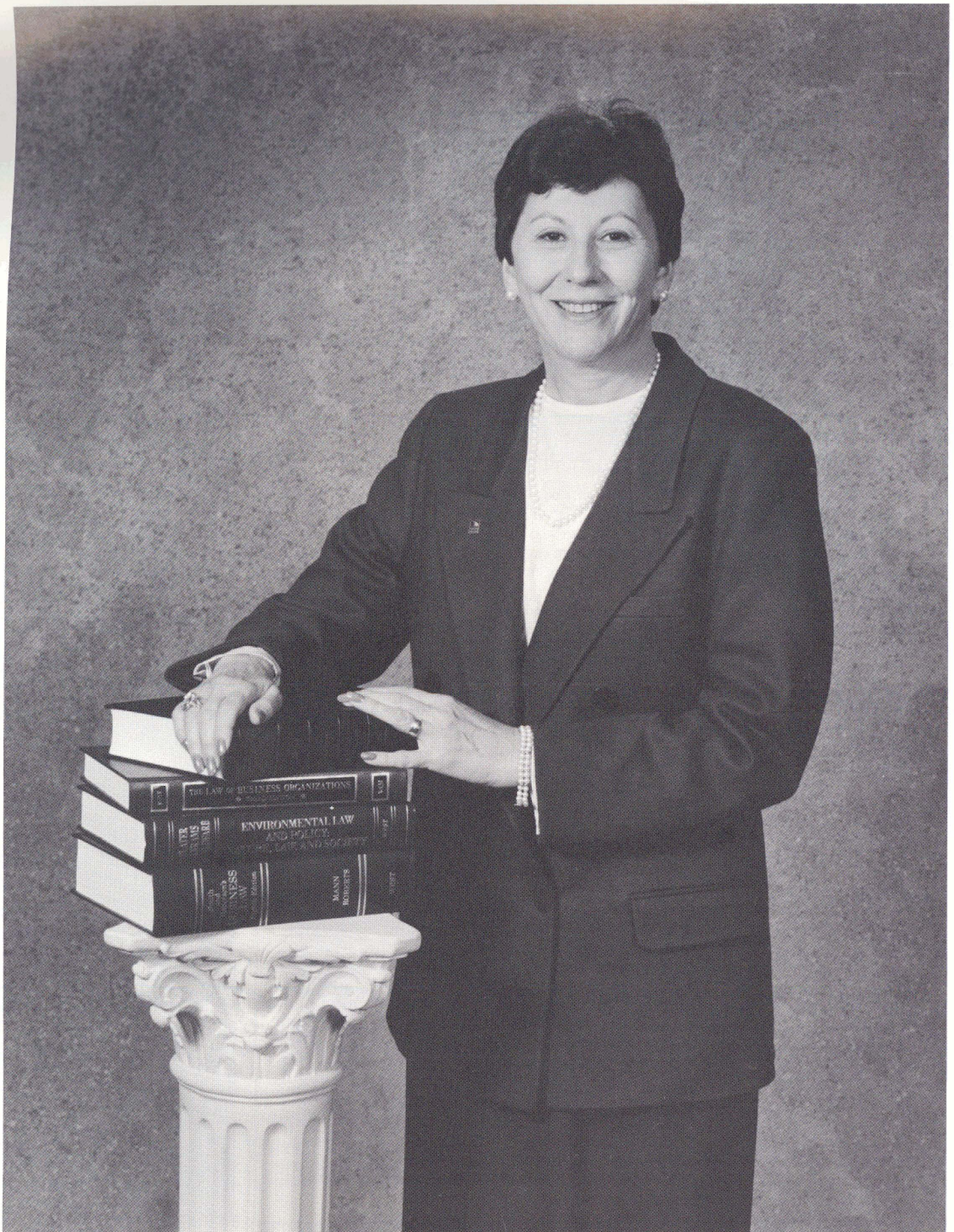
## GIVE ME FIVE!

It'll be another 15 years before these OU fans are ready to apply to mom's alma mater. The quintuplets, born to Mary Jo Wilson ('91) and husband Billy, recently celebrated their third birthday.

Clockwise from upper left: Tony, Mary Jo, Cameron, Elizabeth, Shelby, and Rebecca.









# S

ANDRA PACKARD REMEMBERS a conversation she had with her maternal grandmother, an Austrian immigrant forced to quit school in the third grade, who went on to become a successful and wealthy businesswoman and lived to be 95.

"She was telling me that she felt that her life had been a failure," recalls Packard. "And I remember saying to her, 'Grandma, how can you say that? You have loving children, they've had good families, you were a very successful businesswoman.' And she said, 'Yes, but I never got an education.'"

There are other examples, too, bits of Packard's past, that help explain the passion Oakland University's new president has for education.

Packard's father was 13 in 1914 when he fled a turbulent Czarist Russia and settled in Buffalo, New York, with his family. He sold newspapers on a street corner in downtown Buffalo to help support his family and pay for his education.

"He was a paperboy all through high school and college," says Packard, with more than a hint of pride. "He didn't have a newsstand, he stood out on the street. Buffalo weather is like Michigan weather. Imagine standing out in the freezing cold in the middle of winter selling newspapers so you can afford to pay college tuition, buy textbooks and help support your family."

"That was the level of commitment to the importance of education in my family. It was the start of a family tradition which became a little easier with each new generation."

Sandra Packard was born Sandra Podolin in 1942, the second of three children to her oral surgeon father and social worker mother. All the children were encouraged and expected to go to college. Her older sister became a librarian, her younger brother, a cardiologist.

Packard's road to a university presidency began innocently enough. As a kindergartner, she decided she wanted to be an artist: She was painting pictures of people while her classmates were just scribbling. Once in high school, an English teacher became a role model.

"She excited me about the idea of teaching, not because she talked about teaching — she didn't — but because of her enthusiasm for what she did in the classroom, and because she seemed to be so alive as a human being. I decided at that point that I would like to be an art teacher."

"In the 1950s, teaching was a very acceptable career for a woman. You

## EDUCATION HAS ALWAYS HAD A REVERED PLACE IN THE HOME AND HEART OF SANDRA PACKARD, OAKLAND UNIVERSITY'S NEW PRESIDENT.

# NOBLE CALLING

by Vicky Billington



could teach and still be a wife and mother."

Following a degree in fine arts from Syracuse University in 1964, Packard's first teaching job was as a junior high school art teacher in Buffalo. Her studio specialty was sculpture.

To get a permanent teaching certificate in New York State, a candidate needed to do graduate study. So Packard and her new husband, former high school sweetheart Martin Packard, set off for graduate school at Indiana University in Bloomington — she in art education, he in clinical psychology.

Sandra Packard worked as a research assistant for a faculty member who had just received her doctorate from Stanford, Dr. Mary Rouse. "She was one of the first college teachers I had that was female. It had never occurred to me as an undergraduate to consider college teaching. But working with Dr. Rouse on a daily basis and seeing how fascinated she was by teaching and research in art education encouraged me to think about college teaching."

**D**uring this period, as both Packards worked on their doctorates, they decided to start a family, adopting their first child, Dawn.

"Then I started to get sick nine times a day," Packard says. "Lo and behold, I was pregnant. We had our second child, Shana. Our daughters are only 19 months apart."

Martin landed a job in Buffalo and in 1972 Sandra accepted an offer to teach at State University College of New York at Buffalo.

"I hadn't intended to teach yet because I had two children under two years old and was building a house and working on my dissertation. But I thought, 'You know, someday I'm going to want a job like this and here is the opportunity.'"

"I taught for two years as an assistant professor of art education at Buffalo and then finished my degree — seven years, two children, two cities, one house and one job later."

Miami University in Oxford, Ohio, offered Packard an attractive assistant professorship in 1974. She and Martin and their two daughters didn't hesitate.

"When the Miami offer came, Martin said 'let's go,' because his career was much more



*At home: Martin and Sandra Packard enjoy a quiet moment on their Sunset Terrace patio.*

flexible. As a clinical psychologist he could work almost anywhere, whereas I would have to work for a university that would employ me."

The Packards stayed in Oxford for seven years. In 1979, Packard discovered she had the talent for another professional calling.

"I had just been given tenure, and I was busy doing all the things new academics do to build a research portfolio. I was co-editing a research journal in my field and I was working very hard. The provost of the university came to me and said, 'We would like to sponsor you for an American Council on Education Fellowship in Academic Administration.'"

"This is a fellowship that trains people to be top-level university administrators. I really did not have any interest in administration. My goal was to be a good teacher and a good researcher. But I did compete and I was selected."

"It turned out that I really liked adminis-

**"I taught for  
two years and  
then finished  
my doctorate —  
seven years, two  
children, two cities,  
one house and  
one job  
later."**

tration," says Packard. "I love it, actually. I think I must have an administrative gene in me. I am a natural organizer."

Her work at Miami University led Packard to the deanship of the College of Education at Bowling Green State University, then provost and vice chancellor for academic affairs and tenured professor of curriculum and instruction at the University of Tennessee at Chattanooga.

Today at 50, Packard is one of a distinctively few female university presidents in the Midwest. She is also a wife of 28 years, a mother of two daughters aged 21 and 23 and a tenured professor of education.

As the woman destined to steer Oakland University's sails into the 21st century, Packard gives herself other titles as well — including listener, collaborator, delegator and builder.

In the few months since assuming her duties as Oakland's fourth president in June, Packard has been working hard to get to know the university, and providing opportunities for the university community to get to know her.

"When a problem surfaces, I like to bring people together who I believe should be involved in resolving the question and ask them to look at it, think about it, consult others, find out the facts and then come forward with a recommendation," she says. "I try to use the collective wisdom of many people, because one person may not see the whole picture."

Packard says she does not intend to make any major moves during her inaugural year, however due to retirements she is overseeing national searches for several key administrative positions, and she will initiate a campus-wide strategic planning process.

"I tend to be a builder," says Packard, "but I do it incrementally. I'm not in favor of creating new administrative units for the sake of administrative units. I, in fact, would go the other direction. My goal is always to try to reduce administrative overhead, so that we can put the resources of the university more directly into the mission of the university, and support teaching, research and service."

"I am, and always have been, an absolute believer in education," says Packard. "I truly believe that there is no more important role in the world than to be an educator. It is a very noble profession, a very rewarding profession and I am delighted to dedicate my life to it."



# PACKARD ON PARTICULARS

## **How do you view your role as president?**

My job is to establish a process whereby the Oakland family — the faculty, staff, students, alumni, trustees, donors, community members and friends of the university — have a say and a share in the future and direction of the university.

I have to think a little farther ahead than others, to ponder questions before anybody else does, so that by the time our campus is faced with these questions — whether they are opportunity questions or they are problem questions — we are prepared to be responsive.

It is also my job to bring the planning process to closure, to bring to our Board of Trustees a plan and say this is what has come from our community process, this is the plan we wish to go forward with as a university over the next several years. I must get this plan adopted or revised to support the board's wishes and then implement it.

## **What are your short term goals?**

I see my first year as a planning year. I am going to be asking the vice presidents and deans to help me develop a strategic planning process to focus a future for ourselves. We will use that plan to make our decisions and to communicate to others what we are about.

## **What do you feel are the university's strengths?**

The faculty and the staff are committed to excellence in what they do. They have a strong commitment to the students that they serve and are stellar teachers and researchers. We have some superb research being done on this campus.

Our faculty are committed to and involved in working one-on-one with students in the development of their expertise and skills in their disciplines. The faculty take a very serious personal interest in their students.

What is the difference between being a student at Oakland and being a student at the University of Michigan? At Oakland, you're going to have small to average class sizes. At Oakland, you're going to have a full professor in the freshman year.

You're not going to be taught by graduate assistants. At Oakland, you're going to have a faculty member who is willing to see you outside of class.

We have adjunct faculty, who hold high-level positions in business and industry, providing real world knowledge and real world experience for the students that they might not get at another university.

We also have a beautiful campus, wonderful grounds. These are assets that have to be nurtured, cherished and protected.

## **What, in your view, are the university's weaknesses?**

We have a good regional reputation, although we are not as well known as we should be.

We also need more buildings on campus. We need to grow in physical space. A science and technology building, for instance, is sorely needed. We have one of the lowest space ratios per student among the state universities, and that really needs to be addressed.

And though we have some very special recreational resources for students and community members — the golf course, for instance — we have other recreational resources which need upgrading, including

our sports center. And we need more winter sports activities for students.

We have ample residence hall space, but it is the old-style residence hall space and students today want apartment-style living.

## **What is your view of fiscal management? How do you plan to balance the university's budget with rising costs?**

We are all being asked to do more with less and it's not going to turn around quickly. I am tough when it comes to the budget. You can only spend a dollar once. You need to spend it wisely and you need to be sure it's there to spend when needed.

Probably at no other time in the history of higher education have universities been more dependent upon their private donor partners in maintaining the quality of programs. The monies we receive from the state keep our buildings open, manage a minimal amount of maintenance and help us hire faculty and staff. But the funds that are needed for areas of excellence, for special initiatives, for unique opportunities for students, for staff development, come from private sources. The margins of excellence that universities have are almost totally dependent upon the kind of private fund raising that they do.

## **How do you view Oakland University's role in the community?**

It is a partnership. Oakland should provide for its partners well-educated citizens and employees, access to the expertise within the university for assistance in development, and opportunities for cultural enrichment.

Universities are living legacies. They are the preservers and transmitters of the cultural heritage of the region. They are the way that a society advances itself through new ideas.

## **How do alumni fit into your plans for the university?**

The alumni have a major stake in this university and must help it continue to be strong. The value of their degree is enhanced as the university's reputation is enhanced, so it is to their advantage to continue to care for and support the university. They are a part of the OU family and always welcome. ■



**At work:** *Leading the OU family into the 21st century.*



# UNCONSCIOUS EFFORT

BY JAY JACKSON

Oakland's graduate program in nurse anesthesia is helping to combat a shortage in the nation's operating rooms

**S**UZANNE WOLFE HAS BEEN in an operating room so many times she's lost count. Lucky for her, she wasn't a patient.

Wolfe is among group of registered nurses training to become Certified Registered Nurse Anesthetists. She's a graduate student in the Oakland University School of Nursing, but the operating rooms of William Beaumont Hospital in Royal Oak are her clinical training "classrooms."

Students like Wolfe have signed on for an intensive, 28-month academic and clinical program. Getting in was nearly



*Oakland's graduate degree program in nurse anesthesia, established in partnership with Royal Oak's William Beaumont Hospital, is helping combat a national shortage in Certified Registered Nurse Anesthetists (CRNAs). Currently, more than 100 CRNA positions remain unfilled in Michigan hospitals alone.*



as difficult as the program itself. Twelve students are picked each year from more than 300 applicants. It's a trying program, with no spring, summer or winter breaks. Once you begin, you run with it until completion.

But what do CRNAs do that makes this grind worth it?

"They're responsible for monitoring the patient before surgery, during the induction period when the patient goes to sleep, and through the wake-up period," says instructor Chris Zambricki.

In short, a CRNA keeps track of every breath the patient takes and all fluids the patient receives or loses during surgery.

"There's a lot more autonomy in the practice, and there's a lot more decision-making," says nurse Therese Pilchak, a CRNA who, like Zambricki, is also an Oakland adjunct assistant professor. "In anesthesia, it's one patient to one nurse, so we can really develop a feel for that patient in pre-op. As a nurse, I can do everything that needs to be done for that one patient."

Beaumont patients undergo surgical and obstetrical procedures monitored by Oakland students and their certified instructors.

Teaching is labor-intensive, with each student assigned a personal instructor. One lesson they never forget is that, in their line of work, someone's life depends on their skill.

At Beaumont, CRNA trainees are randomly assigned to work with any of more than 50 nurse-anesthetist practitioners.

"There's a beauty in having 50 different practitioners in our department," says Zambricki, director of Beaumont's anesthesia and post-anesthesia care unit. "They learn 50 different ways to do things, 50 different techniques and 50 different ways of problem-solving."

The fact that highly skilled nurses administer anesthesia still surprises many, although they've been doing it for most of this century.

"It's a common misconception that only doctors administer anesthesia," adds Pilchak. "People in the medical community still struggle with it. I work side-by-side with nurses in the operating room everyday who ask me questions about how I got to this point and what my job is."

Simply put, the job is a demanding nursing specialty. Applicants need at least one year of critical care experience behind them. Fewer than 100 institutions nationwide even offer CRNA programs. A plus for Oakland's students is that when they graduate, they'll have a master's degree, too. Even better news, at least on the economic side, is that jobs are plentiful.

The CRNA field is rapidly evolving.

Computer-controlled equipment monitors procedures and measures the gases, which puts the patient on the decided edge of safety. That safety net reduces some mental strain CRNAs cope with as they aid in several surgeries a day.

**D**uring the past 15 years, Zambricki says, the mortality rate from anesthesia has dropped from one in every 15,000 cases to one in 200,000. She credits improved training, electronic equipment and advanced pharmacological agents for reducing risk. By comparison, the 1920s were the Stone Age when a patient received ether, drop by drop, onto gauze draped over the mouth.

Still, Zambricki says patients' fear of anesthesia exist. "There's a misconception that there's a margin of error that's just a thin line between life and death," she says.

"It's not that at all. Fifteen years ago, maybe we didn't know if that line was like this or like that," she says, measuring the width of an imaginary ribbon with her fingers. "Now we know it's not that narrow because the monitors we use show that we have a lot of leeway. If you practice safely, and are trained appropriately so that you can manage in there when someone stops breathing — which is sometimes intentional — it is a very safe procedure."

This is all well and good, but still, *why* do nurses commit themselves to the program? They don't cite salary first; instead they say it's for job satisfaction.

A student like Wolfe, a Clinton Town-

ship, Mich., resident, was happily employed in critical-care nursing for five years. Something, though, was missing. Wolfe found the CRNA program challenged her professional abilities further. Now in her second year of the program, Wolfe said she has no regrets about pushing herself.

Pilchak says it's difficult to discourage determined nurses from seeking the program. Yet there usually comes a day when instructors see a beleaguered-looking student and say, "We warned you this would happen."

"We don't see the students until they get into the master's program, so they come by choice," Zambricki adds. "As hard as we try to tell them what it's going to be like — and we even have students who are in the program talk to the students who are applying — it seems to us that after a couple of months, they look quite stressed."

"It's pretty predictable, but it's also very rare for someone to say 'I can't take it' and outright quit. I think most of them benefit from knowing that what they're feeling is normal, that a lot of people have gone through it and succeeded, and we expect them to succeed as well."

The first two or three semesters at Oakland are rigorous, due to an academic load heavy on graduate-level science courses, plus such topics as gross anatomy. Despite the rigors, there can be a light moment or two. Zambricki tells of one myth that has circulated forever: patients going under or coming back from anesthesia and revealing deep secrets. The truth may be stranger. Zambricki tells of a burly man who opened his eyes in the recovery room and mumbled, "Is the baby out yet?" ■

**"It's a common misconception that only doctors administer anesthesia."**

— Therese Pilchak



*Therese Pilchak, left, and Chris Zambricki say the path to becoming a CRNA is arduous, but nurses report the reward for completing the work is career fulfillment.*



# MANUFACTURED SUCCESS

by Jay Jackson

**Oakland Alum Dennis  
Pawley is Chrysler's top  
manufacturing executive,  
fighting to keep his  
company competitive.**

**S**OME DAYS he's smooth, like a luxury car whistling down the highway.

Other days Dennis Pawley is a '63 Dodge pickup with an odometer on its third spin around. The Chrysler Corporation executive travels the bumpy backroads, thumping his manual of quality manufacturing processes, telling the masses of the better world to be found on the paved interstates.

Join the future, he tells workers. Nonbelievers try to pass Pawley by, only to find themselves bumped over to the shoulder, broken down and grasping for past glory. Manufacturing history can rust somewhere, and Pawley doesn't care where.

## **Up and dancing**

When Chrysler called in 1989, the executive vice president for manufacturing started shaking the company up and down. In the past, says the Oakland University alumnus, Chrysler was a "smokestack" manufacturer of cars and trucks. Designers under the first smokestack produced a slick design, then shot it out the stack to the engineers, and so on, in neat succession.

Scrap that system, Pawley demanded. He got the fuzzy thinkers watching "Gilligan's Island" off the couch and up and dancing to "MTV." New times. New ways of doing things.

Chrysler executives had embraced the Total Quality Management philosophy of doing everything with an eye toward achieving continuous improvement. That opened the door to platform manufacturing, which divides workers into teams to develop specific vehicles.

When designers go to work, the engineers, manufacturing people and others all kick in too. A manufacturing team might tell designers that a swoopy fender is cut too tight for existing equipment to place it on the

chassis. The old way of rushing from step to step led to "constant wars between the engineers and designers," Pawley says.

Pawley himself wasn't convinced the grand revolution would succeed, but the Japanese had shown it could.

"One of the things I thought was, 'Geez, how is this going to be accepted?' Had I not had the background and the reputation that preceded me, I might have had a tougher time getting the people to relate to me and follow some of the things that I'm trying to get done."

## **"They can't hurt us"**

Pawley doesn't claim to have turned Chrysler around by himself. He took Chairman Lee Iacocca's edicts to heart: Don't stand still or the competition will leave tire tracks up and down your nose.

Pawley recounts that Chrysler executives knew they were in trouble years ago. Japan and Europe were winning customers at will, and GM and Ford weren't sitting still.

In 1971 when foreign cars had 10 percent of the California market, Pawley and others laughed off suggestions that the rest of the country would follow. "They can't hurt us, we're too big," he recalls thinking from his GM office back then. "They'll never get 10 percent of the market." As Pawley likes to add, he was right. "They got 30 percent."

He earned his reputation at General Motors, where he got his start in 1965 assembling cars. By the time he quit in 1986, he had risen to plant manager status and was doing wonders with quality control procedures. He shocked the industry by leaving GM for Mazda Motor Corporation in Flat Rock, Mich., as vice president for manufacturing. He surprised everyone again when he quit in 1988 when he didn't feel comfortable with limits placed on his decision-making







authority. From 1988 to 1989, he gained additional experience in American and Far East manufacturing methods while working for United Technologies as vice president for operations in its Otis Elevator Group.

### **Not a fluke**

Working in auto plants taught Pawley a lot about people, if not the American vernacular, which he is known to freely call upon when making a point. Pawley, though, is one autoworker who successfully changed shirts from factory blue to corporate white without losing the line workers' loyalty.

Pawley is not a fluke; he didn't get to the top because no one else applied. "You don't

**"I laid down the hard-and-fast rule that I will never again promote a person without a college degree to plant manager. You have to have it."**

get this job without having some pretty good depth of manufacturing experience," he says proudly, noting it's 27 years and counting.

If someone had invented an assembly line for automotive executives, Pawley would have come down it, barking out suggestions to workers to improve what they were doing. You could venture his leadership style is based on a manual developed at some East Coast think tank. A better guess is it's Dennis Pawley just being himself.

"One of the things I like to do is stand and watch a guy doing a job for awhile," says the 51-year-old Pawley, the smile growing as he tells the story again.

"A lot of times when I'm in the plant I'll just walk over and start doing part of the worker's job while I talk to him. Now, what's going through the guy's mind at the time is, 'Geez, here's an executive vice president talking to me,' but if he can see that I can do even part of the work, the other thing going through his head is, 'I better not try to get anything by this guy.' If they've got faith in your ability, you can sell things to people a lot easier."

He has plenty of people to choose from: Pawley oversees 60,000 workers in 33 manufacturing-related facilities.

He may sit in a comfortable executive's office at the new Chrysler Technology Center in Auburn Hills, Mich., but he's never more than a Jeep ride from getting grease un-

der his fingernails again at a plant or while visiting a dealership. For that matter, he probably hides a tin of grease in his desk drawer.

### **The sting**

Pawley's message to Chrysler employees amounts to educate, and when you're finished, re-educate. Keep current or the competition will have you breathing its exhaust. He felt the sting of lacking a full college education himself while at GM. Without that degree his rise through the executive ranks — both in title and bonuses — continued like a car with an empty gas tank. Nowadays, between praising quality gains, he slips a word to the work force about staying in school, any school.

"When I came to Chrysler, I was appalled at the lack of education among the manufacturing staff. Frightening! I had a lot of good people come up through the ranks, off the tools," he says.

As the company "right-sized" itself, Pawley says, it was apparent that well-trained people were needed for each job.

"I laid down the hard-and-fast rule that I will never again promote a person without a college degree to plant manager. You have to have it." Bonus-eligible employees need a degree or to be in school actively working toward a degree. "Show me you're making that commitment."

When Pawley started at Chrysler, he says, 10 percent of his division's employees had a degree. Now from 60 to 65 percent either have a degree or are working toward one.

**P**awley learned on his own that an interrupted education is difficult to complete. Although he was among the first students to enroll at Oakland (student number: 100), he was not among the first to graduate. He put his schooling on hold after two years when he set out to learn the auto industry from the inside out.

Pawley jokes that from 1980 to 1982, when he wrapped up his degree in human resource development, what he really learned was time management. He juggled school with full-time work, showing up for evening classes while putting in 10 to 11 hours at the office, six days a week.

Pawley is equally dedicated about getting information. A Chrysler insider relates that Pawley flew to a plant for a scheduled six-hour meeting. Within the first few minutes, Pawley asked why essential charts ("Pawley-graphs" in Chrysler terminology) were unavailable. No information, no Pawley. His quiet exit made a loud statement.

"I'm very aggressive when I come in to find out what the problem is. I don't care

who's right or who's wrong. Let's just get it on the table and get it defined," he explains.

After that episode, people showed up at meetings stocked with every fact they could find.

### **Firmly rooted**

For an executive like Pawley, whose family was firmly rooted in American automobile plants, to acknowledge that foreign competition had an edge was rankling. Especially since customers said they wanted quality, but didn't know precisely what it was.

"In most cases, they will buy wherever their perception of quality lies," Pawley says. "They will pay more money for the perception of what good quality is. I look at the Germans and the Japanese, and I guess the positive thing is, they've forced the American auto industry to stand up and do for our customer what we should have done a long time ago."

The competition has confirmed that it's easier to change a fan belt than a customer's mind.

Platform manufacturing techniques will help Chrysler make it possible to pull outdated products from the market quicker. "We won't go through 10- or 12-year product cycles again," Pawley vows. "We'll continually freshen and introduce new products that

**"I can walk through a plant today and — just by the direction the sparks are flying — tell you whether or not a guy's putting the proper type of weld on the metal."**

will keep that perception of quality in the customer's mind."

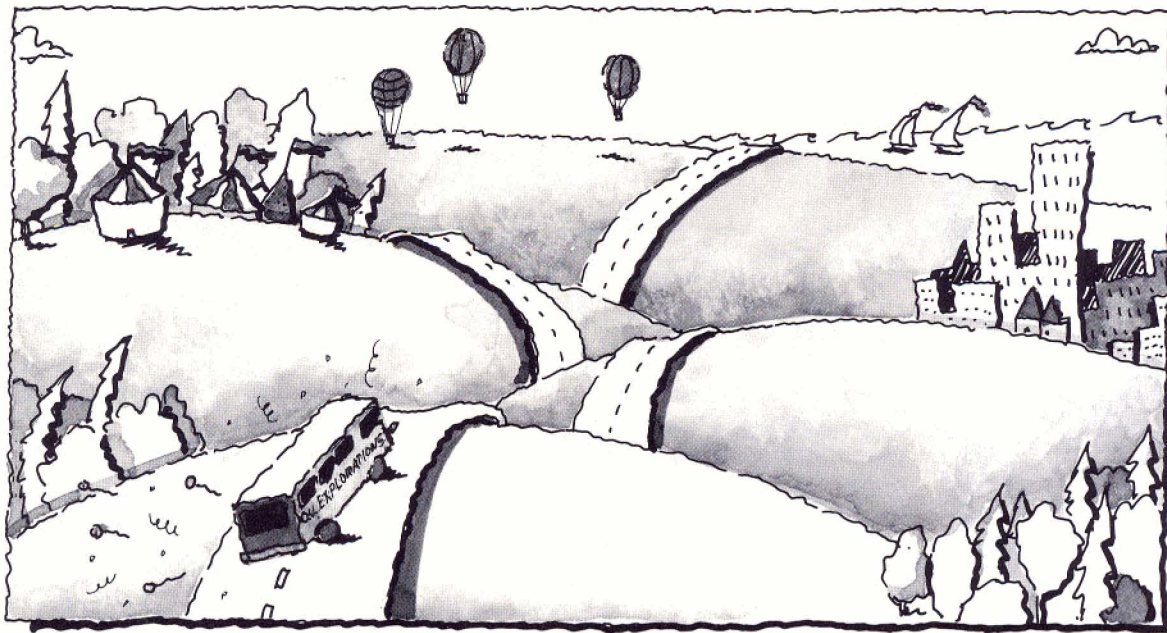
### **Hands on the wheel**

Life as an executive veep is pretty good, but Pawley still talks about auto plants with the ardor of a kid in new clothes spying a deep puddle.

"I can walk through a plant today and look at a guy with a welding gun — and just by the direction the sparks are flying — tell you whether or not he's putting the proper type of weld on the metal. You only pick up that type of knowledge by having lived in the environment."

With one foot in the executive suite, and one on the plant floor, Dennis Pawley has both hands on the wheel of Chrysler's manufacturing success. ■





# "STAGE" COACH TO STRATFORD

BY CLAIRE M. HINSBERG

*"We are such stuff as dreams are made on..."*

*Prospero from The Tempest, Act IV, Scene i*

**Y**OU MIGHT SAY the town of Stratford, too, was made on dreams. Transformed by the vision of one man, this little 39-year-old theatrical hamlet, nestled near London in the heart of south-central Ontario, Canada, may be more compact than its British counterpart, but it packs a lot of drama and dining into a few square miles.

Given its proximity and appeal, Stratford seemed a natural choice for a one-day excursion with *OU Explorations*, a seasonal travel program for Oakland alumni, friends, President's Club members and faculty, designed to transport adventurers to other eras and magical worlds three or four times a year.

So spurred on by a love of theatre, one early summer Saturday twenty or so of us OU "international travelers" and our guests piled into a luxury motor coach, fueled up on coffee and fresh muffins, and departed at 8:00 a.m. for the second annual excursion to Stratford.

Much like Prospero's island in *The Tempest*, Stratford has evolved into a place of dramatic illusion, where the magic of theatre plays on its surface like sunlight rippling its swan-flecked Avon River. Essentially built around three main playhouses — the Avon, the Tom Patterson, and the semi-circular, thrust-stage Festival Theatre — Stratford also boasts many

offshoot theatres, resulting in an annual drama season called the Stratford Festival (which runs May 5 to November 15).

The world of Elizabethan theatre was certainly on my mind that morning, after recently completing Oakland Professor Niels Herold's graduate course in Shakespearean romance, which included an in-depth reading of *The Tempest*. Herold possesses an obvious love of drama and an enthusiasm for *The Tempest* that propelled me to Stratford to view the play firsthand.

But you don't have to earn a Ph.D. in drama to enjoy the stage — or even Shakespeare. To accommodate the interests of everyone in our *Explorations* group, we were entertained en route with briefings on the backgrounds of both the romantic tragicomedy, *The Tempest*, and the light-hearted musical, *HMS Pinafore*, by special guests John Urice, dean of Oakland's College of Arts and Sciences and his wife, Penny Kolloff, director of curriculum at Cranbrook Schools.

Later, the 2:00 p.m. production of *The Tempest*, directed by David William, was imaginatively staged. Its stormy opening scene, in which the seagoing crew is tossed about during Prospero's magical tempest, was re-created with the artful use of flashing lights, intermittent darkness, and actors painted with dreamlike faces.

Three hours later, as the curtain closed on Shakespeare's "brave new world" of enchantment, reconciliation and renewal, we travelers were ready again for more earthly fare — namely, dinner.

Our French-country repast was reserved at the Waterlot in New Hamburg, about a 45-minute drive away. A delightful 19th-Century renovated home trimmed in gingerbread filigree, the Waterlot Restaurant has been converted into both an eatery and a gourmet store.

Speaking of delightful, all of us thoroughly enjoyed this cozy denouement to our dramatic excursion, for one quickly learns that, to paraphrase a renowned playwright, when visiting Stratford, "to play is the thing." ■

*Future OU Explorations trips include a May 1993 Toronto theatre weekend to see Miss Saigon, and a fascinating 13-day Baltic Sea cruise from London to Amsterdam with stop-offs in Russia, slated for August of 1993. To learn more about upcoming OU excursions, contact Alumni Relations at (313) 370-2158.*

*Claire M. Hinsberg is a Rochester, Michigan-based professional feature writer and graduate student at Oakland University.*



## Placement Services Available for Alumni

If you thought the OU Placement Office was just for students, think again.

Whether you're looking for a job or have a job to offer, the Placement Office can help.

A variety of services for alumni, including job search seminars, job fairs and career and job search counseling are offered. Alumni business owners or representatives looking for quality employees can use the Placement Office to screen student and alumni applicants.

Recently, the Placement Office added Resume Expert Plus to its list of services. This computer program can be used on an IBM or IBM-compatible PC to help you develop an effective resume. The program also provides access to a national employer data base.

To find out more about the services offered by the OU Placement Office, stop by its offices at 275 Vandenberg Hall, or call (313) 370-3250.

## OU Introduces New Campaigns

A special thank you to the more than 5,000 Oakland alums who supported the university in the past year. Contributions and employee matching gifts brought the alumni giving level close to the \$500,000 mark.

This fall the Progress and Advancement Fund swings into gear, raising money for the areas of greatest need at the university. Founded in the spirit of Matilda Wilson, the fund will provide the financial flexibility to tend to the university's most pressing needs.

This spring, expect a call from your favorite dean or professor. The academic units are counting on your continued support. Alumni contributions provide the margin of excellence which strengthens your degree.

## ALUMNI

1965

**Jerry Johns** was named one of the 1992 Northern Illinois University Presidential Teaching Professors. The award honors outstanding teaching.

1966

**Jonathan Bensky** completed his assignment at the American Embassy in Manila, Philippines and is now Commercial Counselor for India based in the American Embassy in New Delhi. This is his sixth overseas foreign service assignment.

1969

**Susan R. S. Schofield**, senior director of American Express International Capital Corp., was elected to the New York Lung Association's Board of Directors.

1970

**Marilyn Brake-Dennis** received the "Woman of the Year" award for leadership and empowerment of women from Everett Community College in Everett, Washington.

1972

**Patricia Book**, dean of the University of Alaska Fairbanks School of Career and Continuing Education since 1989, is now a senior administrator for Pennsylvania State University. She will serve as associate vice-president of continuing education.

**Anna (Filius) Kretz** was named director of planning for the Buick-Oldsmobile-Cadillac Group of General Motors.

**Yvonne J. Wilson** is a teacher for the Imlay City Community Schools. She is a Chapter 1 Reading teacher, aerobics instructor and triathlete with husband, Richard. Their son, B.J. is nine years old.

1973

**James D. Riley**, associate dean in the College of Education at Northeastern State University in Tahlequah, Oklahoma, was appointed head of the Department of Teacher Education at Eastern Michigan University. He will administer and direct the developmental, personnel, financial and operational activities of the Teacher Education Department.

1974

**Nancy Maltby** is a State Farm agent-owner in the Imlay City area. Nancy has a master's degree in business from Saginaw Valley State University as well as her teaching degree from Oakland.

**Stephan Van Fleteran** is senior staff engineer for DEI Microwave, Sunnyvale, California. He is the responsible design engineer for the Forward and Return IF Processor Hybrids, K-band Upconverter, K-band Downconverter on the Tracking and Data Relay Satellite (TDRS) replacement spacecraft program for TRW and NASA.

1975

**Steven Kaplan** published an article in the May issue of the *Oakland County Bar Association Journal* titled, "The Inevitable Discovery Exception to the Exclusionary Rule." He is an assistant Macomb County prosecutor.

**Gary Mach** is a Port Huron councilman and legal aid crusader. Twice a year, he gives 30-minute presentations to students as "Mr. Science." He was also host of the children's show "Kidbits", demonstrating easy science experiments.

**Ruby Marion**, mother of ten, is a kindergarten teacher in Waterford Township. She was recently nominated for WXYZ-TV's Outstanding Teacher of the Year award.

1977

**Thomas E. Christo** of Bloomfield Hills was promoted to President of Michigan National Bank, Farmington Hills HQ. He is a state certified real estate broker in Michigan and Florida.

**Michael P. Kenny** was named a partner at the Atlanta law firm of Alston & Bird. As a member of the administrative law department he will handle anti-trust, complex litigation and federal Racketeering, Influencing and Corrupt Practices (RICO) cases.

1978

**Diane L. Akers** has been named a partner in the law firm of Bodman, Longley & Dahling. She specializes in litigation, including general commercial litigation, wrongful discharge

and employment discrimination defense, product liability and personal injury defense.

**Maureen Shaughnessy** is a founding teacher of the Oakland Steiner School, a Waldorf elementary school in Bloomfield Hills, Michigan. As part of this independent, faculty-run school, she is working with colleagues and parents to help children develop capacities of thinking and feeling in an academic program where all the curriculum is taught through the arts.

1979

**Donna Lee DeBaets** was promoted to the position of Park Ranger III, the second woman in the 25-year history of Sonoma County Regional Parks to attain this job classification. She is the area supervisor of the North Coast Division, California. She is also the editor/photographer of the department newsletter.

**James C. Spall**, engineer, was promoted to principal professional staff of the John Hopkins Applied Physics Lab in Baltimore, Maryland, a recognition reserved for the most outstanding leaders in their fields.

1980

**Gerald P. Humphreys, Jr.** is a database analyst for Ford Motor Company on worldwide engineering release and pre-production systems. He and his wife Nancy are the proud parents of a boy, Patrick Riley.

**Eric Miller** is director of vocal music at Lincoln High School in Warren and the manager of District 16 of the Michigan School Vocal Association which includes the Grosse Pointes, Macomb County and half of Oakland County. He is also the pianist and music director for the contemporary worship service at Salem Memorial Church in Detroit.

1981

**Phyllis Klinger** received her J.D. from Detroit College of Law in 1985 and her LL.M. from Wayne State University Law School in May, 1992. She has been the assistant editor of the *Michigan State Bar General Practice Section Newsletter* for the past three years and is on the executive board of the Oakland County



# IN TOUCH

Trial Lawyers Association. She is presently in private practice in Birmingham, Michigan.

## 1982

**Kathleen Thompson** is a photographer and writer for Madonna University. She is also producer for the talk show "Madonna Magazine." She recently published her first book, *Sometimes I Am a Kite*.

## 1983

**David Bailey** finished his M.B.A. from Wayne State University on April 29, 1992. He is a senior engineer at Chrysler Corporation Jeep and Truck Engineering - Instrumental Panels. His first child, a girl, was born on April 23, 1992.

**Frank DeFrank** is a staff writer for the *Macomb Daily* newspaper.

**Michael and Evelyn (Hall)**

**Matelske ('85)** announce the birth of their daughter, Alyssa, born July 8, 1992.

## 1985

**Versa Coats** is the assistant principal of Washington Jr. High School in Pontiac.

**Michael Rosinski**, senior project engineer for Nissan R & D, married **Lauren Balick ('89)**. Balick works for the GM BOC Lansing Group as a plant liaison manager.

## 1986

**Gloria Jean Esse** received the Baxter Physical Therapy Award for Academic Excellence at the University of Indianapolis. The award goes to the post-professional master's degree graduate with the highest academic average. She is a physical therapist on the staff of Macomb Medical Center in Warren.

**Mark Mendala** married Barbara (Wilt) on May 30, 1992. Mark earned his M.B.A. from the University of Notre Dame and is a C.P.A. employed by Price Waterhouse. Barbara is a nurse anesthetist at William Beaumont Hospital in Royal Oak. They reside in Troy.

**Brian Unruh** recently adopted "Rocky", a purebred Chow/Australian Shepherd. Brian and wife, Karen, live in Germantown, Maryland with sons, Michael and David.

## 1987

**Craig Condon** is a test engineer for Ford Motor Company and is engaged to **Carole Shahly ('89)**. Carol is an auditor for Comerica Bank.

**Thomas Henry** married **Natalie Nahass ('89)** on May 2, 1992. He works for EDS in their Lifekey division. Natalie works for EDS at the Chevrolet Roadside Assistance Center. They live in Pontiac.

**Karen (Cox) La Buddie** married in 1988 and had a baby boy in 1991. She is presently working as a supervisor med tech.

**Darlene L. (Riley) Lyon** received her M.A.T. in German from the University of South Carolina in May.

## 1988

**Joyce (Fitzgerald) Gillette** married Edwin on January 20, 1990. She works for Henry Ford Health System as an Accounting System Specialist in the General Ledger Department. **Jerry W. Hotchkin** completed coursework for masters and specialist degrees in psychology at Central Michigan University in 1991. He is a school psychologist with the Farmington Public Schools.

**Eric Gettings** was promoted to National Aftermarket Sales Manager for Datcon Instrument Company, a leading manufacturer of engine-monitoring instrumentation.

**Gael (Traynor) Rodgers** was married to Ronald on August 2, 1991.

**Leslie Wills** is the organist/choirmaster for All Saints Episcopal Church. She is a doctoral student at U of M in Organ/Church Music.

**Michele (Zinger) Reichenbach** married Ron in April, 1992. She works at Ford Motor Company in Powertrain Development and Ron works at Kuka Robotics doing applications engineering.

## 1989

**Jeff A. Hall** married Jennifer Failla of Waterford. Jeff works at Ross Roy Advertising in Bloomfield Hills where he was promoted to Account Executive.

**Karen Kent**, an exercise physiologist, teaches water aerobics for senior adults through the West Bloomfield

Parks and Recreation Department.

**Gayelyn Mc Kinney** is a musician writer for *Straighthead* and works for Atlantic Records. Her album, *Look Straight Ahead*, was released in April.

## 1990

**Amy (Rauch) Bank** married Brian in May, 1992. She is managing editor of *Better Investing Magazine* in Royal Oak, MI. Brian is a chemist with Witco Allied-Kelite Division. They live in Farmington Hills.

**Nancy (Bleehinger) Hauser** married Ed on April 25, 1992. Both will return to school in the fall. They reside in Royal Oak.

**Joyce D. (Babin) Kaganac** and her husband, Michael, have a one-year-old daughter, Leah Mary.

**Kenneth R. Osmun** is a commissioned officer with the U.S. Navy, enrolled in the Nuclear Power Program, Orlando, Florida. He recently married OU student **Adrienne Zael**. Osmun received the NCAA Post-Graduate Scholarship for accomplishments in cross country and the classroom.

## 1991

**James Schmaltz** is employed by the Yuma Proving Grounds in Yuma, Arizona. He plans to marry Diane Zyrowski in June.

**Deanna Tocco** is with the Taylor Teen Health Center training local teen volunteers to become peer educators. The group is called Substance Abuse Volunteer Educators (SAVE).

## In Memoriam

### 1971

Joann E. Sweeney

### 1974

Marilyn Wierzbicki

### 1977

Benita Bornstein

### 1978

Mark J. Sawson

### 1984

J. Thomas Smith

If you've never contributed to the university before, this is the year! The OU Foundation is matching first-time gifts three to one, with the match benefitting Kresge Library. With everyone's help, it will be another banner year for OU.

## Career development networking to begin in January

If you're looking to better your career prospects — and who isn't? — the OU Alumni Association's Career Development Network is for you. The Network was created to assist OU alumni in their career and life planning strategies, and will consist of a career development seminar followed by quarterly networking parties at various locations in the Tri-County area.

The first seminar will take place on Saturday, January 16, 1992, from 9 a.m. - Noon in the Oakland Center Gold Rooms. OU alumna Barbara Kabcenell Ellman, a national certified career counselor and owner of Ellman & Associates, will lead the session.

Topics will include identifying marketable skills and career options, preparing an attention-getting resume, conducting a productive job search, preparing for an interview and effective follow-up. The seminar is free for OU Alumni Association members.

The seminar will be followed in March by a networking party at the Northfield Hilton in Troy, on Crooks Road, just off I-75. Alumni will have the opportunity to mingle with OU faculty and representatives of the Placement Office. More networking parties are planned for June and September.

Call the Alumni Relations Office at (313) 370-2158 for more information.



## Bennett receives DASA

Janet E. Bennett of Bloomfield Hills was honored as the recipient of the Distinguished Alumni Service Award for 1992 at fall commencement.

Bennett entered OU in 1973 as a non-traditional, post-baccalaureate student with a degree in English. She completed her M.S. in chemistry in 1979, and went on to earn a Ph.D. in 1990, becoming one of the first graduates of Oakland's doctoral program in Health and Environmental Chemistry.

A strong advocate for the study of science, Bennett created the Wesley Brooks-Bennett Graduate Fellowship and the James Morrison-Thompson Scholarship Fund for undergraduate students. She also established the Bennett Library Science Collection to expand and update the scientific collection of the Kresge Library.

Most recently, Bennett agreed to spearhead an ambitious fundraising effort for the purchase of major new equipment that will improve the ability of faculty and students to research molecular structure.

Bennett owns J.R. Bennett Associates, an environmental consulting firm.

## We were No. 1

They came from both coasts and in-between for the 25th anniversary Van Wagoner Reunion in July.

That's not a family but an assortment of 20 men who lived on the first floor of Van Wagoner. Anyone who lived in Van Wagoner from 1966 to 1968 was invited. "As it turned out, only the people who lived on the first floor showed up," says organizer John Springfield (B.A., mathematics, '70), now a resident of Newton Centre, MA. "So I guess you could call it the more or less 25th anniversary of Van Wagoner I."

## IN TOUCH

### PRESIDENT'S CLUB

*Members who have joined the President's Club of the Oakland University Foundation since the last printing of the OAKLAND UNIVERSITY MAGAZINE.*

**Mr. & Mrs. Larry P. Hamilton**  
Rochester

**Dr. & Mrs. Dale V. Hoekstra**  
Rochester

**Mr. & Mrs. Mark Hogan**  
Birmingham

**Mr. & Mrs. Gerald F. Johnson**  
Farmington Hills

**Mr. Thomas N. Linklater**  
Rochester

**Mr. & Mrs. Russell V. Meloche**  
Oakland Township

**Mr. & Mrs. Rick Olson**  
Franklin

**Mr. Andre A. Ouellette**  
Troy

**Mr. & Mrs. Hugh M. Parks**  
Birmingham

**Mr. & Mrs. Gilbert L. Peacock**  
Rochester Hills

**Mr. & Mrs. Jeff H. Ray, III**  
Troy

**Mr. Michael R. Schuchard**  
Birmingham

**Mr. & Mrs. John L. Schwartz**  
Troy

**Mr. & Mrs. Roger A. Smith**  
Rochester Hills

**Mr. Ralph W. Walker**  
**Ms. Jamie E. Hewitt**  
Troy

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Mr. & Mrs. David W. Dale  
Mr. & Mrs. J. Gary Hamilton  
Mr. & Mrs. W. Lawrence Long  
Mr. & Mrs. Keith E. Riemer  
Dr. & Mrs. Joe H. Yun

#### In Memoriam

Mrs. Zella Goad

#### President's Club Ambassadors

##### New Members

Mr. Robert Gustafson &  
Mrs. Alice Shotwell-Gustafson

Mr. & Mrs. Ken Morris

### KEEPING IN TOUCH

OAKLAND UNIVERSITY MAGAZINE keeps you informed about — and in touch with — Oakland University and its many programs, alumni and friends. Please use the space provided — or attach an additional page — to send us news (appointments, promotions, honors, marriages, children and other activities) about yourself or your Oakland friends. Moving? Send us your new address right away. Let's keep "in touch!"

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John Dodge House  
Oakland University  
Rochester, Michigan 48309-4401

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Fall 92

## OPEN FOR DISCUSSION

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### "HELP" WANTED

**OAKLAND UNIVERSITY MAGAZINE** is looking for help in preparing four possible feature articles. Need names, addresses, phone numbers of alums: • serving in the U.S. State Department in foreign countries • working in areas they did not major in at OU (list major & occupation) • working as entrepreneurs, particularly in unusual ventures • working/living overseas (list occupation). Send information to: Editor, OU Magazine, 109 N. Foundation Hall, Rochester, MI 48309-4401. (313) 370-3184 Fax: (313) 370-4249.

**SALES REPRESENTATIVES.** A great product and a great market make an easy sell. The OAKLAND UNIVERSITY MAGAZINE is looking for sales representatives to sell advertising space on commission. Previous experience preferred, but not necessary. Call (313) 370-3184 to set up an appointment.

**DISTINGUISHED ALUMS?** Know an alum who has demonstrated exceptional service to the university, a profession or a community? Nominations for the Distinguished Alumni Service Award are being accepted. Deadline is July 31. Contact: Alumni Relations, John Dodge House, Oakland University, Rochester, MI 48309-4401. (313) 370-2158.

## PHOTOGRAPHY

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**FOR SALE.** Deluxe, handmade dog house, fit for your king or queen. Cedar construction with removable peaked, shingled roof. Maze-like entry for protection from wind. Wood chips for warmth on floor. 3'x3 1/2" with 10 1/2" door. Best offer. Call (313) 642-3625 after 6 p.m.

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Reserved seating and parking, post-game press conferences, "coach of the week" opportunities, luncheons and outings.

This could be the  
Pioneers year!



Call Coach Kampe  
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## OAKLAND UNIVERSITY MAGAZINE

### Classifieds

**CIRCULATION:** 32,000 quarterly. 80+ percent of readership lives and works in Oakland, Macomb and Wayne counties; 90+ percent in lower Michigan.

**DEADLINES:** December 15 (for Winter issue), March 15 (for Spring issue), June 15 (for Summer issue) and September 15 (for Fall issue). Publishing dates are January 15 (Winter), April 15 (Spring), July 15 (Summer) and October 15 (Fall).

**PAYMENT:** All ads must be prepaid with check or money order made payable to "Oakland University." Do not add sales tax.

**RATES: Display ads:** \$50 per column inch per insertion; 1-inch minimum. Additional space \$25 a half-inch. **Line ads:** \$5 per line per insertion; 4-line minimum. (Average of 50 characters per line.)

**OAKLAND UNIVERSITY MAGAZINE**  
 109 North Foundation Hall, Rochester, Michigan 48309-4401  
 (313) 370-3184 Fax: (313) 370-4249

**Categories:** ☐ Business Services ☐ Help Wanted  
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☐ Real Estate Sales ☐ Equipment & Merchandise

**Ad Type:** ☐ Display ☐ Line

**Issue(s) to run:** ☐ Winter 19\_\_\_\_ ☐ Spring 19\_\_\_\_  
☐ Summer 19\_\_\_\_ ☐ Fall 19\_\_\_\_

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# OUR AILING PLANET

by Richard Tucker



When I took my first leave from teaching at Oakland, in 1969, and returned to India for my second year there, I began to realize that overpopulation there had meant wearing down the land over a very long time. I began to ask how the British rulers of colonial India had also contributed to the decline of India's resources, in the name of Progress. My research and teaching, unknown to me as yet, had begun to turn to my major work, the environmental history of the tropical world.

I had not yet returned to Michigan when the first Earth Day was celebrated here. But in the following years Oakland began a collective effort to discuss humanity's dangerously changing relationship to our living planet. In 1977 we organized a series of visiting lectures on Humans and the Natural World. That series was a great success, and soon an informal group of faculty were

meeting regularly to discuss a wide range of environmental issues which were arising in our research and teaching. By 1979 we began discussing how our already excellent program in Environmental Science could be broadened to include the Social Sciences and Humanities.

The Meadow Brook Research Conferences joined the effort in 1981, when I organized a national conference at Meadow Brook Hall, entitled, "Global Deforestation in the Nineteenth Century." A book was born from that conference, and it led to several other conferences and publications on the ways global forest resources have been damaged. Next year in Boston we will hold a major conference on the environmental history of Africa. We at Oakland can say with some pride that a new interdisciplinary field, tropical environmental history, was born here 11 years ago.

The subject matter is immense; only cooperative work can confront the challenge. I could never have begun teaching "Environmental Pressures on Our Planet" here in 1988 without the help of about twenty colleagues in fields across the spectrum, from Philosophy to Engineering. By now Oakland students as well as faculty are working in our Environmental Studies courses. Together we are making it possible to understand better how our species has overused the natural world, and why we must and how we can use our resources more efficiently, more sustainably. We in the Oakland community are beginning to glimpse the shape of our agenda for the 21st century. ■

*Richard P. Tucker is a professor of history at Oakland and the recipient of the university's 1992 Research Excellence Award.*



O	U	A	A
<b>NOMINATIONS</b>			
1	9	9	3

The Oakland University Alumni Association seeks  
candidates for two-year terms on the  
Board of Directors, beginning March 1993.

**Service on the OUAA Board of Directors helps you:**

Acquire and enhance leadership skills  
Expand your network with other alumni  
Provide service to the university

**Qualifications:**

Commitment to a leadership role in serving  
Oakland University and its alumni  
Current membership in OUAA  
Participate in bi-monthly board meetings on campus and in  
one or more OUAA committees and activities,  
including fund raising

**Complete the form below and mail by December 14, 1992.**

**Candidates will be contacted by the Nominating Committee.**

**OUAA BOARD OF DIRECTORS CANDIDATE NOMINATION**

☐ Please consider me for the OUAA Board of Directors.

Name \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Home phone \_\_\_\_\_ Bus. phone \_\_\_\_\_

Please attach a personal statement of why you wish to seek election to the OUAA Board. Include in your statement: present or past activities related to Oakland University; previous experience you may have had as a volunteer with other organizations and how this may help you serve on the OUAA Board. Also include anything you would like the Nominating Committee to consider concerning your willingness to be involved on the OUAA Board.

☐ I do not seek election to the Board at this time, but I would like to volunteer for service on:

☐ an OUAA committee or activity \_\_\_\_\_

☐ my school/college alumni affiliate \_\_\_\_\_

☐ other \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Home phone \_\_\_\_\_ Bus. phone \_\_\_\_\_

Mail to: OU Alumni Association, John Dodge House, Rochester, Michigan 48309-4401  
by December 14, 1992. Call (313) 370-2158 for more information.



1992-93

SEASON

# OAKLAND UNIVERSITY'S MEADOW·BROOK THEATRE

**PYGMALION Oct. 1-25***by George Bernard Shaw*

A phonetics expert, Professor Henry Higgins, wagers that he can transform cockney flower girl, Eliza Doolittle, into a lady of grandeur and pass her off in high society.

**MASS APPEAL Oct. 29-Nov. 22***by Bill C. Davis*

Father Tim Farley is a comfortably ensconced Catholic priest. His well-ordered world is disrupted by the arrival of a young, idealistic and intense seminarian.

**A CHRISTMAS CAROL Nov. 27-Jan. 3***by Charles Dickens, adapted by Charles Nolte*

Eleven years of sold out performances! Don't miss this Charles Dickens classic. A great Detroit area tradition.

**"MASTER HAROLD"...AND THE BOYS Jan. 7-31***by Athol Fugard*

This play is about the coming of age of a young white boy in South Africa. Caught up in emotional turmoil, he lashes out at two long-time adult black friends.

**PLAZA SUITE Feb. 11-Mar. 7***by Neil Simon*

This hit is actually three plays in one. They take place in a luxurious suite of New York's Plaza Hotel. Three couples visit the suite on different nights, each with a highly amusing story to tell.

**DR. JEKYLL AND MR. HYDE Mar. 18-Apr. 11***by Robert Louis Stevenson, adapted by Charles Nolte*

By day, Dr. Henry Jekyll inhabits a rich and glamorous world. By night, he stalks the crime-infested back streets of London as his evil alter ego!

**SMOKE ON THE MOUNTAIN Apr. 22-May 16***Book by Connie Ray, Conceived by Alan Bailey*

*Musical arrangements by Mike Carver and Mark Hardwick*  
Mount Pleasant, North Carolina, the great depression. The local pickle factory is laying the townspeople off. Rev. Oglethorpe enlists the Sanders Family Singers to uplift the congregation with song.

**TRY FLEX-TIX**

Handy books of six or eight coupons. The perfect way to sample Meadow Brook Theatre at big savings. Perfect for the busy professional.

**For ticket information  
Call 377-3300**

**GROUP SALES  
370-3316**

**ALUMNI DISCOUNTS**

OU Alumni receive a 20% discount on the purchase of one or two tickets for Tuesday, Wednesday and Thursday evening performances.

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