

# Reporter

The University of Michigan-Dearborn

December 11, 2006

## SoM study helps Ford plan buyouts

Ford Motor Company's recent employee buyout program was a bigger success than the company anticipated, and part of its success is thanks to a study conducted by faculty members and researchers at the UM-Dearborn School of Management.

When Ford, in collaboration with the UAW, began offering buyouts in 2005 to workers at former Visteon plants and Ford plants scheduled for shutdown, they found far fewer employees accepting the offers than they had expected.

"Ford decided to inject some science into the process and asked researchers at the University of Michigan-Dearborn to help," according to a story in the Dec. 4 *Detroit News*.

As part of a joint effort by Ford and the UAW, a study was conducted by iLabs, the School of Management's Center for Innovation Research, to better understand what factors influenced Ford's hourly employees to accept or reject the buyout packages. A team of faculty and student researchers, led by iLabs' director, Prof. Kim Schatzel, surveyed more than 1,500 hourly employees at Ford plants in St. Louis and Edison, N.J.

Prof. Thomas Callahan led the development, administration and analysis of the survey with the assistance of Christopher Jimenez, iLabs research coordinator, and two students, Jonathan Fuhrman and Steven George.

The research team presented the study to Ford executives early this fall, and Ford made major modifications to its buyout program based on the study, according to company executives involved in the effort.

"We wanted to look at the factors motivating employees to accept or reject the offer, find out where the employees got their information about the buyouts, and see how to enhance the plan to improve its effectiveness," Schatzel said.

Using the results of the UM-Dearborn study, Ford was able to craft a plan that resulted in nearly half of its U.S. factory workforce – the largest employee exodus in automotive history – to accept special retirement or separation offerings by the Nov. 30 deadline.

Trimming its American work force is key to the success of Ford's "Way Forward" restructuring plan, and most auto analysts agree that the buyout program will help the company get back on track to profitability.

One of the most important findings of the iLabs' study was that employees who believed they were provided adequate information by Ford and the UAW were more likely to accept the buyout offers than employees who felt they did not have adequate information.

Another significant finding of the study was that employees were more likely to take the buyout if they thought they'd be able to find acceptable alternative employment after leaving Ford.

In response, Ford hosted career fairs for their hourly workers at every manufacturing location to learn about other employment opportunities.

## It's a deal



Chancellor Daniel Little, left, and Gerald D. Fitzgerald, chief executive officer of Oakwood Healthcare Inc., signed an agreement marking a collaboration between UM-Dearborn's Child Development Center and Oakwood's Program for Exceptional Families.

## Child Development Center agreement with Oakwood will benefit children

The Child Development Center and Oakwood Healthcare Inc. have formed a partnership to support Oakwood's Program for Exceptional Families, which serves children with disabilities and their families.

"Our goal with this partnership is to build a comprehensive, long-term relationship between UM-Dearborn and Oakwood Healthcare while supporting each other's missions for education, clinical care, research and service to the community," according to Paul Zions, dean of the School of Education.

"The affiliation Oakwood has created with the University of Michigan-Dearborn is reason to celebrate," according to Dr. Susan Youngs, director of the Program for Exceptional Families.

"We can now begin the journey of establishing educational, clinical and research partnerships that ultimately benefit children with disabilities and their families."

Oakwood's Program for Exceptional Families is designed for children with complex disorders and disabilities such as autism, cerebral palsy and Down syndrome.

The program, which serves more than 800 families annually, is the only clinic in southeastern Michigan where care for health, social service needs, mental health and physical therapy are all available in a single place.

"This collaboration also opens the door for the formation of joint ventures, the education of professionals to better serve children with disabilities, enhance specialized clinical services and explore research opportunities," Youngs said.

"When the medical community for kids with disabilities comes together with the education community – it's a win for the kids."

The joint venture will support collaborative work between UM-Dearborn and Oakwood Healthcare Inc. in four main areas—education, clinical services, research and development opportunities—over the next 20 years.

The partnership will allow UM-Dearborn to diversify the educational experience for future teachers by expanding teaching and research opportunities to recruit and retain high-quality faculty to expand educational services for children with disabilities in the region; and to provide knowledge regarding children with disabilities to professionals who will serve these children in a school environment.

"We believe this partnership will reinforce the fact that UM-Dearborn is a landmark for excellence in teaching," Zions said.

For Oakwood Healthcare, the partnership will help to establish a permanent home for its Program for Exceptional Families, which will work in integration with UM-Dearborn's Child Development Center and other programs.

The partnership also allows UM-Dearborn to appoint Oakwood clinicians as adjunct professors for teaching and consultation on academic programs, or as representatives to campus advisory committees.

Under the terms of the agreement, both UM-Dearborn and Oakwood Healthcare will explore possibilities for collaborative research programs that address disability issues and related teaching methods and programs.



## Campus to mark MLK Day with service, events

UM-Dearborn will expand the number of campus programs and events dedicated to honoring the memory of Martin Luther King Jr. in January.

In addition to the annual MLK Community Service Day on Jan. 15, which happens to fall directly on King's birthday in 2007, the MLK Day Committee has lined up a special program called "The Dream Alive." They also held an essay contest this term centered around the theme "... The time is always ripe to do right." The quote is taken from King's 'Letter from a Birmingham Jail' in 1965.

The Dream Alive program, featuring Joe Rogers, is a live commentary dedicated to the memory and legacy of Martin Luther King Jr. and other leaders of the civil rights movement. The event will take place at 6 p.m. on Wednesday, Jan. 10 in Lecture Hall B of the Social Sciences Building.

Rogers is an attorney from Colorado, who serves on the seven-member National Commission on the Voting Rights Act. In 2003, he completed a term as the lieutenant governor of Colorado, where he was America's youngest lieutenant governor and only the fourth African American in U.S. history ever elected to that position.

In 2001, Rogers received the Trumpet Award from Time Warner's Turner Broadcasting System, one of the nation's highest honors in recognition of African American achievement. Others who have received the award include Muhammad Ali, Thurgood Marshall, Rosa Parks, Lena Horne, Tiger Woods, Colin Powell, Condoleezza Rice, Nat King Cole and Sidney Poitier.

Judging is currently under way for the MLK Day essay contest. (The deadline for submissions was Dec. 8.) Lyceum magazine staff will judge the entries based on originality, creativity, coherence and grammar. Prizes for the contest are Barnes and Noble gift cards ranging from \$100 to \$250.

"The hope of the contest is to further connect people to the importance of MLK Day as well as a way to honor the memory and legacy of Martin Luther King Jr.," according to Randy Dillard, student activities supervisor. "This might provide students the opportunity to reflectively think and write about a turbulent time in U.S. history. It is also an opportunity to tie the wisdom and vision of leaders from that era into our daily lives now as we move into 2007."

On Monday, Jan. 15, volunteers from UM-Dearborn, United Way for Southeastern Michigan, Henry Ford Community College, Madonna College and Wayne State University will come together for the campus's 14th annual Martin Luther King Jr. Community Service Day.

The event kicks off at 8 a.m. in Kochoff Hall. From there, volunteers will be dispersed throughout the metropolitan Detroit area to support local community agencies.

Volunteer registration for that day is available online at <http://www.umd.umich.edu/dept/mlk/index.html>.

The community service event was established in 1994 by UM-Dearborn and United Way Community Services.

Last year, about 370 volunteers visited 15 sites around metropolitan Detroit, including nonprofit agencies, soup kitchens, senior centers and schools. Among the activities, volunteers will paint murals on classroom walls and repair/clean books and toys at Jumpstart locations; build wood-shelving units for Vista Maria in Dearborn Heights; and sort canned goods at Gleaners Community Food Bank locations in Detroit and Taylor.

For more information about MLK Day, visit <http://www.umd.umich.edu/dept/mlk/index.html> or call the Student Activities Office at 593-5390.

## Luera associate dean at SoE

Gail Luera, associate professor at the School of Education, has been appointed associate dean for a three-year term that began Sept. 1.

Her appointment was approved by the Regents at their October meeting.

Luera joined the UM-Dearborn faculty as assistant professor of science education in 1998, and she was promoted to associate professor with tenure earlier this year.

As associate dean, Luera will work to enhance the campus's existing partnerships with K-12 schools in the area, and seek grant support to broaden the School of Education's engagement with local school districts and teachers.

"I also am looking forward to working with community college students to help them plan for teaching careers," Luera said. "And we are looking at expanding our graduate programs to allow people in other careers to develop the skills and credentials they will need to go into teaching."

Luera received her bachelor's degree in English literature from California State University-Dominguez Hills in 1980, a master of science degree in education from Northern Illinois University in 1984 and a Ph.D. from the U-M School of Natural Resources and Environment in 1998.

She also earned her elementary teaching certificate at California State University-Long Beach in 1985.

Her teaching and research focus on preparing future science teachers, especially in encouraging them to use local environments in their students' educations.

"She also is interested in the use of educational technology as an assessment tool and to facilitate student learning," according to Paul Zions, dean of the School of Education.

At UM-Dearborn, Luera has collaborated with other faculty members on major federal grants to develop inquiry-based science courses for future teachers, and to improve science and mathematics instruction in urban schools.

She also was director for a project supported by the Fund for the Improvement of Post-Secondary Education to connect future teachers with working teachers to work on ways to enhance elementary science education.



Luera

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\*Includes discrimination based on gender identity and gender expression.

### Publication calendar

The next issue of the *Reporter* will be published on Jan. 15. News items must be delivered to the Office of University Relations, 1040 Administration Building, at least 10 days prior to the publication date.

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The University of Michigan-Dearborn does not necessarily endorse the views of speakers at events listed in the *Reporter*.

## Strandholm promoted at SoM

Karen Strandholm, associate professor of strategic management in the School of Management, has been named associate dean of the school.

Her three-year appointment runs from September 2006 through August 2009 and was approved by the U-M Regents at their November meeting.

As associate dean, Strandholm is responsible for the School of Management's undergraduate programs, student affairs, budget, accreditation and strategic plan.

Strandholm joined the UM-Dearborn faculty in 1997 as assistant professor, and was promoted to associate professor with tenure in 2003. Previously, she taught at Washington State University and Indiana University, where she earned her Ph.D. in 1996.

She earned her bachelor's degree in accounting at UM-Dearborn in 1978 and a law degree from the U-M Law School in 1983.

Strandholm received several grants

to support her dissertation research at Indiana, and while in law school, she received the American Jurisprudence Society Award.

Her research has focused on external influences on organizational strategy, and she has published in some of the top journals in the field.

"Professor Strandholm is a scholar who has consistently excelled in her research activities, and her background in accounting, law and strategy makes her an ideal candidate for this position," according to Bruce Bublitz, dean of the School of Management. "She will provide strong and effective leadership in this expanded role."



Strandholm

## Staff Senate hosts gathering



Bill Romej (right), associate registrar and chair of the Staff Senate, chatted with Cynthia Moebing (left), administrative specialist in the Office of the Chancellor, and others during the inaugural campus holiday brunch Dec. 5 in Kochoff Hall.

Staff Senate and Campus Dining hosted the brunch, where 207 faculty and staff members dined on festive food such as roasted turkey with gravy, cheddar mashed potatoes, corn bread stuffing, candied carrots and pumpkin pie.

"It is important to the work of the Staff Senate that we find opportunities to gather together with the staff," Romej said. "We felt that the holiday brunch, being an end-of-year event, might give us an opportunity to reflect back on our year of service and help us connect with our constituents in order to set goals for the upcoming year."

## Information Technology Services News

### ITS cautions against early upgrade to Windows Vista

Windows Vista, Microsoft's successor to its Windows XP operating system, has just been released to manufacturers. While it is not yet available for purchase, new computers will begin shipping with Vista early next year and it is expected to go on sale by next spring.

Vista will offer a number of new features, including improved graphics and navigation. It is also intended to provide improved security by limiting administrator rights on desktop computers.

But initial assessments indicate that Vista will not be compatible with UM-Dearborn's Samba domain, which handles file sharing and storage for faculty, staff, and students.

Campus desktops running Windows Vista will not be able to access user home directories or group shares.

It also appears that Vista will not be compatible with many other software applications used on campus. As a result, ITS has no immediate plans to upgrade campus computers to Vista, and will not provide technical support for it.

It is also important to note that Vista has significantly higher system requirements than Windows XP. Computers more than a year old – which include most on campus – may not be able to run Vista.

Even low-end computers sold today may not be able to take advantage of some features offered with Vista. Furthermore, printers, monitors, scanners, and other peripherals will likely require new drivers in order to function with Vista.

ITS recommends that departments wait before upgrading to Vista operating software. Any new computers purchased for campus use should specify that they come pre-loaded with Windows XP.

Upgrades to Vista will be available at a later date through the University's licensed Enterprise version.

The campus software sales program will offer Vista's Ultimate version for home use to faculty, staff, and students beginning in late April 2007. ITS will continue to monitor and test Windows Vista for campus use.

### Library computer lab hours extended

The ITS general-purpose computer lab located in Mardigian Library will be open extra hours during the last two weeks of Fall term. These expanded hours will provide students with greater access to University computer resources during study week and finals week.

ITS considered input from Student Government and coordinated opening and closing times to match extended hours being offered by Mardigian Library in determining the schedule.

The lab will be open an average three to four hours longer each day during the two-week period. The lab provides 48 high-speed desktop computers with a large suite of software.

In addition, the Adaptive Learning Lab, adjacent to the Mardigian Library lab, houses two comparable PCs with voice synthesizing software to assist visually impaired students.

With the start of Winter term, ITS will also extend the Mardigian Library lab hours by five hours per week to provide greater availability to students.

### Oracle Calendar offers improved features

The new Oracle Calendar product, which replaces Netscape Calendar, has been deployed on campus for two months and the response has been positive. Many faculty and staff use the calendar system to schedule meetings and notify people about meetings, events and personal appointments.

The Oracle Calendar platform was selected because it offered a relatively easy transition from Netscape and included new features requested by many on campus, including:

- Secure access to personal agendas and the agendas of others from any Web browser.
- The ability to send e-mail notifications about events to attendees who are not in the Oracle Calendar system and those who are external to campus.
- The ability to assign tasks or manage projects within the calendar system.
- Full integration with all Palm-based PDAs and many Blackberry/Smartphone devices.

Anyone interested in setting up an Oracle Calendar account should contact the ITS Help Desk at 593-HELP or helpdesk@umd.umich.edu.

## Mission

The University of Michigan-Dearborn is an interactive, student-centered institution committed to excellence in teaching and learning.

We offer undergraduate, graduate, and professional education to a diverse, highly motivated, and talented student body. Our programs are responsive to the changing needs of society; relevant to the goals of our students and community partners; rich in opportunities for independent and collaborative study, research, and practical application; and reflective of the traditions of excellence, innovation, and leadership that distinguish the University of Michigan.

We accomplish this mission by:

- Providing a strong foundation in the liberal arts and sciences;
- Providing the knowledge and skills essential for career and personal success;
- Integrating teaching, research and service in ways that enhance the learning experience;
- Promoting internships and cooperative education;
- Providing a dynamic environment where innovation, openness, and creativity are fostered;
- Using advanced technologies to meet changing educational needs and establish links with the global community; and
- Forging partnerships with business, industry, educational institutions, and government agencies.

We strive to be the institution of choice in southeastern Michigan for individuals and organizations that value accessibility, flexibility, affordability, diversity, and preeminence in education.

## News Briefs

### Chancellor Daniel Little to host staff forums

Two staff forums with Chancellor Daniel Little have been scheduled for January. The first forum will be held from 2 p.m. to 3 p.m. Thursday, Jan. 25, 2 p.m. to 3 p.m. in Kochoff Hall. The second forum will be from 8:30 a.m. to 9:30 a.m. Friday, Jan. 26 in Dining Room D of Fairlane Center South. All members of the campus community are welcome to attend either session.

### Provost Roundtable on tap for Dec. 12

Pamela Pennock, assistant professor of American history, will present "Cigarette Advertising and the Constitution, 1960s to Today" at noon on Tuesday, Dec. 12 in Kochoff Hall as part of the Provost's Roundtable luncheon and discussion series.

A complimentary lunch will be served. No RSVP is necessary. The talks are open to faculty and staff. For more information, contact Maggie Martin at 593-5030.

## Time of the season



*This winter scene of the grounds of the Henry Ford Estate was one of four seasonal images to be included in Chancellor Daniel Little's holiday card. The photograph was taken last year by Gary Rodgers, general manager of the Henry Ford Estate, and shows the weeping beech tree at the front entrance of the Estate, a gift from Edsel to Henry and Clara for their 50th wedding anniversary in 1938. The photograph also shows the miniature farmhouse, which was moved from the Michigan State Fair in 1924 and enjoyed by Ford's grandchildren in holiday seasons past. The Estate has been thoroughly decorated and has numerous events planned for the holiday season. For more information, see <http://www.henryfordestate.org/>.*



## Scholarship doesn't stop for Lawrence Berkove

English Prof. Lawrence Berkove has been retired from teaching since 2003, but his scholarly activity shows no sign of slowing down.

In the past several months, Berkove has seen the publication of four books he edited or co-edited, begun a two-year term as president of the Mark Twain Circle, published two essays, delivered a paper at the annual meeting

of the Western Literature Association and received a grant from the National Endowment for the Humanities to teach a month-long summer seminar on Twain at Elmira College, near Twain's summer home in Elmira, New York, next July.

One of the books he edited, *The Sagebrush Anthology: Literature from the Silver Age of the Old West*, includes the fruits of Berkove's years of research in archives around the country to retrieve short stories, journalism, letters, memoirs and poems by the group of writers who spent their creative years in Nevada in the second half of the 19th century.

Mark Twain is the most famous of the writers in the "Sagebrush School," as they're known, and seven selections by him are in-

cluded in the anthology, which was published by the University of Missouri Press.

But the other authors in the book—including Dan De Quille, Sam Davis, Joe Goodman, Rollin Daggett and dozens of others—also deserve more attention, Berkove says.

"The first impression should be of what remarkable lives full of variety and accomplishment these authors lived," Berkove wrote in the book's introduction. "Not all of the Sagebrushers were so outstanding, but the wonder is that so many of them, and so many of these central figures, were. Out of their confrontations with a rough and ethically challenging world, they crafted a literature of character, strength and wit that still has the vitality to entertain and engage."

Many of the works in the *Sagebrush Anthology* reflect one of the major conflicts of the times in that region, as the last generation of frontiersmen were confronted by the arrival of new technologies, industries and businesses.

"Men of talent, imagination and industry were driven to work out distinctive ways of coping with an unresponsive system of justice, an economy tilted toward the rich, and a society that impinged on individual liberties," Berkove said.

The other books edited by Berkove and published this year are from the same period and region of the country. They include *The Short Fiction of Ambrose Bierce: A Comprehensive*

*Edition*, co-edited by Berkove and two other scholars and published by the University of Tennessee Press; *The Old West in the Old World: Lost Plays by Bret*

*Harte and Sam Davis*, a three-volume set which

Berkove co-edited with Gary Scharnhorst, and which was published by the University of New Mexico Press; and *The Psycho-*

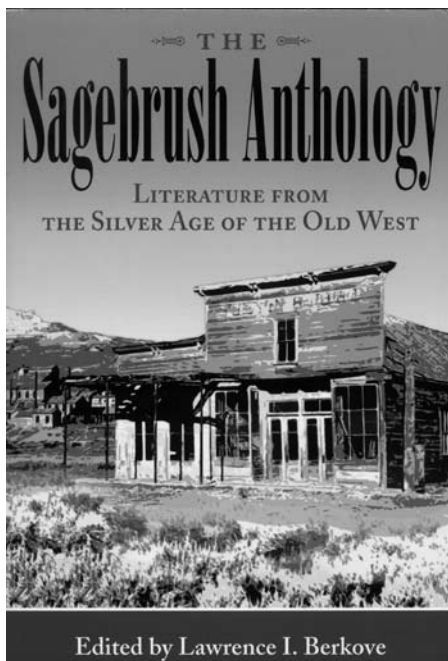
*scope: A Sensational Drama in Five Acts*, by Rollin Daggett and Joe Goodman, edited and with an introduction and notes by Berkove and published by the Mark Twain Journal Press.

The collection of Bierce's fiction, the new standard edition, includes 249 stories, arranged chronologically, including more than 130 that have never been reprinted since they first appeared in newspapers, books or magazines between 1870 and 1910.

"A model of careful scholarship, this edition includes several textual variants, a bibliography of all appearances of the story in Bierce's lifetime, introductory comments and extensive annotations that provide biographical and other background information, and citations to important works of criticism," according to a statement from the publisher.



Berkove



### News Brief

#### Music Guild event

The CutTime Players will present "Season's Greetings with The CutTime Players" at 8:30 p.m. Tuesday, Dec. 12 at the Henry Ford Estate as part of the Fair Lane Music Guild's 37th season of chamber music.

The concert is sponsored by the University of Michigan Credit Union.

A holiday dinner, which is ticketed separately, will be held that evening at 7 p.m. and is sponsored by Park Place Catering.

Hosted by bassist Rick Robinson, the concert program will feature traditional favorites such as *Nutcracker* moments, Geoff Applegate playing *Winter*, Sharon Sparrow playing *Variations on Adeste Fideles*, a few sleigh rides, a Christmas sing-along and Handel's *Hallelujah Chorus*.

Single tickets for the concert are \$15 for regular admission, \$14 for senior citizens and \$9 for students. Tickets can be purchased at the door 30 minutes prior to the performance. Season tickets are \$45 per person, \$40 for seniors and \$25 for students.

Tickets for the dinner are \$50 per person and may be purchased in advance by contacting Karen Holland at 593-5330. Dinner tickets will not be sold at the door.

For more information, call 593-5330 or visit [www.umd.umich.edu/fair\\_lane\\_music\\_guild/](http://www.umd.umich.edu/fair_lane_music_guild/).

### Kudos

Caroline Landrum, director of distance learning in CASL, and Deborah White, director of extended learning at UM-Flint, presented a paper titled "An Inter-University Collaboration to Offer Full Online Degree Programs" at the 12th Annual SLOAN-C International Conference on Asynchronous Learning Networks in Orlando in November.

## Humanities Council grant supports recording of 'Motor City Voices'

The Center for the Study of Automotive Heritage at the University of Michigan-Dearborn has received \$15,000 from the Michigan Humanities Council to support the center's "Motor City Voices" project.

"Recently, calls for the revitalization of cities and regions have embraced the concept of 'cool cities' as a way to attract members of the 'creative class' to Michigan," according to economics Prof. Bruce Pietrykowski, director of the Center for the Study of Automotive Heritage. "This process of imagining alternative futures for aging industrial cities and regions recalls a not-too-distant period in the Detroit region's own history marked by processes of economic restructuring, automation, and 'de-industrialization.'"

The Motor City Voices project will collect four to six video oral histories of key participants in the largely African-American, grassroots labor movement aimed at confronting both technological changes on the shop floor and economic changes affecting neighborhoods throughout Detroit, Pietrykowski said.

The oral histories will become the centerpiece of a museum exhibit depicting the history, ideas and ideals embodied in the labor and community movements of the 1960s and 1970s.

"This oral history project and exhibit will focus on a very contentious period in the history of U.S. race relations—the late 1960s and early 1970s," Pietrykowski said. "The goal of the project is to shed light on the voices of radical labor and community activists who felt deeply that the existing institutions of capitalist society thwarted, by design, the hopes and

aspirations of large segments of the American population.

"This was a period during which the pillars of the great post-war economic expansion—big business and big labor—came under intense scrutiny and criticism from diverse sectors of society, especially students, African-Americans and women in particular," he said. "By focusing on Detroit organizations' and activists' calls for social and economic revolution during a period of social and economic upheaval we can gain insight, useful strategies and hopefully inspiration in the face of the serious challenges confronting the metro Detroit region and the whole of Michigan in the years to come."

The Motor City Voices exhibit will be shown at UM-Dearborn's Alfred Berkowitz Gallery, the Charles H. Wright Museum of African American History in Detroit and at the Henry Ford in Dearborn. The oral histories also will be made available on the Web. An online version of the installation will be linked to the "Race and Labor" sections of UM-Dearborn's Automobile in American Life and Society Web site at [www.autolife.umd.umich.edu](http://www.autolife.umd.umich.edu), a project funded by the National Endowment for the Humanities.

The Michigan Humanities Council is the state's affiliate of the National Endowment for the Humanities. UM-Dearborn's \$15,000 grant was awarded as part of the council's "We Made Michigan ... We the People" program, which recognizes projects that examine events and themes in Michigan/American history and culture that encompass aspects of work and labor issues, according to its Web site.