

2009

Board of Regents Meeting Materials, December 17, 2009

Eastern Michigan University

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EASTERN MICHIGAN UNIVERSITY

Board of Regents

201 Welch Hall

(734) 487-2410

Thursday, December 17, 2009

12:45 PM – 1:30 PM	Athletic Affairs Committee	Room 201
12:45 PM – 1:30 PM	Faculty Affairs Committee	Room 205
1:45 PM – 2:30 PM	Ed Policy Committee	Room 205
1:45 PM – 2:30 PM	Student Affairs Committee	Room 201
2:45 PM – 3:15 PM	Finance & Audit Committee	Room 201
3:30 PM	Regular Board Meeting	Room 201

AGENDA

Roll Call Attendance

Tab A	President's Report
Tab B	Proposed Minutes of the October 20, 2009, Board Meeting

CONSENT AGENDA

Section 1	Staff Appointments (FC)
Section 2	Staff Separations/Retirements (FC)
Section 3	Emeritus Faculty Status (EPC)
Section 4	Emeritus Staff Status (EPC)
Section 5	Academic Retirements and Separations (EPC)
Section 6	Academic Affairs Administrative Professional Appointments/Transfers (EPC)\
Section 7	Charter School Board Member Appointments (EPC)
Section 8	Visiting Faculty Appointments (EPC)

REGULAR AGENDA

Student Affairs Committee

Section 9 Monthly Report and Minutes

Athletic Affairs Committee

Section 10 Monthly Report and Minutes

Faculty Affairs Committee

Section 11 Monthly Report and Minutes

Educational Policy Committee

Section 12 Monthly Report and Minutes

Section 13 Honorary Emeritus Status for Meritorious Service (Posthumous)

Finance and Audit Committee

Section 14 Informational Reports and Financial Updates

Section 15 Foundation Annual Report

COMMUNICATIONS

EASTERN MICHIGAN UNIVERSITY

Board of Regents Meeting October 20, 2009

The proposed minutes of the October 20, 2009 Board of Regents Meeting.

The Regular Meeting of the Eastern Michigan University Board of Regents was called to order by Chair Wilbanks at 3:45 p.m. in Room 201, Welch Hall, Ypsilanti, Michigan.

The Board Members present were:

Chair Roy Wilbanks
Vice Chair Francine Parker
Regent Floyd Clack
Regent Gary Hawks
Regent Philip Incarnati
Regent Thomas Sidlik
Regent James Stapleton

The Board Member absent was:

Regent Mohamed Okdie

PRESIDENT'S REPORT

Eastern Michigan University is committed to significantly increasing our support of Michigan students and their families in this challenging economic time. Today we are seeking Board of Regents approval to offer more than \$30.4 million in financial aid in 2010-2011. This represents an increase of more than \$4.8 million, or 19 percent, from this year's originally approved budgeted total of more than \$25.5 million in aid, and an increase of more than \$1.4 million, or five percent, from this year's forecasted actual total of nearly \$29 million in financial aid.

This year's financial aid total was revised upward by about \$3.4 million because of our increase in enrollment. New and returning student enrollment for fall 2009 increased by 933 students over last year, a rise of more than four percent. Eastern bestowed 698 more academic achievement awards than the previous year, along with 455 more need-based awards.

In the last three years, we have increased student financial aid by almost \$9 million, or 42 percent.

In recognition of the great sacrifice of our military veterans, we are requesting Board of Regents approval for our new Vet Connect Award, which provides the opportunity for veterans from anywhere in the country to attend Eastern Michigan University at resident

rates. This reflects our continuing commitment to veterans, which has resulted in Eastern's recognition as one of the top "military friendly" schools by G.I. Jobs magazine.

Our ability to support additional financial aid and expanded benefits for veterans is the result of our strategic and determined efforts to control and reduce costs and increase revenue through enrollment expansion. As reported last month, fall enrollment increased 4.26 percent. Assuming winter term enrollment remains consistent, tuition and fees will be \$7.2 million more than budgeted.

While some may look at the surplus as an opportunity for new funding for programs, projects, expansions, and other items, it is important that we consider the economic climate in which we operate and continue to follow the budget and spending plan established more than a year ago. Given the uncertainty of state funding in the current year, the even more problematic funding landscape in 2010-2011 with state tax revenues continuing to decline and federal stimulus dollars ending—bad could go to worse.

Despite our recent positive news, the financial community is still keeping a watchful eye on us due to our low reserves and high debt levels. While we can deservedly celebrate our successes, it is important to maintain a reasoned approach that considers the uncertainty and instability of future funding. The State of Michigan still has not enacted an appropriation for higher education for the current fiscal year. State revenue forecasts predict a significant future decline. For that reason, we will continue to be conservative, cautious and diligent as we approach all issues related to funding and budgeting.

It is with great pride and honor that we celebrate student success and academic achievement. This is at the heart of Eastern Michigan University's mission.

Nowhere is this mission better evidenced than in the Presidential Scholars being honored today. Our student scholars come from different backgrounds and different cultures. They have unique stories about how they overcame obstacles to arrive at their success. While their individual achievements are impressive, they represent an important testament to the outstanding faculty at Eastern who help inspire and guide their education and development.

The Presidential Scholars program is just one way Eastern recognizes student success and achievement. On October 2, more than 70 students from the College of Arts and Sciences were honored for academic excellence. Each student was recognized along with his or her faculty mentor.

Less than a month from now, on November 14, we will celebrate the Education First Scholars Day. It is a scholarship competition where students admitted to EMU with a 3.3 GPA or over will compete for scholarship awards. Then, on December 5 and 12, is the Presidential Scholarship competition, where students will compete for a full ride scholarship. Qualifications are a 3.5 GPA and top-notch admissions test scores.

Other academic highlights include last weekend's "Reacting to the Past" regional conference that involved EMU faculty, staff and students, as well as scholars from 15 different universities in Michigan and from Ohio, New York, Alabama and Oregon. This role-playing event is an example of the academic innovation that inspires our students and faculty to excellence. History Professor Mark Higbee and Faculty Development Center Director Karen Busch are to be commended for this fine project, and for expanding awareness of EMU's academic achievements.

The Princeton Review has named Eastern Michigan University's College of Business one of the nation's most outstanding business schools for the sixth consecutive year. The college is one of 301 schools to be featured out of the more than 1,000 business schools around the nation.

We continue to make steady progress on strategic capital initiatives that are important to our campus. We are projected to complete steel framing on the \$90 million Science Complex in mid-November, and later this winter and early spring exterior walls will be constructed. Elsewhere, we are replacing windows and becoming more energy efficient. Since July 1, we have used approximately 4.3 percent less electricity than during the same period last year and 6 percent less than two years ago. We are beginning \$1.6 million in improvements to Pittman Hall while continuing renovations to the Fletcher Building for our Autism Collaborative Center and Children's Institute.

Earlier today, we broke ground for our new \$3.9 million multi-purpose indoor practice facility near Rynearson Stadium. Several options and building sizes were considered for the facility, which has been discussed for many years. After obtaining additional information, including potential community interest in the facility, it was determined that a larger facility with upgraded parking and other enhancements would make it more functional and user-friendly. The budget for the project – the building cost is \$3.27 million, the parking lot \$437,000, and the walkway and welcome center \$210,000 -- was submitted to the State of Michigan Joint Capital Outlay Subcommittee in July, and was approved in early September. While the facility's primary use will be for varsity athletic programs, providing an indoor training location for football, our women's soccer team, baseball, softball and men's and women's golf, it also will be utilized by our club sports and intramural programs. Additionally, due to its larger size, it can be divided into four soccer fields, three of which will be leased on an ongoing basis to the community for youth soccer and other recreational programs. This element of the project, which is greatly valued by our community neighbors, is projected to largely offset yearly maintenance and operating costs. Significantly, construction of this facility will add 100 new jobs in our community over the next four months.

Importantly, the capital improvements underway including the projects listed above are within the approved 2009-2010 capital spending budget of \$81.6 million. We are on schedule and on budget while significantly enhancing our campus.

In other important developments, EMU's health professionals will soon be vaccinating students and high-risk groups with the vaccine to ward off the H1N1 flu. The effort caps

a broad educational and prevention effort by campus staff, which began preparing for the virus since last April.

Looking to build on our recent enrollment success reflected by the 4.26 percent increase in students this fall, a variety of special admissions-related events are coming up. Explore Eastern, to be held on Saturday, October 31, will be an open house for prospective students.

Families can get a sneak peek into their students' life on campus during Eastern Michigan University's new Parents and Family Weekend, which takes place this weekend.

Eastern Michigan is proud to participate in the National Day on Writing, taking place today at universities across the country. We expect as many as 2,000 students, faculty, staff and alumni to participate in our many events.

Vice President for Advancement Donald Loppnow will assume the additional duties of Executive Director of the Eastern Michigan University Foundation following the resignation of Ron Miller.

Finally, I want to recognize the passing of a valued, longtime Eastern Michigan employee, Joseph Pollack. Joe died Saturday, October 10, of complications due to Guillain-Barré syndrome. He was 76. Joe began with Eastern in 1995, as a consultant in university relations. In 1997, he took over as Director of Charter Schools for EMU. Joe's experience as superintendent of schools in Illinois, and in Flint and Ypsilanti served him well as he developed EMU's highly regarded charter schools program. His perspective, expertise and sense of humor were widely valued at Eastern, where he served in a variety of roles and became confidant and advisor to many. In honor of Joe Pollack's countless contributions, Eastern's charter school in Southfield will be renamed the Dr. Joseph F. Pollack Academic Center of Excellence.

Chairman Wilbanks, this concludes my report.

Thank you.

PRESIDENTIAL SCHOLARS

Dr. James Knapp introduced the 2009-2010 Presidential Scholars.

RESOLUTION

Regent Hawks moved and Regent Sidlik seconded that the Board adopt a Resolution declaring October 19, 2009 through October 25, 2009 "Disabilities Awareness Week".

Motion Carried

(Chair Wilbanks transferred the gavel to Vice Chair Parker and left the meeting.)

PROPOSED MINUTES OF SEPTEMBER 22, 2009 BOARD MEETING

Regent Parker moved and Regent Clack seconded that the proposed minutes be approved as submitted.

Motion Carried

CONSENT AGENDA

Regent Stapleton moved and Regent Clack seconded that the Consent Agenda be approved as submitted.

STAFF APPOINTMENTS

Section 1

Recommended that the Board of Regents approve 13 staff appointments for the reporting period of September 1 – September 31, 2009.

STAFF SEPARATIONS/RETIREMENTS

Section 2

Recommended that the Board of Regents approve 3 separations and retirements for the period September 1 – September 31, 2009.

EMERITUS FACULTY STATUS

Section 3

Recommended that the Board of Regents grant Emeritus Faculty Status to Dr. Margaret E. Best, Glenda Kirland, and Dr. Morrey Kramer.

EMERITUS STAFF STATUS

Section 4

Recommended that the Board of Regents grant Emeritus Staff Status to Daniel Booth, Gerald R. Davis and Donovan H. Hahlbrock.

Motion Carried.

MONTHLY REPORT AND MINUTES – STUDENT AFFAIRS COMMITTEE

Section 5

Regent Hawks moved and Regent Parker seconded that the Student Affairs Committee Agenda for October 20, 2009 and the Minutes of September 22, 2009 be received and placed on file.

Motion Carried.

MONTHLY REPORT AND MINUTES – ATHLETIC AFFAIRS COMMITTEE

Section 6

Regent Incarnati moved and Regent Clack seconded that the working Agenda for October 20, 2009 and the September 22, 2009 minutes be received and placed on file.

Motion Carried.

MONTHLY REPORT AND MINUTES – FACULTY AFFAIRS COMMITTEE

Section 7

Regent Parker moved and Regent Sidlik seconded that the Faculty Affairs Committee Agenda for October 20, 2009 and the minutes of September 22, 2009 be received and placed on file.

Motion Carried.

MONTHLY REPORT AND MINUTES – EDUCATIONAL POLICIES COMMITTEE

Section 8

Regent Sidlik moved and Regent Hawks seconded that the Educational Policies Committee Agenda for October 20, 2009 and the minutes of September 22, 2009 be received and placed on file.

Motion Carried.

COMMENCEMENT SPEAKER AND HONORARY DEGREE

Section 9

Regent Sidlik moved and Regent Hawks seconded that the Board of Regents approve Greg Mathis, retired Michigan 36th District Court judge and syndicated television show judge, as Commencement Speaker at the Sunday, December 20, 2009 Commencement ceremony and that the Board award an honorary Doctor of Public Service to Judge Mathis.

Motion Carried.

FINANCE AND AUDIT COMMITTEE

Section 10

Regent Stapleton moved and Regent Hawks seconded that the Board of Regents receive and place on file the minutes from the September 22, 2009 Finance and Audit Committee meeting, the Working Agenda for the October 20, 2009 meeting and the Informational Reports and Financial Updates.

Motion Carried.

2010-2011 GENERAL FUND SCHOLARSHIPS, AWARDS AND GRANTS REQUEST

Section 11

Regent Stapleton moved and Regent Parker seconded that the Board of Regents approve the 2010-2011 General Fund Scholarships, Awards and Grants proposal for \$30,402,150.

Motion Carried.

FISCAL YEAR 2010-2011 CAPITAL OUTLAY BUDGET REQUEST

Section 12

Regent Stapleton moved and Regent Parker seconded that the Board of Regents approve the FY 2010-2011 Capital Outlay Budget Request.

Motion Carried.

FISCAL YEAR 2010-2011 APPROPRIATION REQUEST

Section 13

Regent Stapleton moved and Regent Clack seconded that the Board of Regents approve the FY 2010-2011 Appropriation Request.

Motion Carried.

EMU VET CONNECT AWARD

Section 14

Regent Stapleton moved and Regent Parker seconded that the Board of Regents approve a new tuition differential grant for non-resident U.S. military veterans (excluding reserve programs) to be incorporated into the annual General Fund Scholarships, Grants and Awards proposal.

Motion Carried.

AMENDMENT OF PRESIDENT’S EMPLOYMENT CONTRACT

Section 15

Chair Wilbanks prefaced his motion by commending the President on her exemplary performance during the first year of her tenure.

Chair Wilbanks moved and Regent Hawks seconded that the Board of Regents authorize the Chair of the board to negotiate and sign on behalf of the Board an Amendment that revises Section 15.0 – Faculty Appointment of President Susan W. Martin’s May 14, 2008 Employment Agreement.

Motion Carried.

(Chair Wilbanks transferred the gavel to Vice Chair Parker and left the meeting.)

COMMUNICATIONS

Secretary Kurtz announced there were four requests to address the Board of Regents.

Joseph Golder – Homeowner

Susan Moeller – AAUP

Eric Brown – Alumni Association

Regina Boylan – Student Body President

The meeting was adjourned at 4:30 p.m.

Respectfully Submitted,

Jacqueline K. Kurtz

Secretary to the Board of Regents

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 1

DATE:
December 17, 2009

RECOMMENDATION

STAFF APPOINTMENTS

ACTION REQUESTED

It is recommended that the Board of Regents approve 11 staff appointments for the reporting period of October 1, 2009 - November 15, 2009.

STAFF SUMMARY

Of the 11 appointments, 4 (36 percent) are females, 7 (64 percent) are males. Demographics of the total group indicate 6 Caucasians (55 percent), 2 African Americans (18 percent), 1 Hispanic (9 percent), 1 Native American (9 percent), and 1 Asian (9 percent).

FISCAL IMPLICATIONS

The salaries are part of the University's 2009-2010 budget as approved by the Board of Regents.

ADMINISTRATIVE RECOMMENDATION

The proposed Board action has been reviewed and is recommended for Board approval.

University Executive Officer

Date

EASTERN MICHIGAN UNIVERSITY
STAFF APPOINTMENTS
For Activity Date Reporting Period
October 1 - November 15, 2009

Last Name	First Name	Job Title	E Class	Grade	Org Title	Current Hire Date	Activity Date	Annual Salary	Appt %	Ethnicity	Gender
Zellers	Robert	Assc Dir Financial Aid	AP	MGIL2	Financial Aid Office	10/05/09	10/23/09	80,000	100	WH	M
Jones	Nina	Cook	FM	06	Dining Services	11/09/09	11/09/09	28,579	100	BL	F
Quiel	Clifford	Cook	FM	06	Dining Services	11/02/09	11/09/09	28,579	100	WH	M
McElhone	Brian	HVAC Control Specialist	FM	23	Undistributed Maintenance Labor	10/05/09	10/08/09	63,648	100	WH	M
Doulas	Anthony	Fast Food Worker	FM	95	Dining Services	10/18/09	10/29/09	24,669	100	WH	M
Baldwin	Alejandro	Mentoring Prgrm Specialist	PT	06	Stdy Chldm & Family	10/05/09	10/08/09	36,766	100	HI	M
Hutchins	Julia	Acad Supp Prog Specialist	PT	06	EP-Upward Bound Program	10/05/09	10/08/09	34,286	100	NA	F
Kropelnickyj	Christine	Administrative Assistant II	PT	06	Health Safety Admin	11/09/09	11/10/09	39,300	100	WH	F
Boswell	Caleb	Site Coordinator	PT	07	Stdy Chldm & Family	10/05/09	10/08/09	40,000	100	BL	M
Godsey	Tiffany	Emergency Mgmt Coord	PT	07	Health Safety Admin	11/09/09	11/06/09	44,000	100	WH	F
Samuel	Alexander	Database Specialist Sr	PT	10*	DoIT-Enterprise Applications & Serv	10/26/09	10/28/09	73,000	100	AS	M

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 2

DATE:
December 17, 2009

RECOMMENDATION

STAFF SEPARATIONS/RETIREMENTS

ACTIONS REQUESTED

It is recommended that the Board of Regents approve 6 separations and retirements for the reporting period October 1, 2009 - November 15, 2009.

STAFF SUMMARY

Of the 6 separations and retirements there are 6 (83 percent) females and 1 (17 percent) males. Demographics of the total group indicate 6 Caucasians (100 percent).

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

The proposed Board action has been reviewed and is recommended for Board approval.

University Executive Officer

Date

EASTERN MICHIGAN UNIVERSITY
STAFF SEPARATIONS and RETIREMENTS
For Termination Date Reporting Period
October 1 - November 15, 2009

Last Name	First Name	Job Title	E Class	Grade	Org Title	Current Hire Date	Termination Date	Ethnicity	Gender	Termination Reason
Simpkins	Karen	Interim Chief HR Officer	AP	MGIL3	Human Resources Admin	8/27/1976	10/15/2009	WH	F	TERM RETIREMENT
Milliken	Mary	Sr Evaluator/Recorder	CS	05	Adm Internal Oper	8/24/1981	9/26/2009	WH	F	TERM RETIREMENT
Priess	Dana	Custodian	FM	06	Apartments	9/25/1980	10/31/2009	WH	F	TERM RETIREMENT
Emmert	Lisa	Dining Services Unit Leader I	FM	12	Dining Services	9/2/2002	9/27/2009	WH	F	TERM PERSONAL
Nelson	Thomas	Elevator Repair/Control Spclst	FM	25	Undistributed Maintenance Labor	4/14/2008	10/23/2009	WH	M	TERM INVOLUNTARY NO RET
Sullivan	Patricia	Administrative Assistant II	PT	06	COE-Offc Aca Service	2/8/1993	10/2/2009	WH	F	TERM RETIREMENT

SECTION:

DATE:

December 17, 2009

BOARD OF REGENTS

EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

EMERITUS FACULTY STATUS

ACTION REQUESTED

It is recommended that the Board of Regents grant Emeritus Faculty Status to six (6) former faculty members listed on the attached report.

STAFF SUMMARY

The Collective Bargaining Agreement between Eastern Michigan University and the Eastern Michigan University Chapter of the American Association of University Professors (AAUP) provides that a faculty member who has served the University for at least fifteen (15) years may be nominated for Emeritus Faculty Status upon retirement.

The nominations for these individuals have received the support of their respective department heads, the deans of their colleges, and the Provost and Executive Vice President.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

The proposed action has been reviewed and is recommended for Board approval.

University Executive Officer
Provost and Executive Vice President

12-4-09

Date

**EASTERN MICHIGAN UNIVERSITY
EMERITUS FACULTY STATUS RECOMMENDATION
December 17, 2009**

Catherine Bach

Professor, Biology from 1991-2010
(18.5 years)

Doctoral	University of Michigan
Masters	University of Michigan
Baccalaureate	Kalamazoo College

Paul D. Kuwik

Professor, Technology Studies from 1970-2009
(39 years)

Doctoral	Ohio State University
Masters	Ohio State University
Baccalaureate	Ohio State University

Margaret Moore-Hart

Professor, Teacher Education from 1988-2010
(21.5 years)

Doctoral	University of South Florida
Masters	University of South Florida
Baccalaureate	Knox College

Walter Moss

Professor, History and Philosophy from 1970-2010
(39 years)

Doctoral	Georgetown University
Masters	
Baccalaureate	Xavier University

Donald Pearson

Professor, Economics from 1969-2010
(41 years)

Doctoral	University of Texas
Masters	University of Texas
Baccalaureate	Tulane University

John R. Smith

Associate Professor, Music and Dance from 1969-2009
(40 years)

Masters	Eastern Michigan University
Baccalaureate	Louisiana State University



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department of BIOLOGY recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: CATHERINE BACH

Current Status/Rank at EMU: PROFESSOR

Date of Hire at EMU: 08/28/1991 Retirement Date: 01/02/2010

Number of Years at EMU: 18.5 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: 2300 HICKMAN RD
ANN ARBOR, MI 48104-9332

Home Telephone: (734) 340-4090 E-Mail Address: cbach@emich.edu

Name of Spouse: BRIAN HAZLETT

Degree(s)/Institutions/Year: Baccalaureate: BS / KALAMAZOO COLLEGE / 1973

Masters: MS / THE UNIVERSITY OF MICHIGAN / 1976

Doctoral: PhD / THE UNIVERSITY OF MICHIGAN / 1979

Please Attach a Brief Statement of Support to this Form

Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

GLENN WALKER 10/27/2009
Recommended by (please print) Date

/ 10.27.09
Department Head Date

/ 11-2-09
Dean Date

/ 11-2-09
Provost Date

December 17, 2009
Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall

Dr. Cathy Bach, Professor of Biology, will retire in January after 18 years of service. Dr. Bach's dedication to teaching is legend in our department, a contention underscored by the comments of her students. She has mentored numerous graduate and undergraduate students in the practice of science and years later, many of these students continue to maintain contact with Dr. Bach and sing her praises.

Dr. Bach's research skills in the area of plant- insect interactions are well recognized both nationally and internationally. These talents have been recognized in various arenas. For example, she has attracted National Science Foundation research funding, served as an editor for the journal *Ecology* (the top journal in her field) and served as a reviewer for various other professional journals. Her fifty-seven peer-reviewed publications include multiple entries in both *Ecology* and *Ecological Monographs*, a truly outstanding feat. In recognition of her significant contributions in research, Dr. Bach was presented the Collins Distinguished Faculty/Creative Activity Award in 2003. Dr. Bach is a scientist who loves to mentor students in the art of science. Her affability, patience, quiet competence and accessibility has provided a warm, scientifically nurturing environment for the long hours she spends with student researchers on their data sets. Students and faculty have streamed to her for assistance with biostatistics, and she gives of her time and talents generously. Her enthusiasm for research is infectious and motivates students to carry their projects to fruition.

Dr. Bach's contributions to the department and University are numerous and include her efforts on the advisory board of EMU's Jean Noble Parsons Center for the Study of Art and Science and the re-vamping of Biology's advising program to provide both students and faculty with a user-friendly system. She was recognized with the Outstanding Advisor Award in 2000 and has continued her efforts in advising our students.

The Biology department requests Emeritus faculty status for Dr. Bach in recognition of her outstanding career and many contributions to EMU. We look forward to Dr. Bach's continued involvement with the EMU community as an Emeritus professor.



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department of COT Technology Studies recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: Paul David Kuwik

Current Status/Rank at EMU: Professor

Date of Hire at EMU: 09/01/1970 Retirement Date: 08/31/2009

Number of Years at EMU: 39 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: 73 Greenside Street
Ypsilanti, MI 48197

Home Telephone: (734) 434-9672 E-Mail Address: pkuwik@emich.edu

Name of Spouse: Beatrice "Bea" Kuwik

Degree(s)/Institutions/Year: Baccalaureate: B.S. Education, Ohio State, 1964

Masters: M.S. Industrial/Vocational Education, OSU 1965

Doctoral: Ph.D. Higher Education Management, OSU 1970

Please Attach a Brief Statement of Support to this Form

Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

Anthony Adamski, Ph.D. 11.19.09
Recommended by (please print) Date

11/23/09
Department Head Date

11/23/09
Dean Date

11/23/09
Provost Date

December 17, 2009
Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall

Memo

To: Division of Academic Affairs

From: Anthony Adamski, Ph. D

CC:

Date: 11/19/2009

Re: Recommendation

Let this memo serve as my support for Dr. Paul Kuwik being awarded Emeritus Faculty Status. I have known Paul both socially and professionally for over 20 years and I have found him to be a trusted friend and colleague. He was Department Head when I began my tenure track at Eastern and he serves as a mentor and teacher.

There are many kudos I could relate about Paul, but perhaps its best to just say he deserves this honor. He has in the past and will no doubt in the future represent Eastern Michigan University in the best of possible manner.



EASTERN MICHIGAN UNIVERSITY

November 23, 2009

To Whom It May Concern:

I'm writing in support of the recommendation for the Board of Regents to grant Emeritus Faculty Status to Dr. Paul Kuwik.

When Dr. Kuwik retired on August 31, 2009, serving both as a faculty member and for many years as an administrator (Department Head), he was one of the two remaining founding faculty members of the College of Technology.

During his 39 years at EMU he had many notable achievements. Perhaps the most significant was his shepherding of the creation and implementation of the Coatings and Research Institute (CRI). This was and still remains a milestone that helps distinguish the COT's Polymers and Coatings Program as one of the four such programs in the United States.

Sincerely,

Morell D. Boone, Ph.D.

Dean, College of Technology



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department of Teacher Education recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: Margaret Moore-Hart

Current Status/Rank at EMU: Professor Ph.D.

Date of Hire at EMU: 8/31/1988 Retirement Date: 1/4/2010

Number of Years at EMU: 21 1/2 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: 1048 Pepperwood Court
Brighton, MI 48116

Home Telephone: (810) 225-2991 E-Mail Address: mhart@emich.edu

Name of Spouse: Tom Hart

Degree(s)/Institutions/Year: Baccalaureate: Knox College 1968

Masters: University of South Florida 1983

Doctoral: University of South Florida 1987

Please Attach a Brief Statement of Support to this Form

Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

Donald H. Brennan 11-25-09
Recommended by (please print) Date

11-23-09
Department Head / Date

12.3.09
Dean Date

10-0 0
Provost Date

December 17, 2009
Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall

November 23, 2009

RE: Dr. Margaret Moore-Hart's Nomination for Emeritus Faculty Status

Dr. Margaret Moore-Hart came to Eastern Michigan University in 1988 as a faculty member in the Department of Teacher Education. Margaret taught at EMU for 21 years in the area of Reading. Margaret received her Ph.D. from the University of South Florida.

Dr. Moore-Hart's service to EMU was outstanding. She served as the Teacher Education Department's Reading Area Graduate Coordinator (2004-2005), Reading Program Area Coordinator (2000-2009), Finance Committee Chair (2005-2008), and Personnel Committee Chair (1993-1996). Her service to the broader EMU community consisted of membership on The Honors Advisor Committee (2000-2009), Writing Across the Curriculum Committee (2000-2009), and Chairperson of the College of Education Council (1999-2001).

Dr. Moore-Hart also provided great leadership to her profession and to the local community. She played leadership roles at the Michigan Reading Association, College Reading Association, International Reading Association, and Eastern Educational Research Association.

In the area of scholarship, Margaret has been very active. She has published articles in Journals with very low acceptance rates, and her recent book: Teaching Writing in Diverse Classrooms, K-8: Shaping Writers' Development Through Literature, Real-Life Experiences, and Technology (2009) was published by Allyn & Bacon Pearson, and has received rave reviews.

Dr. Margaret Moore-Hart has distinguished herself in many ways at Eastern Michigan University and is strongly recommended for Emeritus Faculty Status.

Sincerely,



Donald H. Bennion, Head
Department of Teacher Education

slh



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department of History and Philosophy recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: Walter Moss

Current Status/Rank at EMU: Professor

Date of Hire at EMU: September 1970 Retirement Date: January 5, 2010

Number of Years at EMU: 39 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: 2112 Collegewood
Ypsilanti, MI 48197

Home Telephone: 734-482-1810 E-Mail Address: wmoss@emich.edu

Name of Spouse: Nancy Moss

Degree(s)/Institutions/Year: Baccalaureate: B.S. Xavier University 1960

Masters:

Doctoral: Ph.D. Georgetown 1968

Please Attach a Brief Statement of Support to this Form

Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

Kate Melvick 11/17/09
Recommended by (please print) Date

11/17/09
Department Head Date

11-24-09
Dean Date

12-1-09
Provost Date

December 17, 2009
Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall

EASTERN MICHIGAN UNIVERSITY
College of Arts and Sciences

DEPARTMENT OF HISTORY AND PHILOSOPHY
Inter-Office Memorandum

TO: Jack Kay, Provost and Vice President for Academic Affairs

FROM: Kate Mehuron, Department Head, History and Philosophy

SUBJECT: Emeritus Status Recommendation for Prof. Walter Moss

DATE: November 17, 2009

Enclosed herewith you will find an Emeritus Status Recommendation form requesting that Prof. Walter Moss be awarded Emeritus status. Professor Moss will retire from teaching effective January 5, 2010. He has served the department four decades as a model teacher, a productive scholar, and an industriously helpful colleague. His departure from active teaching is a loss that the History section will feel for some time to come.

I myself have served for twenty years in the department as a colleague of Professor Moss, and have found him a good colleague, committed teacher, and superb scholar. I urge you to confer on Professor Moss the title Emeritus and all of the rights and privileges to which he is entitled.



EASTERN MICHIGAN UNIVERSITY

November 15, 2009

Professor Kate Mehuron
Head, Department of History and Philosophy
Eastern Michigan University
Ypsilanti, MI 48197

Dear Kate,

This letter is to give you official notification that I will retire from Eastern Michigan University on January 5, 2010. According to the AAUP Contract (Article XX, B1): "Upon request, a retiring Faculty Member shall be provided a review and other considerations of retirement benefits (e.g., library, parking, Rec. M. etc.) through EMU's Benefits Office." I had a conversation earlier in 2009 with the head of the Benefits Office, Jeanette Hassan, but I will contact her again in the next few weeks for a final review before I retire. Thanks for all your help.

Sincerely,

Walter G. Moss
Professor



EASTERN MICHIGAN UNIVERSITY

Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department of Economics recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: Donald Pearson

Current Status/Rank at EMU: Professor

Date of Hire at EMU: 09/01/1969 Retirement Date: 01/04/2010

Number of Years at EMU: 41 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: 713 Oxford Rd.
Ypsilanti, MI 48197

Home Telephone: (734) 485-8185 E-Mail Address: donald.pearson@emich.edu

Name of Spouse: Jeanette Hassan

Degree(s)/Institutions/Year: Baccalaureate: Tulane University, 1964

Masters: University of Texas at Austin, 1967

Doctoral: University of Texas at Austin, 1970

Please Attach a Brief Statement of Support to this Form

Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

Dr. John Edgren 11/30/09
Date

Department Head 11/30/09 Date Dean 12-2-09 Date

Provost 12/3/09 Date December 17, 2009 Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall

Date: 3 December, 2009

To: Dr. Raouf Hanna, Department Head, Economics

From: Dr. John A. Edgren, Professor of Economics

RE: Letter of support for Professor Donald Pearson, Emeritus Faculty Status

I am honored to be able to write a letter of support in favor of Dr. Donald Pearson, who is soon to retire from the Economics Department here at EMU and is seeking Emeritus Status.

Dr. Pearson has been a faculty member at EMU for forty one years, and during that time has made immense contributions to both the Economics Department and the University. He was for many years head of the Labor Studies Program in the department, and in that capacity brought students and funding that were very much appreciated. His background in Labor Economics from his studies at the University of Texas at Austin underpinned substantially his work here, and he represented a school of thought about economics that made a valuable contribution to the department. His encyclopedic knowledge of and tireless energy for labor issues including unionization, the role of minority workers, arbitration, and mediation made his courses and research in these areas invaluable.

He has been an active and effective member of the larger EMU community as well. Ever a voice for sanity and reasoned interactions he has been an active spokesperson for the faculty and others. His knowledge of how EMU works has been a valuable resource to the department. He has been essentially the go-to person for figuring out what is going on and what to do about it. In recent years he has served with distinction as the director of the undergraduate program in the department, and brought order and progressive improvement to that area.

Dr. Pearson has contributed greatly to the Economics Department, to Eastern Michigan University, and through those to the larger community in his 41 years of service. I am happy to be able to recommend him for Emeritus Faculty Status. He is highly deserving of this honor.



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

RECEIVED

NOV 12 2009

EMERITUS FACULTY STATUS RECOMMENDATION

COLLEGE OF ARTS & SCIENCES
OFFICE OF THE DEAN

The Department of Music and Dance recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: John Robert (J.R.) Smith

Current Status/Rank at EMU: Asst. Prof. (Retired)

Date of Hire at EMU: September, 1969 Retirement Date: 8.31.2009

Number of Years at EMU: 40 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: 5911 Huntington, Ypsilanti, MI 48197

Home Telephone: 734635.1098 E-Mail Address: N/A

Name of Spouse: N/A

Degree(s)/Institutions/Year: Baccalaureate: BM - Louisiana State U - Tuba Performance

Masters: MA - EMU - General Music

Doctoral: Doctoral studies UM (no degree)

Please Attach a Brief Statement of Support to this Form

Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

Diane L. Winder 11.9.09
Recommended by (please print) Date

10 NOV 2009 11-16-09
Department Head Date Dean Date

11-16-09 December 17, 2009
Provost Date Date

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall

Emeritus Faculty Status-Prof. J.R. Smith

Since joining the EMU Department of Music and Dance in 1969, multi-talented Prof. J. R. Smith has primarily taught studio tuba, euphonium and trombone Music 100 – music theory for non-majors – as well as a collection of other courses for music majors. He has soloed on trombone and tuba with all the major student instrumental ensembles and performed with faculty-student groups on double bass and voice.

Exhibiting outstanding civic engagement, Prof. Smith has played with the unique Dodworth Saxhorn Band, including twice at the White House, producing numerous recordings with the group. As a vocalist, he has appeared with the Ann Arbor Choral Union for a decade, as well as in Barbershop for 20 years with the select Great Lakes Chorus in Grand Rapids.

Playing bass and trombone, Prof. Smith worked for 40 years as a gigging musician doing studio work and anchoring the bass section in local big bands such as Ypsilanti's Ambassadors.

In short, Prof. Smith proves himself an all-around musician and caring professor, who made undergraduate advising a priority for 20 years.

Prof. Smith quips, "I'll miss all of you, but I won't say good-bye"!

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

EMERITUS STAFF STATUS

ACTION REQUESTED

It is recommended that the Board of Regents grant Emeritus Staff Status to one (1) staff members: Mary Jane Callison, Sr. Secretary in the Department of Physics and Astronomy who retired December 1, 2009

STAFF SUMMARY

According to University policy, retiring Administrative Professional (AP), Athletic Coaches (AC), Confidential Clerical (CC), Food Service, Custodial & Maintenance (FM), Professional Technical (PT) or Clerical Secretarial (CS) staff members who have served the University for at least fifteen (15) years, may be granted Emeritus Staff Status. Such status is conferred based on the recommendation of the President and approval of the Board of Regents.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

The proposed action has been reviewed and is recommended for Board approval.

University Executive Officer
President

12/03/2009
Date



EASTERN MICHIGAN UNIVERSITY

Division of Academic Affairs

EMERITUS STAFF STATUS RECOMMENDATION

The Department of Physics and Astronomy recommends the awarding of **Emeritus Staff Status** for the following retiring/retired staff member:

Name of Staff Member: Mary Jane Callison

Current Status at EMU: CS-05 Sr. Secretary

Date of Hire at EMU: November 5, 1986 Retirement Date: December 1, 2009

Number of Years at EMU: 23 (Minimum of 15 years of service required)

Please complete the following information on the retiring staff member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: 1026 Louise St.
Ypsilanti, MI 48197

Home Telephone: (734) 657-9933 E-Mail Address: mcallison@emich.edu

Name of Spouse: Ronald H. Callison

Degree(s)/Institutions/Year: Baccalaureate: _____

Masters: _____

Doctoral: _____

Please Attach a Brief Statement of Support to this Form

Emeritus Staff status is contingent upon the approval of the Board of Regents. The above information will be kept on file at the EMU Foundation.

Paul Daniel Trochet 11/03/2009
Recommended by (please print) Date

11/3/2009 11-4-09
~~Department Head and/or~~ Supervisor Date Dean and/or Vice President Date

11/21/09 December 17, 2009
Provost Date Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall

November 3, 2009

To Whom It May Concern:

I am writing to nominate Mary Jane Callison for emeritus staff status in appreciation and recognition of her long and exceptional service to the Department of Physics and Astronomy. Mary Jane was hired as the senior secretary in the Department of Physics and Astronomy in November of 1986 and served in this position during the seventeen years that I was head of the department from 1987 to 2004.

Early on she realized that her job would be easier if she had some understanding of physics, so she courageously took our beginning physics courses, **PHY 110** Physical Science. Not only did she pass, she excelled. I believe that the knowledge that she gained from this experience made it easier for her to effectively communicate with the faculty and students.

Mary Jane excelled in all of her duties in the department. Her work was always of the highest quality and it was always completed on time. In short, she made the department office function efficiently and smoothly. This attention to detail coupled with her friendly, outgoing personality helped make the front office a pleasant place for faculty, staff and students alike. All were treated with the utmost respect.

I quickly learned that her loyalty, honesty and integrity were above reproach. I am pleased to recommend her for an emeritus staff appointment.

Sincerely,

Paul Daniel Trochet, Emeritus Professor
Department of Physics and Astronomy
Eastern Michigan University

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

ACADEMIC RETIREMENTS / SEPARATIONS

ACTION REQUESTED

It is recommended that the Board of Regents approve (1) retirement and (4) separations for the reporting period September 1, 2009 through November 30, 2009.

It is also recommended that the Board of Regents approve (1) retirement and (1) separation that had not been reported in January 2009.

STAFF SUMMARY

Of the seven (7) retirements / separations, three (43%) are male and four (57%) are female. Demographics show that six (85%) are Caucasian and one (15%) is African American.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

The proposed action has been reviewed and is recommended for Board approval.

University Executive Officer _____

12-7-07

Date

ACADEMIC SEPARATIONS (SEPTEMBER 1, 2009 THROUGH NOVEMBER 30, 2009)

Name	E Class	Term Date	Job Title	Department	Gender	Ethnicity	Term Reason
Semmes, Clovis E	FA	9/1/09	Professor	Afr- American Studies	M	BL	Term Retirement
Welker, Kelly	FA	9/1/09	Associate Professor	School of Tech Studies	F	WH	Term Personal
Gaymer, Dawn M	AP	9/15/09	Asst Dean – COB	Business Dean	F	WH	Term Personal
Tillman, Tracy S	FA	9/18/09	Professor	School of Engineering Tech	M	WH	Term Personal
Pollack, Joseph F	AP	10/10/09	Dir Charter Schools Prog	Charter Schools	M	WH	Term Death
Wiswell, Lisa	FA	1/2/09	Assistant Professor	School of Nursing	F	WH	Term Personal
Pietig, Jeanne	FA	1/3/09	Professor	Teacher Education	F	WH	Term Retirement

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

**ACADEMIC AFFAIRS ADMINISTRATIVE/PROFESSIONAL
APPOINTMENTS/TRANSFERS**

ACTION REQUESTED

It is recommended that the Board of Regents approve (1) Administrative/Professional transfer at the rank and effective date shown on the attached listing.

FISCAL IMPLICATIONS

The salary would be absorbed in the 2009-2010 personnel budget.

ADMINISTRATIVE RECOMMENDATION

The proposed action has been reviewed and is recommended for Board approval.

University Executive Officer _____

12-7-09

Date

ADMINISTRATIVE PROFESSIONAL HIRING REPORT

Name	Effective Date	Salary	Title
Nair, Muralidharan	9/1/2009	\$145,000	Interim Dean – College of Health & Human Services

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION:	7
DATE:	
December 17, 2009	

RECOMMENDATION

APPOINTMENT OF CHARTER SCHOOLS BOARD MEMBERS

ACTION REQUESTED

It is recommended that the Board of Regents appoint Sally Contreras to a three-year term on the Board of Directors of the Academy for Business and Technology; Jason Johnson to a three-year term on the Board of Directors of Ann Arbor Learning Community; Delores Tripp to a three-year term on the Board of Directors of the Dr. Joseph F. Pollack Academic Center of Excellence; LaTanya Beanum and Christine Harris to three-year terms on the Board of Directors of Gaudior Academy; and Walter Stephens to a three-year term on the Board of Directors of Hope Academy.

STAFF SUMMARY

According to the resolutions which establish these public school academies (charter schools), vacancies on the Boards of Directors shall be filled by the Eastern Michigan University Board of Regents.

Academy for Business and Technology

Sally Contreras is a teacher aide at Edmonson Elementary School in Detroit. She was employed as a special needs assistant at Vistas Nuevas Head Start in Detroit for five years. Contreras earned an Associate's degree from Wayne County Community College, and she currently attends classes at the University of Michigan-Dearborn. She has a child enrolled at the Academy for Business and Technology.

Ann Arbor Learning Community

Jason Johnson is employed at the Borders Group, Inc., Ann Arbor, as a logistics and budget analyst. He also worked at TCF National Bank in Ann Arbor as a commercial financial analyst. Johnson earned a Master of Business Administration degree and a Bachelor of Business Administration degree from Eastern Michigan University in April 2009 and April 2003. He has two children attending Ann Arbor Learning Community and is currently their board president.

Dr. Joseph F. Pollack Academic Center of Excellence – PACE (Edison Oakland Academy)

Delores Tripp is chief executive officer of The Wellness Group, a private corporation that offers prevention-focused programming to enhance employee well-being and productivity and thus impact organizational profitability. Tripp earned a Bachelor of Arts degree as well as her Juris Doctor degree from Wayne State University. She is a member of the Michigan Bar and the National Association of Women Business Owners. She is seeking reappointment to the Board of Directors of the Academy.

Gaudior Academy

LaTanya Beanum is a project support manager for the EDS and HP Company in Detroit where she oversees the OnStar Development Umbrella Project, ongoing since 2003. Prior to this position, she was a project leader for General Motors' hourly payroll services. Beanum earned a Bachelor of Science degree in computer science from Madonna University and a Master of Business Administration degree in technology management from the University of Phoenix, Troy. She has a child attending Gaudior Academy.

Christine Harris is the president of Harris Design, LLC, Livonia. She was quality control manager for NORR, LLC in Detroit. Harris is an architect by training having earned Bachelor of Architecture, Bachelor of Science in Architecture and Master of Architecture degrees from Lawrence Technological University in 1995, 1996 and 2009 respectively. She is certified by the State of Michigan and the National Council of Architectural Registration Boards. Harris has been president of the Gaudior Academy Board of Directors for the past three years. She is a member of Tau Sigma Delta Honor Society.

Hope Academy

Walter Stephens is employed at the Ford Motor Company in Dearborn as a vehicle electrical systems engineer. He has been with Ford since 1997. Stephens graduated from Tuskegee University, Alabama, with a Bachelor of Science degree in electrical engineering in 1998. He is a member of the National Society of Black Engineers. Stephens is seeking reappointment to the Board of Directors of Hope Academy.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

The proposed Board action has been reviewed and is recommended for Board approval.

University Executive Officer _____

12-4-05

Date

Sally Contreras

christalsally@yahoo.com

Objective:

To secure a position where I can implement and coordinate programs and services that focus on the socialization and education of young children. Also, as well as their growth and development.

Employment History:

Edmonson Elementary/DPS Detroit, MI

032008 - Present

Teacher Aide / Autistic Impaired

Assist in the preparation and implementatin of classroom activities, such as individual and small group instruction. Also, responsible for assisting students from buses and taxicabs in the morning as well as leaving school. Participate in weekly planning meetings with the teacher. etc

Vistas Nuevas Head Start Detroit, MI

082002 - 022008

Special Needs Assistant (SNA II)

SNA's responsibility is to complete the referral process for the special needs children. Also, the SNA provides individualized services to children identified with special needs and maintain appropriate documentation of services. Also monitors and update the files of special needs children weekly. Assist in special needs services for case conferences and home visits. Also assist in the development and implementation of the IEP to meet the needs of special needs children.

Rainbow Child Development Center

Dearborn, MI

022000 - 082002

Lead Teacher/Assistant Director

Develop and write lesson plans to provide social skills and coordination for preschool children. Supervise the implementation of all the lesson plans for all instructors from infant to kindergarten. Assist with the supervision, management and daily operations of the center.

Center for Chicano-Boricua Studies

Detroit, MI

011999 - 012000

Administrative Secretary

Supervise clerical staff and work study students. Manage office operations, budgetary expenses, assist with programming, manage faculty requests, and manage incoming clientele. Manage the Latino En Marcha Scholarship for Latino students. Reserve rooms and provide reports. Provide minutes and schedule meetings.

Salvation Army/School Readiness Program

Detroit, MI

081998 - 011999

Lead Teacher

Write lesson plans. Write behavioral observation weekly reports to provide social, emotional, movement/physical and cognitive development progress notes.

▼ BOARD SERVICE

Ann Arbor Learning Community

Ann Arbor, MI

June. 2006 – Present

- **Board President**
June. 2008- Present
- **Board Treasurer**
June. 2007- June 2008
- **Board Member at Large**
June. 2006- June 2007

▼ PROFILE

- Ability to align short and long term goals
- Analytic and well organized team player with excellent interpersonal skills
- Ability to multi-task with a high degree of accuracy
- Exceptional communication, problem solving, technical, resource management, and leadership skills
- Advanced Microsoft Office proficiency and experience with various accounting software suites
- Proclamation for service from Michigan State Senator 2001

▼ EDUCATION

Masters of Business

Administration, Finance

Eastern Michigan University,
Ypsilanti, MI April 2009

Graduate Certificate Finance

Eastern Michigan University,
Ypsilanti, MI April 2004

BBA; Management

Eastern Michigan University,
Ypsilanti, MI April 2003

▼ GOAL

To provide consistent, value-adding support for internal and external customers of ecommerce projects from a mid level Ecommerce Support Specialist position.

▼ PROFESSIONAL EXPERIENCE

Analyst [Logistics]

Borders Group Inc, Ann Arbor, MI

Aug. 2006- Feb. 2009

- Provided analysis of data to support the logistics planning and budgeting process
- Facilitated communications between distribution centers and the store operations group
- Streamlined weekly reporting process
- Managed receipt of shipping incentive AR's from vendors
- Reconciled logistics GL accounts
- Created month end GL close JEs
- Developed and provided month end reporting for logistics
- Developed and provided weekly reporting for Monday logistics meetings and Tuesday Operations meeting
- Solicited feedback from customers regarding reporting use and expectations
- Provided inventory forecasting by tracking purchases, sales, and returns at the category level
- Assisted in development of flow-thru analyses and other shipping and receiving productivity measures
- Evaluated and compared the relative cost per unit of various processing channels relative to volume
- Interpreted data affecting expenses, such as hourly labor cost, OPH, fixed cost and transportation cost
- Collaborated with internal and external customers to ensure accurate, timely and relevant distribution information
- Ad-Hoc reporting and analysis as requested

Analyst [Commercial Finance]

TCF National Bank, Ann Arbor, MI

Mar. 2005- Aug. 2006

- Reviewed and analyzed financial statements
- Identified and explained trends and variances
- Prepared financial statements and projections
- Presented evaluations to upper management for final approval
- Completed monthly and weekly reports
- Assembled spreadsheets and draw charts and graphs used to illustrate technical reports
- Analyzed financial information to produce forecasts of business, industry, and economic conditions for use in making investment decisions
- Maintained knowledge and stay abreast of developments in the fields of , business, finance, and economic theory
- Presented oral and written reports on general economic trends, individual corporations, and entire industries

References available upon request

VITAE/RESUME

Delores C. Tripp, J.D.

Work:

30400 Telegraph Road, Suite 333
Bingham Farms MI 48025
Phone: 248.203.5330
Fax: 248.203.5331
E-mail: delores@wellnessgroup.net
Web Site: www.wellnessgroup.net

Home:

CAREER SUMMARY

Has over twenty-five years experience as an attorney, consultant, coach, trainer, manager, and administrator. She has worked in both the private and public sector and has served as a trustee on several boards. Currently she is using her special skills in leadership development, executive coaching, improving emotional intelligence in organizations, conflict resolution, change management, cultural diversity, and related consulting and training with a broad array of organizational clients.

SPECIAL SKILLS AND ACHIEVEMENTS

- As Board Chair of a large regional organization oversaw a difficult change of leadership during a period of unprecedented successful growth and expansion of the organization.
- As trustee of the village of Bingham Farms has provided leadership on issues of local growth and development.
- Managed the growth and expansion of the Wellness Group on a national and international level.
- Through her organization development strategies and interventions she has moved organizations toward clarifying and achieving their vision, mission, and strategic goals.
- Has overseen the growth and development of both a statewide and national behavioral health network.

EXPERIENCE

1982 - Present

The Wellness Group, Inc.: CEO - CEO of a private corporation whose purpose is to offer prevention focused programming which enhances employee well-being and productivity which in turn impacts organizational profitability. Current client roster includes private and public sector, profit and non-profit, and small and large organizations on an international, national and state level.

VITAE/RESUME

Delores C. Tripp, B.A., J.D.

Page 2

1977 - 1982

Department of Corrections: Member, Michigan Parole Board

- As the first female member of the Parole Board was responsible for conducting parole hearings, parole violation hearings, clemency and public hearings on commutation of sentences. Had responsibility for relations with the Governor's Office, police departments and prosecutors throughout Michigan and other states.

1974 - 1977

Michigan Department of Social Services: Member of Youth

Parole and Review Board - As a member of the Youth Parole and Review Board held hearings and made decisions on juvenile wards of the state regarding placement in and release from the state's training schools. Conducted revocation hearings following new allegations of criminal behavior. Reviewed current legislation and made recommendations for new legislation.

1971 - 1974

Michigan Department of Social Services: Administrative Law

Judge - Acted as the hearing officer under the provisions of the Michigan Administrative Procedures Act and applicable provisions of state law regarding client eligibility to state programs, nursing home license revocations and similar proceedings.

1968 - 1971

Michigan Department of Civil Rights: Hearings Officer -

Conducted probable cause hearings under the provisions of the Elliott Larsen Act (Civil Rights). Served as consultant to both field investigators and employers against whom allegations of violation of the Elliott Larsen Act had been filed. This activity centered around allegations of discrimination in employment based on age, race, gender, national origin, and handicapped status.

1965 - 1968

Michigan Department of Civil Rights: Education Consultant -

Worked with school districts throughout the State on issues involving student integration and increasing minority teacher employment. This was a voluntary consultation service available to school districts. Was key in developing statewide guidelines on prevention of racial violence in the schools.

1963 - 1965

City of Detroit - Human Relations Department: Human

Relations Consultant - Worked with private sector employers on civil rights issues involving employment, education, housing, and public accommodation.

1962 - 1963

Immaculate Heart of Mary Grade School: Fifth Grade Teacher

VITAE/RESUME

Delores C. Tripp, B.A., J.D.

Page 3

EDUCATION

Wayne State University B.A.

Wayne State University Law School J.D.

Member of Michigan Bar. Admitted to practice in both state and federal courts and the United States Supreme Court.

MEMBERSHIPS

Member of the Board of Trustees and past Chairperson – GreenPath, Inc.

Human Resources Association of Greater Detroit

Past President - Administrative Law Section

Administrative Law Section: Michigan Bar Association

Labor Law Section: Michigan Bar Association

Labor Law Section: American Bar Association

Member - EAP Association (EAPA)

Member – National Association of Women Business Owners

CIVIC ASSOCIATIONS

Bingham Farms Village Council Trustee

Member - Detroit Athletic Club

VITAE/RESUME

Delores C. Tripp, B.A., J.D.

Page 4

CIVIC ASSOCIATIONS cont'd

Member - Detroit Historical Society

Member - Founders Society of the Detroit Institute of Arts

Member - Detroit Society of Clubs

Member - Detroit Yacht Club

Member - Renaissance Club

Member - Skyline Club

PROFESSIONAL PRESENTATIONS

Have presented numerous workshops, seminars and speeches on managing conflicts, prevention of workplace violence, improving emotional intelligence in organizations, stress management, leadership, and human relations and EEO issues.

PERSONAL

Widow, one adult child, good health, enjoy travel, tennis and reading and writing science fiction.

PROJECT MANAGER

Quality ❖ Information Technology ❖ Process Engineering

Highly motivated, self-directed MANAGEMENT PROFESSIONAL with 10 years' experience in maintaining a fast-pace and pivotal role in dynamic environments. Project Leader with extensive background in Process Management and strong understanding of the role of quality in an organization. Team oriented individual with good interpersonal skills. Detail oriented with excellent organizational and Project Management skills. Mentored employees in two Horizontal Business Units and adapted to the personality of each.

CORE COMPETENCIES

- Quality Focused
- Business Process
- Lean Six Sigma
- Leadership/Team Builder
- Training and Mentoring
- Project Coordination

PROFESSIONAL EXPERIENCE

EDS and HP Company, Detroit, MI

1997-Present

Project Support Office (PSO) (2003-Present)

- Project Manager for the OnStar Development Umbrella Project.
- Conduct Senior Mgt Reviews as applicable on behalf of the EDS OnStar Program Office (PgO)
- Communicate EPGO / Horizontal Business Unit (HBU) PgO information on processes and tools
- Monitor and communicate time tracking compliance
- Monitors project activities in MSPS or MS Project for items requiring assistance or escalation
- Track and understand project performance via PreSage, Service Level A's, contractual reports, metrics, etc.
- Leads and coordinates Project QuickStart efforts for projects meeting HBU thresholds.
- Project Manager Mentor
- CMMI Assessment Team Member (ATM)

Project Leader – GM Hourly Payroll Services (2001-2003)

- Analyzed and refined Customer's business requirements.
- Created proposals and project implementation plans.
- Defined required skill sets and managed resources.
- Identified issues and assessed risk.
- Coordinated workload of 40 senior and junior information analysts, project leaders, remote, and off-shore resources on the EDS-Lockheed Martin Account in support of the General Motors Payroll Services customer (GM Hourly and Salary).

Information Analyst–DACOR (1997-2001)

- Responsible for system maintenance for General Motors accounts payable system. Also maintained the General Motors Hourly and Salary Payroll systems.
- Provided technical direction for the system
- Tracked project progress and compliance with CMMI-compliant procedures
- Provided an escalation contact for issue resolution
- Interfaced with customer on business items

Christine M. Harris, ALA
NCARB, LEED AP

E-mail: cmhrihnp@yahoo.com
734.779.0770 or 734.673.2885

Quality-minded individual with a varied background practicing and teaching in the fields of architecture, education, engineering, and accounting. Excellent organizational and problem-solving skills, exceptional writing abilities, and a desire to explore new challenges and opportunities.

Employment History

Harris Design, LLC
Livonia, MI
03/2009-Present

President
Design Services

NORR, LLC
Detroit, MI
07/2008-01/2009

Quality Control Manager
Responsibilities
Quality Control

- Reviewed project drawings for correctness & completeness
- Audited drawings for coordination between disciplines – architectural, structural, mechanical, electrical & civil

Staff Development

- Provided oversight of architectural interns and facilitated intern development
- Arranged educational seminars for staff on relevant technical subjects

Technical Resource Assistance

- Provided technical assistance to drawing production staff
- Provided code and material & systems research to production drawing staff

FES Group, LLC
Wixom, MI
08/2006-06/2008

Senior Architect /Project Manager
Primary Projects & Responsibilities
GM Spring Hill Paint Shop Addition

- \$14 million addition to an existing paint shop
- Researched & recommended construction materials
- Created & coordinated the production of plans, elevations, sections, details, & schedules required for construction
- Provided construction oversight & consultation services

DTE Energy

- Designed remodel of locker & toilet rooms for five DTE projects (2 at St. Clair Power Plant, Allen Road Service Center, Redford Service Center, & General Office Building)
- Selected fixtures & finishes to meet client requirements
- Created & coordinated the production of plans, elevations, sections, details, & schedules required for construction

Delphi Automotive Headquarters Renovations

- **Building D Laboratory & Conference Room Renovations**
- **Building A Office Renovations**

GM Powertrain Testing Laboratory

- Created 3-D architectural model of automotive testing laboratory building renovation & addition

Barton Malow Company **Senior Architect /Pre-Construction Design Group**
Southfield, MI
02/2006-08/2006

Responsibilities

- Research government professional services procurement process
- Research 5-D software solutions for architectural/ engineering & construction services
- Establish government contract tracking system

Barton Malow Design
Southfield, MI
02/2005-01/2006

Senior Architect

Primary Projects & Responsibilities:

Comcast Call Center Expansion & Renovation

- \$3 million building expansion & renovation project
- Created & coordinated the production of plans, elevations, sections, details, & schedules required for construction
- Provided construction oversight & consultation services

Valassis Post Order Building Renovation

- \$2.7 million building renovation project
- Researched & recommended construction materials
- Created & coordinated the production of plans, elevations, sections, details, & schedules required for construction
- Provided construction oversight & consultation services

Gaudior Academy
Inkster, MI
09/2003-08/2004

Building Construction Consultant

Primary Project & Responsibilities:

Gaudior Academy Building Purchase & Renovation

- \$3 million building purchase & renovation project
- Researched & recommended construction materials
- Reviewed construction plans, bids & construction services providers
- Provided construction oversight & consultation services to building owner

Harley Ellis
Southfield, MI
07/2000-05/2004

Architect / ISO 9001-2000 Auditor / Lab Planner

Primary Projects & Responsibilities:

General Motors R&D Tech Center Renovation

- \$99 million historic laboratory building renovation
- Interviewed 100+ scientist to assess facility, equipment & service requirements for wet & dry laboratories
- Defined customer requirements & assessed hazardous materials levels
- Developed preliminary layouts based on space allocations & adjacency requirements
- Reviewed preliminary designs with end user(s) & negotiated changes & additional requirementsDeveloped final designs for customer approval

University of Cincinnati Medical Sciences Building and Center for Academic Research Excellence Renovation and Expansion

- \$160 million laboratory & research facility seeking LEED Silver certification
- Researched elevator manufacturers' designs & specifications to meet design requirements for speed, capacity, aesthetics and machinery requirements
- At request of lead architect, developed 150+ partition types to meet varying conditions in material & structural requirements
- Assisted in the production of construction documents –plans, elevations, sections, details, & schedules

Saginaw Valley State University College of Education

Andrews University Howard Performing Arts Center

- New \$20+ million & \$10.5 million (respectively) construction
- Used 2-D design information to create 3-D model of building in Microstation Triforma V.8
- Directed & coordinated the production of plans, elevations, sections, details, & schedules required for construction
- Tracked issues & conducted coordination meetings with mechanical, electrical, structural, & design departments to resolve conflicts

Oak Ridge National Laboratory Research Facility

- Per customer-defined program, created three optional space planning scenarios for each program space; e.g., offices, classrooms, auditorium, kitchen, lunchroom and other support services

**Albert Kahn
Associates**
Detroit, MI
1997-07/2000

**Intern Architect / ISO 9001 Auditor /
Quality Resource Team Statistical Group Leader**

Primary Projects & Responsibilities:

Johns Hopkins University Hospital Pharmacy Relocation

- Managed production of architectural drawings for pharmacy relocation project
- Researched security & safety devices for protection of controlled substances at client request
- Conducted problem-solving sessions to resolve issues with mechanical, electrical & structural disciplines caused by existing building conditions

General Motors Acceptance Corporation

- Worked on on-going global contract to provide office fit up
- Conducted client interviews to assess requirements and establish design direction
- Created multiple space planning designs for Canadian GMAC office

Toyota Motor Manufacturing

- Created construction drawings & details for pits & trenches in automotive manufacturing facility
- Reviewed shop drawing submissions for pit steel

Michigan Automotive Compressor

- Created construction plans & details for manufacturing & office building renovations

General Motors World Wide Facilities Group

- Provided on-site assessment of existing factory building which had been previously converted to warehouse facility
- Documented existing structure, layout, finishes, & condition
- Created as-built electronic drawings for customer's future use

Internal Customer Assessment & Development

- Elected by peers to lead 7 member statistical quality assessment team
- Professional Development & Education Committee member
- As ISO 9001 Auditor, conducted assessment of internal corporate policies & procedures to insure compliance with international standards
- Developed Excel-based Intern Development Program (IDP) tracking system & assisted architectural interns in tabulating their experiences

Lawrence Technological University Adjunct Professor of Architecture

Southfield, MI

1999-12/1999

- Taught *Research Methods* and *Architectural Theory* in the Graduate School of Architecture at the request of the university administration

Lawrence Technological University Architectural Teaching Assistant

Southfield, MI

1992-5/1996

- Provided teaching & research assistance to architecture professor

GM Truck & Bus Group

Pontiac, MI

1984-6/1990

Engineering Specifications Analyst

- Created engineering specifications for heavy duty & medium duty trucks

GM Detroit Diesel Allison

Redford, MI

1977-12/1983

Engineering Specifications Writer

- Created engineering specifications for diesel engines

River Rouge Public Schools

River Rouge, MI

1975-8/1977

Teacher

- Taught Music, Special Education and Second Grade

• Prior employment history available upon request.

Education

Lawrence Technological University

2009 - Master of Architecture

1996 - Bachelor of Architecture

Distinction

Graduate Professional Degree
with Distinction

1995 - Bachelor of Science in Architecture

Magna cum Laude

Marygrove College

1975 - Master of Education

1969 - Bachelor of Music

Magna cum Laude
cum Laude

Henry Ford Community College

Calculus, Business Law, Fortran, Architectural Drafting

Wayne State University

Basic Drawing I & II

Additional Training

Revit Architecture

AutoCAD

Microstation

Access

Excel

Statistical Thinking

ISO Auditor Training

Total Quality Service

Word

Construction Document Technician

Investment in Excellence

Phillip Crosby Quality Training

Detroit Diesel Engine Service Training

CADAM Computer Graphics

School Board Leadership Training

Certificates & Licenses

Registered Architect

NCARB Certification

LEED Accredited Professional

Association of Licensed Architects

State of Michigan

National Council of Architectural Registration Boards

U.S. Green Building Council

Member

Honors & Activities

President of Gaudior Academy Board of Trustees

Vice-President & Director of Gaudior Foundation

Member Tau Sigma Delta Honor Society

Recipient of Women in Construction Scholarship

Volunteer for Kiwanis Children's Book Collection

References

Available upon request.

WALTER L. STEPHENS, JR.

mochrist@yahoo.com

OBJECTIVE: A challenging position in Systems Engineering that demands diversity of project management and systems analysis/development skills also requiring leadership within a team oriented environment.

EDUCATION: Tuskegee University, Tuskegee, Alabama;
Bachelor of Science in Electrical Engineering; July 31, 1998

HIGHLIGHT OF SKILLS:

- Comprehensive use of Project Leadership skills throughout engineering experiences
- Diversity of Information Systems experience which includes development of systems in automotive manufacturing facilities.
- System level understanding of various types of manufacturing systems that utilize computer based controls. Systems include to component assembly processes, vehicle assembly process, Vehicle testing, data collection and more.
- Provided onsite and remote troubleshooting of manufacturing systems critical to vehicle production.
- Information Systems knowledge includes experience with mainframe based (VAX/VMS) systems as well as client-server environments (PC based)
- Thorough understanding of the challenges of the vehicle manufacturing environment as well as product development

PROJECT LEADERSHIP:

- Performed as program manager as technical resource to automotive assembly plants to implement production critical vehicle test systems.(Ford vehicle operations test strategies)
- Managed team interaction to develop software and hardware systems for vehicle powertrain diagnostics, and also brakes testing. (Ford vehicle operations test strategies)
- Manage with diverse team to re-configure information systems based vehicle test system in automotive assembly plant. Coordinated with plant facilities engineering, electrical contractors, mechanical contractors, and assembly plant management. (Ford vehicle operations test strategies)
- Acted as team liaison to management at various assembly plants (Ford vehicle operations test strategies)
- Set team direction to implement test systems hardware and implementation and continued development of software systems, all systems production critical. (Ford vehicle operations test strategies)
- Lead direction in problem solving of systems issues of test systems by bringing in appropriate technical personnel to solve test systems issues that were vehicle related, software related information systems related or supplier related. (Ford vehicle operations test strategies)
- Acted as central engineer responsible for release of products to implement project to change method of service for vehicle locking systems, saving \$10.5 million annually. (Ford AVT mechanical security)
- Managed fabrication and modification of cable systems which included procurement, communication with diverse teams (engineers, lab supervision, technicians) to communicate engineering direction (Hughes missile systems)
- Manage completely, development of power supply system to meet energy requirements of particular vehicle programs, overseeing all interaction with vehicle engineers; Performing all development testing; manage work provided by suppliers, specifically engineering work. (Ford AVT Power Supply)

INFORMATION SYSTEMS:

- Managed implementation of information systems to test vehicles in automotive manufacturing plants (Ford vehicle operations test strategies)
- Determine future tooling and cost of future computer based test systems. (Ford vehicle operations test strategies)
- Determine future requirements of test systems equipment and software (Ford vehicle operations test strategies)
- Acted as technical resource to assembly plant, and vehicle program to determine appropriate hardware modifications and future hardware implementation (Ford vehicle operations test strategies)
- Acted as technical resource to assembly plant, and vehicle program to determine appropriate software systems solutions to implement corporate testing strategy (Ford vehicle operations test strategies)
- Lead in upgrade of Information systems technology used to test current and future model vehicles (Ford vehicle operations test strategies)

- Helped manage Small Workstation Network of Sun Workstations, IBM AIX stations and DEC stations Gained Sun OpenWindows experience and UNIX user knowledge. (Tuskegee University)
- Developed control software (In Microsoft C) for power supply test fixture. Researched use of software for military specs applications; Necessary skills acquired included C language programming, familiarity with the IEEE-488 Gpib programmable interface, technical knowledge of power supply specs and experience in interpretation of Engineering specs. including military specs. (Honeywell Inc. Test Instruments Division)
- Developed prototype architecture for group warranty tracking system implemented in Microsoft Excel; Prototype included automated, file interaction and graphics capabilities; also included data translation and analysis in various software schemes; Analyzed existing network and suggested techniques of electronic transfer of warranty data that would not require additional training. (Ford Electronics Division)
- Developed user interface for CAD tools dealing with Signal Integrity. Provided some software support and maintenance of these CAD tools Familiarity with VAX/VMS operating system, the VMS command definition language, TPU editor, BLISS programming language, VAX debugger, and various software development library routines was necessary.(Digial Equipment Corporation)

MANUFACTURING SYSTEMS:

- Provided manufacturing process engineering resource to assembly plant to properly utilize vehicle test systems for vehicle build quality analysis and monitoring of vehicle failures (Ford vehicle operations test strategies)
- Provided vehicle launch support to provide feedback from manufacturing test system to plant engineering and plant management, tailoring system to provide appropriate production data (Ford vehicle operations test strategies)
- Performed troubleshooting of production critical manufacturing systems(computer base test systems) to provide prompt support and minimize downtime of systems (Ford vehicle operations test strategies)
- Provided both onsite and remote troubleshooting of production critical computer based test systems for several assembly plants. (Ford vehicle operations test strategies)
- Provided process verification and cost reduction technical resources to several manufacturing processes. (Ford AVT mechanical security)

WORK EXPERIENCE:

June 2005 to Present	Ford Motor Company Dearborn, MI <i>Vehicle Electrical Systems Engineer. Advanced Product Creation. Development/Definition of future vehicle electrical architectures and systems</i>
March 2000 to May 2005	<i>Product Design Engineer. Power Supply Engineering. Handle Design & Release responsibility of power supply for vehicle electrical system.</i>
August 1998 to February 2000	Ford Motor Company Advance Vehicle Technology (AVT) (Contractor - Bartech Inc.) Dearborn, MI <i>Product Design Engineer. Power Supply Engineering. Handle Design & Release responsibility of power supply for vehicle electrical system.</i>
April 1997 to June 1998	Ford Motor Company Advance Vehicle Technology (AVT) (Contractor - Bartech Inc.) Dearborn, MI <i>Product Design Engineer.. Mechanical Security Systems. Responsible for current model product engineering of Locks within AVT</i>
March 1996 to March 1997	Ford Motor Company Vehicle Operations (Contractor - Bartech Inc.) Dearborn, Michigan <i>Manufacturing Process Engineer. Test Strategies Section. Responsible for implementing global testing strategies for all OBD II based and related testing of Vehicles in all assembly plants</i>
Feb-June 1995	Hughes Missile Systems Company Tucson, Arizona <i>Electrical Engineer Standard Missile Test Systems Engineering</i>
June –August 1993	Tuskegee University School of Engineering Tuskegee, Alabama <i>Lab Monitor UNIX Workstation lab. Work-Study Position.</i>
May – August 1990, 1991, 1992	Ford Motor Company Electronics Division Dearborn, Michigan <i>Engineering Co-op Sensor, Ignition and Load Management Department</i>
May- August 1988	Honeywell Inc. Test Instruments Division Littleton, Colorado <i>Quality Engineer Intern Software Quality Assurance.</i>

APPLICABLE SKILLS:

Microsoft Office professional; WERS, PROFS; Ethernet Implementation; Netscape Communicator; C Programming language, BLISS a structured high/low level language; Programming in FORTRAN, BASIC; VAX/VMS, SunOS, Sun OpenWindows, UNIX, IBM AIX, DEC Ultrix, IBM PC and compatibles, Apple Macintosh, HP 4192 Impedance Analyzer, HP Frequency Counter, Tektronix Storage Oscilloscope w/FET probes, Ruska high accuracy pressure controller

ACTIVITIES/AFFILIATIONS:

National Society of Black Engineers (NSBE) - Chapter President, Vice-president, NSBEnet/computer coordinator, Proposal Chairperson; FORTRAN tutor for school of Engineering; Counselor/Teacher Focus High School Outreach sponsored by T.U. School of Engineering and NSBE;

REFERENCES:

Available upon request

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

VISITING FACULTY APPOINTMENTS

ACTION REQUESTED

It is recommended that the Board of Regents approve (2) visiting faculty appointments that had not been reported for July 2009.

STAFF SUMMARY

Of the two (2) appointments, one (50%) is male and one (50%) is female. Demographics show that both are Asian.

FISCAL IMPLICATIONS

The salaries would be absorbed in the 2009-2010 personnel budget.

ADMINISTRATIVE RECOMMENDATION

The proposed action has been reviewed and is recommended for Board approval.

University Executive Officer

Date

12-4-09

VISITING FACULTY APPOINTMENTS

Name	E Class	Hire Date	Job Title	Department	Gender	Ethnicity	Salary
Ma, Xiumin	VF	7/1/09	Post-Doc Research Fellow	School of Engineering Technology	F	AS	35,000
Bian, Kejian	VF	7/16/09	Post-Doc Research Fellow	School of Engineering Technology	M	AS	35,000

BOARD OF REGENTS

EASTERN MICHIGAN UNIVERSITY

SECTION: 9
DATE: December 17, 2009

RECOMMENDATION

MONTHLY REPORT & MINUTES **STUDENT AFFAIRS COMMITTEE**

ACTION REQUESTED

It is recommended that the Student Affairs Committee Agenda for December 17, 2009 and the Minutes of October 20, 2009 be received and placed on file.

STAFF SUMMARY

At the October 20, 2009 meeting the Student Affairs Committee received and placed on file a white paper addressing Women's Resource Center staffing needs, updates on Dining Services, Club Halle (extended library hours) and the University's response to H1N1 . The Committee also voted unanimously to endorse the new Vet Connect Award.

The December 17, 2009 agenda includes further discussion of Women's Resource Center staffing needs, wheelchair accessibility in The Commons dining area and Grants and Scholarships.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

The proposed Board action has been reviewed and is recommended for Board approval.

Bernice A Lindke

University Executive Officer

December 4, 2009

Date

EASTERN MICHIGAN UNIVERSITY
Board of Regents
STUDENT AFFAIRS COMMITTEE

Thursday, December 17, 2009
1:45 p.m.

Agenda

Room 201
Welch Hall

- | | |
|---|--|
| 1. Approval of October 20, 2009 Meeting Minutes | Regent Hawks |
| 2. Women's Resource Center Staffing | Jessica Mulcahy/Holly Grunn/
Lauren Senft |
| 3. Grants and Scholarships | Antonio Cosme/Cynthia Van Pelt |
| 4. The Commons Wheelchair Accessibility | Lauren Senft |
| 5. Announcements | |

EASTERN MICHIGAN UNIVERSITY
Board of Regents
STUDENT AFFAIRS COMMITTEE
Minutes of October 20, 2009

MEMBERS PRESENT

Regents: Gary Hawks

Administration: Bernice Lindke, Glenna Frank Miller, Gregory Peoples

Students: Antonio Cosme, Nate Cradit, Pradeep Kantimahanti, Jess Mulcahy, Deborah Ray, Regina Royan, Lauren Senft, David Webster

GUESTS

Administration: Carin Barber, Ruby Beckermeyer, Noah Borton, David Carroll, Jayne Carroll, Meg Castro, John Donegan, Rebecca Figura, Lynette Findley, Brian Fitzgerald, Larry Gates, Ellen Gold, Raouf Hanna, Erica Healander, Bob Heighes, Jack Kay, Ann Klaes, Jessica Klein, Brian Kulpa, Geoff Larcom, Mary Larkin, John Lumm, Susan Martin, Cathie McClure, Greg Millard, Tom Murray, Greg O'Dell, Sarah Kersey Otto, Gretchen Sanchez, Chris Shell, Kathy Walz, Gretchen Ward, Mark Wesley, Kathryn Wilhoff, Kay Woodiel, Ron Woody

Students: Wil Bowen, Kirk Howard, Jalani Jackson, Shetina Jones, Jason Naudi, Brandon Taylor, Paul Wojdacz

Regent Hawks convened the meeting at 1:45 p.m. Minutes of the September 22, 2009 meeting were approved as presented.

Club Halle: Extended Library Hours

Student Body President Regina Royan and Chelsea Martin, Student Government's Director of Services and Events, presented a report on "Club Halle," the recently implemented extended library hours. This has been a collaborative effort between Student Government, library and marketing staff, public safety and dining services. Club Halle's name references the term commonly used by EMU students when asked where they will be spending their night studying. Extended hours will be in effect during midterms, October 18-29, with 24-hour access to the lower level of the library. The first phase kicked off with a late night breakfast on October 18, 2009. Five hundred and twenty students were served by EMU faculty, staff and administrators – far in excess of the 400 student goal set by Student Government. The second phase will occur during finals, December 6 through 17. Current students will be allowed access to all floors of the library. A valid student ID will be required for swipe card access to the library after midnight. As added safety measures, SEEUS services have been expanded and there is an increased police presence in the library. The Paradox Café will remain open during both periods. Performance indicators were developed to measure success and will be used to move forward with a long term plan to ensure the viability of the program. Regent Haws commended all those involved with this outstanding initiative

Women's Resource Center Staffing

Jessica Mulcahy, LGBT representative, presented a White Paper on behalf of the Student Leader Group, advocating for a permanent professional staff position in the Women's Resource Center. The students have made this one of their top priorities for the year and will present additional information at the December 17 SAC meeting related to their request.

Dining Services Update

Larry Gates, director of Dining Services, presented a comprehensive Dining Services update that included university auxiliary expectations, accountability and assessment of all dining services profit centers, food safety and a host of international and other special events and community involvement opportunities that they provide to EMU and the surrounding community. Dining Services employs more than 350 students, 65 of them in Catering and 10 graduate assistants, including 4 in Catering. These on-campus jobs provide a critical source of income for students. Mr. Gates also reported that the Green Market Bistro, an all vegetarian venue in the Student Center, was a Silver Award Winner at the recent National Association of College and University Food Services conference. Looking toward the future, Dining Services is in the process of obtaining estimates for wheelchair accessibility in The Commons and has begun work on a plan to renovate one of their dining facilities over the next 3-5 years.

Announcements

- Ellen Gold, Executive Director of University Health Services, provided an update on the measures EMU has taken to handle the H1N1 virus. Federal, state and local information is available on the Swine Flu website, which is accessible from EMU's homepage. To date, there have been six confirmed cases on campus and 46 Influenza Like Illnesses. EMU has been designated a dispensing site. Doses of the H1N1 vaccine are expected to be received on campus as early as October 21. A team has established absenteeism guidelines for faculty who are either sick themselves or have students who are ill. EMU has been extremely proactive in responding to this challenge.
- Vice President Lindke described the EMU Vet Connect Award being acted on at the Finance Committee meeting later in the day. This award will provide out-of-state veterans with a differential to cover in-state tuition. David Webster moved that the Student Affairs Committee endorse the award. The motion was seconded by Antonio Cosme and carried unanimously.
- Lauren Senft encouraged the community to participate in Disabilities Awareness Week activities taking place throughout this week.

The meeting adjourned at 2:30 p.m.

Respectfully submitted,

Teri L. Papp

Teri L. Papp
Student Affairs Committee Recording Secretary

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 10

DATE:

December 17, 2009

RECOMMENDATION

ATHLETIC AFFAIRS COMMITTEE

ACTION REQUESTED

Working agenda for December 17, 2009 and the October 20, 2009 minutes to be received and placed on file.

STAFF SUMMARY

- The minutes for the October 20, 2009.
- Director of Athletics, Derrick Gragg announced new indoor practice facility
- Director Gragg introduced, Dr. Jon Steinbrecher, the new MAC Commissioner.
- Game Guarantee
- Bowen Field House Update

The agenda for the December 19, 2009 meeting will include:

- Approval of October 20, 2009 Minutes
- Title IX Review Update Presentation
- Good News from Athletics

FISCAL IMPLICATIONS

To be determined

ADMINISTRATIVE RECOMMENDATION

The proposed Board action has been reviewed and is recommended for Board approval.

December, 2009

Derrick L. Gragg, Ed.D.

**BOARD OF REGENTS
ATHLETIC AFFAIRS COMMITTEE
Tuesday, December 17, 2009
Welch Hall**

A G E N D A

- A. Approval of Tuesday, October 20, 2009 Minutes
- B. Title IX Review Update Presentation
- C. Good News from Athletics

**Eastern Michigan University
Board of Regents
ATHLETIC AFFAIRS COMMITTEE
Minutes of October 20, 2009**

MEMBERS:

Regents: Philip Incarnati, James Stapleton, Roy Wilbanks, Gary Hawks and Floyd Clack
Athletics: Derrick Gragg, Director of Athletics

Regent Incarnati called the Athletic Affairs Committee to order at 12:40p.m.

Approval of the September 22, 2009 Minutes, passed unanimously.

- **GROUNDBREAKING CEREMONY** – Dr. Gragg thanked everyone who participated in today’s groundbreaking ceremony for the indoor multi-purpose practice facility. Several EMU student-athletes, coaches, athletic and university administrators as well as Ypsilanti community members attended the ceremony.
- **NEW MAC COMMISSIONER** – Dr. Gragg introduced, Dr. Jon Steinbrecher, the new Mid-American Conference Commissioner. He spoke about the current issues facing NCAA institutions and MAC athletic programs in particular:
 - The BCS Bowl System,
 - The current MAC bowl agreements and the future of these arrangements,
 - MAC men’s and women’s basketball formats – they have been changed back to the format from a few years ago where the first round games will be held at campus sites with the winners of those games advancing to play in Cleveland;
 - The MAC academic APR is currently 971, which is the highest rate for all non-BCS institutions.
 - The conference has begun a strategic planning process involving university presidents and athletic directors.
- **FOOTBALL GAME GUARANTEE** – (handouts presented) There was a joint discussion regarding the football and men’s basketball game guarantee fund and the athletic department’s scheduling philosophy going forward. The Athletic Affairs Committee has recommended that the Director of Athletics work in conjunction with the University’s Chief Financial Officer to determine what is needed to make a recommendation regarding the current procedure of using guarantee game funding for increases to the football operational budget for coaches’ salaries, etc. The Director of Athletics was also asked to make a recommendation regarding the philosophy of future

football scheduling. Regent Wilbanks wanted to know how much we still owed. John Lumm estimated about \$275,000. Regent Wilbanks wanted assurance there is no double dipping. John assured him that it was the same as last year; President Martin must approve the Game Guarantees.

- **BOWEN FIELD HOUSE Update** (handouts presented) Dr. Gragg introduced Doug Dowdy who presented an overview of the short term and long term improvements needed in Bowen per Regent Wilbanks request. Also handed out was a Fundraising Master Plan of Athletics' Development that was also requested at the September 22nd, Board of Regents Athletic meeting.
- **ATHLETIC UPDATE:** The EMU Women's Soccer Team which finished 2nd in the MAC last year is having another great year with an 8-3-5 record overall and a 4-1-3 record in the MAC. We are currently ranked 2nd.

Men's and Women's XC championships will be held at Ohio University on Saturday, October 31st. The men are four time defending MAC champions. Men's Cross Country student-athlete Curtis Vollmar was recently named Mid-American Conference runner of the Week. He has placed in the top 5 of each of EMU's races this season. Outstanding work and a tribute to our great XC coach John Goodridge.

Athletic Affairs Committee adjourned by Regent Incarnati at 1:27 p.m.

Respectfully submitted,

Administrative Secretary
Intercollegiate Athletics

kah
Minutes, October 20, 2009.doc

**EASTERN MICHIGAN UNIVERSITY
DEPARTMENT OF INTERCOLLEGIATE ATHLETICS
2009-2012 GOALS AND OBJECTIVES**

OBJECTIVE I – INTEGRITY

Eastern Michigan University (EMU) athletic programs will comply with all NCAA and Mid-American Conference (MAC) rules and regulations.

Goal 1

The Department of Intercollegiate Athletics will review NCAA and MAC rules and regulations with all EMU coaches and student-athletes on an annual basis.

Goal 2

Athletic staff members and representatives of athletics interests will be educated on NCAA and MAC rules and regulations.

Outcome Measures

1. No major infractions reported to the NCAA or MAC during 2009-12.
2. All secondary infractions will be reported to the NCAA and/or MAC in a timely fashion.
3. Institution will earn designation of “certified” by the NCAA Division I Committee on Athletics Certification.

OBJECTIVE II – ACADEMIC SUCCESS

EMU will recruit student-athletes who predict academic success and will support the academic endeavors of student-athletes with the intent that all student-athletes should graduate within five years of first enrollment.

Goal 1

The Department of Intercollegiate Athletics will maintain a six-year graduation equal to or higher than that of the general student body and increase the overall student-athlete graduation rate by 10% by 2012.

Goal 2

The Department of Intercollegiate Athletics will monitor the academic progress and semester course enrollment of every student-athlete to ensure academic success.

Goal 3

The Department of Intercollegiate Athletics will strive to maintain an overall grade point average of 3.0 for all student-athletes.

Outcome Measures

1. Annual graduation rate compared to University graduation rate and to prior year.
2. Overall grade point average improvement of all student-athletes (compared to prior year).
3. Grade point averages by team.
4. Number of students academically ineligible by team (compared to prior year).
5. Number of students by team who do not meet Academic Progress Rate (APR) standards on an annual basis (compared to prior year).

Objective III – COMPETITIVENESS

EMU athletic programs will be competitive in the Mid-American Conference and at the NCAA national championship level.

Goal 1

All EMU athletic teams will rank at least in the top 50 percent of MAC programs.

Goal 2

The EMU men's athletic programs will finish in the top third of the competition for the Reese Cup and the women's athletic programs will finish in the top half of the competition for the Jacoby Trophy.

Goal 3

EMU teams will compete for MAC West Division and overall championships as well as MAC tournament championships.

Goal 4

EMU teams and individual athletes will compete in NCAA regional and national championships.

Outcome Measures

1. Ranking of each team in the conference.
2. Ranking of men's athletic program in Reese Cup competition and women's athletic program in Jacoby Trophy competition.
3. Number of teams that win divisional championships.

4. Number of teams/individual athletes that compete in NCAA regional and/or national championship competition.

OBJECTIVE IV – FISCAL INTEGRITY AND FUNDRAISING

EMU athletic programs will operate prudently and responsibly within University and Foundation fiscal policies and procedures and seek to increase its operational budget by at least 10% by 2012 through additional revenue streams.

Goal 1

All athletic departments and programs will operate within their approved budgets.

Goal 2

Athletic fund raising total will increase compared to prior year. All gifts to athletic departments and programs will be processed through the EMU Foundation.

Goal 3

EMU sports programs will develop methods to increase the principle in their endowments.

Goal 4

Corporate sponsorships will be increased by 25% by 2012.

Outcome Measures

1. No infractions of University policies or procedures will be identified through an internal or external audit.
2. The athletic department operates within its approved budget.
3. All athletic gifts are acknowledged by the EMU Foundation and appropriate athletic programs.
4. Corporate sponsorships are increased (compared to prior year).

OBJECTIVE V – TITLE IX COMPLIANCE

The EMU Department of Athletics' subcommittee for Title IX/Gender Equity will formulate recommendations and devise a strategy to meet federal standards for gender equity/Title IX compliance. The Department of Intercollegiate Athletics will also continue to institute policies, programs and practices that foster a diverse cohort of student-athletes, coaches and staff.

Goal 1

The Department of Intercollegiate Athletics will achieve full Title IX compliance by 2012.

Outcome Measures

1. The Department of Athletics/University will undergo a Title IX audit during the 2009-10 academic year.
2. The Department of Athletics will establish a 2009-2014 Gender Equity Plan.

OBJECTIVE VI – INCREASE ACTUAL ATTENDANCE FOR FOOTBALL

Goal 1

The Department of Intercollegiate Athletics will devise strategies to increase actual home football attendance.

Outcome Measures

1. Actual home game attendance will be 10,000 for the 2010 football season.
2. Actual home game attendance will be 12,500 for the 2011 football season.
3. Actual home game attendance will be 15,000 for the 2012 football season.

1) EXECUTIVE SUMMARY

A. INTRODUCTION

This Independent Title IX Review (“Review”) was conducted during the 2009 Fall Sport Season, at the request of the Eastern Michigan University Athletic Department (“EMU”). The purpose of the Review was to assess the status of EMU’s compliance with the athletic provisions of Title IX of the Education Amendments of 1972, as amended, 20 U.S.C. 1681, *et. seq.* and its implementing regulations at 34 C.F.R. Part 106. Notably, this Review was not precipitated by any complaint, formal or informal, against EMU, but rather is part of EMU’s ongoing monitoring and periodic assessments to ensure Title IX compliance throughout its athletic programs.

Relevant policy interpretations issued by the U.S. Department of Education, Office of Civil Rights (“OCR”), policy clarifications, and Title IX case law were carefully followed and applied in reaching all findings and recommendations contained in this Review. While this Review is both comprehensive and independent, it is advisory, only, as formal determinations of compliance with Title IX and its regulations fall under the jurisdiction of the OCR and the federal courts.

The findings and recommendations set forth herein are solely those of the author, based upon an analysis of extensive data and information obtained through pertinent EMU records and documents, as well as on-site facility tours and lengthy interviews with EMU athletic personnel, including coaches, administrators, and student-athletes. The author gratefully acknowledges the assistance and cooperation of EMU’s athletic administration in gathering the requested data and information and in

coordinating the tours and interviews. The following was requested and considered in the course of this Review:

Materials and Data Requested:

- *EMU Squad Lists*
- *Equity in Athletics Data Analysis (EADA) 2007-08, 2008-09*
- *EMU Enrollment/FTE/Full and Part-time Status by Gender and Level 2008-09*
- *Budgets and Operating Expenses by Team*
- *Eastern Equity Plan 2003-2008*
- *Sport Media Guides/Schedules (2009-10)*
- *Facilities Master List (7/09)*
- *Promotional/Advertising List (Vandenberg)*
- *EMU Plan Report for Operating Principle 4.1 Gender Issues*
- *Update on Title IX Committee Work (Werner, 6/09)*
- *Women's Rowing Program Investigation Report (Abraham, 2007)*
- *EMU Athletic Events List 2009-10 (Fink, 2009)*
- *Title IX Compliance Report (L. Daniel, 2006)*
- *EMU Spring/Summer Financial Aid Policy*

On-Site Interviews/Tour of Facilities:

(October 6-12, 2009):

Interviews:

- *EMU Head Coaches (12 coaches, 14 sports)*
- *EMU Assistant Coaches (8)*
- *EMU Student-Athletes (10, male and female)*

- *EMU Athletic Administrators (7)*

Facility Tour (with Associate AD Doug Dowdy):

- *EMU Practice and Competitive Facilities*
- *EMU Coaches' Offices*
- *EMU Team Locker Rooms*

B. TITLE IX: LAW AND REGULATIONS

Title IX of the Educational Amendments of 1972 prohibits discrimination on the basis of sex in any educational program or activity that receives federal funds. The statute is not directed specifically at intercollegiate athletics, but rather addresses discrimination throughout educational institutions.

To comply with the athletic requirements of Title IX, institutions must meet the requirements in three areas: (1) Participation, (2) Athletic Financial Assistance (Scholarships), and (3) Other Program Areas (Treatment of Athletes).

1. Participation

Participation deals with overall sport and athletic participation offerings available for men and women. Participation opportunities for female and male students must satisfy one of the “three-prong” tests in order to comply with Title IX: (1) Proportionality-males and females participate in athletics in numbers “substantially proportionate” to their respective enrollments; or (2) The institution shows a “history and continuing practice of program expansion” which is demonstrably responsive to the developing interests and abilities of members of the underrepresented sex; or (3) The “interests and abilities of the underrepresented sex are fully and effectively accommodated by the existing programs.

2. Athletic Financial Assistance

This Title IX requirement pertains to athletic scholarships. Scholarships must be allocated in proportion to the number of female and male students participating in intercollegiate athletics. Funding for men's and women's programs does not have to be equal, but the OCR allows no more than a one-percent (1%) variance in determining proportionality under this requirement.

3. Other Program Areas

This Title IX requirement addresses equal treatment in other athletic benefits and opportunities. It covers eleven (11) program areas, referred to by the OCR as the "laundry list," to determine equivalence of overall treatment. The regulations do not mandate that each men's and women's program receive identical treatment. Rather, the OCR has determined that the men's and women's programs, in their entirety, should receive equal treatment, i.e., the same level of service, facilities, and supplies in the following areas: a) locker rooms, practice, and competitive facilities; b) equipment and supplies; c) scheduling of games and practice times; c) scheduling of games and practice times; d) publicity; e) coaching; f) travel and daily allowance; g) academic tutoring; h) provision of medical training facilities and services; i) provision of housing and dining facilities and services; j) recruitment of student-athletes; and k) support services. The standard is one of "quality" as opposed to dollars spent.

C. SUMMARY OF FINDINGS

As of November, 2009, the principal areas of concern with respect to Title IX compliance at EMU are in several "treatment" areas identified in the regulations as (1)

provision of locker rooms, practice and competitive facilities, (2) provision of equipment and supplies, (3) opportunity to receive coaching and assignment and compensation of coaches, and (4) travel and daily allowance. It is important to understand that in analyzing equal treatment under Title IX, the OCR compares the total program afforded to male athletes and the total program afforded to female athletes (not a “sport by sport” comparison”). Title IX requires that the women’s program and the men’s program receive the same level and quality of service, facilities, and supplies. With this standard in mind, there are nonetheless equal treatment issues at EMU in the foregoing areas, particularly arising from the women’s sport of rowing, which is inadequately funded and impacts all of the above treatment areas. The sports and specific examples which raise equal treatment concerns and related recommendations are set forth in detail in Section 5 herein.

Notably, ongoing focus and attention is also needed at EMU in the area of “effective accommodation of interests and abilities”, which measures participation numbers, by gender, under an alternative “three-prong” compliance test. The first prong examines whether participation opportunities for male and female students are substantially proportionate to their respective enrollments. EMU’s full-time undergraduate female student population is close to 60%, which has presented difficulty in achieve substantial proportionality under the first prong within the existing sport allocation. EMU has utilized roster management over the last several years to narrow the variance; however, substantial proportionality has still not been achieved within the meaning of the regulations. Prong two, a “history and continuing practice of program expansion”, is unmet because no women’s sport has been added at EMU since 1999

(rowing) and there are no current plans to add women's sports. The third prong might be met by a demonstration that the interests and abilities of the underrepresented gender (female athletes in EMU's case) have been fully and effectively accommodated by the present program. Survey evidence is now admissible to satisfy this test, however, no reliable survey methodology has been undertaken at EMU and many experts, as well as the NCAA, reject the "model survey" proposed in a 2005 policy clarification¹ due to reliability concerns. Section 3 herein contains recommendations in the area of participation.

¹ The Dept. of Education's March 17, 2005 letter announced an "additional clarification" of its policies for collegiate compliance with Title IX in athletic programs. The letter and accompanying "model survey" state that there is a presumption of compliance with the third prong if an email survey to current students demonstrates that interest (by the underrepresented sex) is lacking. This contravenes prior policy interpretations and case law holding that surveys of current students are inaccurate, biased, and an invalid method to determine compliance under Title IX.

2) **BACKGROUND**

A. TEAMS/PARTICIPANT NUMBERS

EMU presently offers twenty-one varsity intercollegiate teams. There are nine men's sports and twelve women's sports. The sports and participant numbers², by gender, are as follows:

SPORT	MEN PARTICIPANTS	WOMEN PARTICIPANTS
Baseball	33	n/a
Basketball	16	18
Football	107	n/a
Golf	11	7
Gymnastics	n/a	20
Rowing	n/a	35
Soccer	n/a	22
Softball	n/a	15
Swimming and Diving (combined)	38	31
Tennis	n/a	7
Track & Field and Cross Country (combined)	64	28
Volleyball	n/a	12
Wrestling	33	n/a
TOTAL PARTICIPANTS (Men's/Women's Teams)	302	195

² Number of participants as of the day of the first scheduled contest. EADA, Reporting year 2008-09. Participant numbers for 2009-10 academic year could not be verified as of Review date.

B. FULL-TIME UNDERGRADUATE ENROLLMENT

IRIM data at EMU for Fall 2008 and Fall 2009 shows the following undergraduate full-time enrollment numbers, by gender, as follows:

	MEN	WOMEN
2009 FT Undergraduates	5,552 (43.4%)	7,256 (56.6%)
2008 FT Undergraduates	5,204 (42.4%)	7,062 (57.6%)

C. INTERCOLLEGIATE HISTORY

EMU's women's intercollegiate athletics program commenced in 1976. Program expansion occurred through the addition of women's varsity teams as follows:

SPORT	YEAR
Basketball	1976
Cross Country	1976
Gymnastics	1976
Swimming/Diving	1976
Tennis	1976
Track & Field	1976
Volleyball	1976
Softball	1982
Soccer	1995-96
Golf	1996-97
Rowing	2001-02

At or about the time of the addition of women's rowing, both men's tennis and men's soccer were discontinued at EMU. The decision to cut those sports was implemented by a former Director of Athletics; the elimination of men's sports has never been required or recommended under Title IX or its regulations. In fact, it is a disfavored practice to attempt to achieve participation compliance by simply cutting men's teams. The current athletic administration recognizes that such a practice is not recommended to attain Title IX participation compliance at EMU.

3) PARTICIPATION

A. Full and Effective Accommodation of Interests and Abilities

An institution's athletic program will be deemed to offer non-discriminatory participation opportunities if it can meet any of the following three tests: 1) its intercollegiate level participation for male and female students are "substantially proportionate" to their respective full-time undergraduate enrollments; 2) it has a "history and continuing practice of program expansion for the underrepresented sex ; 3) it is "fully and effectively" accommodating the interests and abilities of the underrepresented sex. A common misunderstanding is that proportionality is the only safe measure of compliance (and that the law therefore imposes "quotas"³). To the contrary, no part of the test is favored over another and the test is clearly drafted in the alternative.

Athletic participants, under the applicable OCR policies, are defined as those: 1) receiving institutionally sponsored support normally provided to athletes competing at the institution on a regular basis during a sport's season; and 2) participating in organized practice sessions and other team meetings and activities; and 3) listed on the eligibility or squad lists maintained for each sport; or 4) because of injury, cannot meet 1, 2 or 3, but continue to receive athletic financial aid. (1979 Policy Interpretation and 1996 Clarification)

B. EMU Participation Opportunities

1. EMU does not meet "substantial proportionality" test

The OCR has not specifically defined an acceptable variance, by percentage

³ In fact, all U.S. Circuit Courts of Appeals addressing this question have found that Title IX does not impose quotas.

points, but instead looks at the percentage gap on a case-by-case basis. Percentage point disparities represent varying numbers of actual participants, depending upon the overall size of the athletics program. Some enforcement specialists believe that anything greater than 1 % would raise red flags, while prior settlement agreements in federal courts have been approved in cases with participation variances as high as 5%.

EMU's participation numbers and full-time undergraduate enrollment for the years 2008-09 are presented in the tables contained in Section 2 (A) and (B) above. In 2009, the reported full-time undergraduate enrollment was 56.6 % female and 43.4 % male. In 2008, those percentages were 57.6 % female and 42.4% male. The participation rate based on 2008-09 EADA reporting (number of participants as of the day of the first scheduled contest) is 60% male (302) and 40% female (195). The significant disparity demonstrates that, under any accepted analysis, EMU is not providing participation opportunities to female student-athletes in substantial proportion to the enrollment rate of female students.

EMU has utilized roster management, wherein target roster numbers are developed with an aim toward increasing participation of the underrepresented sex. Each coach is apprised of the target number for his/her sport through consultation with respective sport administrators. Roster management remains a viable and legitimate vehicle through which participation compliance may be sought. EMU has made some impact in reducing its participation variance through these efforts over the last several years. The 2009 enrollment numbers also reflect a percentage increase in male undergraduate students at EMU. That trend, combined with continued roster management efforts, will lead to continued progress toward substantial proportionality.

2. EMU does not meet “history of continuing expansion” test

The table presented in Section C. above provides the commencement date of all current varsity women’s teams. As of 2001, when rowing was added, it could be demonstrated that EMU had a history and continuing practice of expansion of its women’s athletic program.

Since the addition of rowing, EMU has not added any women’s sport and there are no plans in place to do so. EMU had notable statistical increases in the participation rates of females through 2001-02; however, isolated gains without any plans for future growth generally will not provide the “history” and “continuing practice” evidence necessary to meet the test. It does not appear likely that EMU can presently satisfy the second prong in evaluating its participation compliance.

3. EMU might satisfy “interests and abilities” test

Schools such as EMU that cannot show substantial proportionality or a history and continuing practice of expansion, may still be in compliance if they can demonstrate that they are fully and effectively accommodating the athletics interests and abilities of the underrepresented sex. There is a participation compliance issue under Title IX, however, where it can be shown that there are women waiting, ready, and able to participate in athletics and where men already occupy a disproportionate number of the existing opportunities.

There have recently been legal and policy conflicts in this area of compliance (the “third prong”). In 2005, an “Additional Clarification” stated that schools may now rely on a web-based “model survey” to assess whether there is sufficient interest to sustain a varsity team for the underrepresented sex, and further stated that non-responses by

students may be counted as an “actual lack of interest”. Under this analysis, there is a presumption of compliance raised by a properly administered model survey (showing insufficient interest) which can be overcome only if the OCR finds direct and very persuasive evidence of unmet interest. Examples of such evidence would be the recent elimination of a women’s team or a recent petition from an existing club team for elevation to varsity status. Significantly, under the Additional Clarification, the OCR (in an investigation) or students (in an on-site grievance) have the burden of proof, and schools that rely upon this test for compliance need not affirmatively demonstrate such compliance in the absence of “actual evidence” of unmet interest and abilities. However, it is important to note that the NCAA has come out strongly against the email “model survey” and federal courts have previously rejected survey evidence as unreliable.

Accordingly, EMU may be in participation compliance under the third prong, unless there exists a sport for women for which three conditions are met: 1) unmet interest sufficient to sustain a varsity team in the sport; 2) sufficient ability to sustain an intercollegiate team in the sport; and 3) reasonable expectation of intercollegiate competition for a team in the sport within the school’s normal competitive region. Based on my October, 2009 interviews with EMU athletic administrators, coaches, and student-athletes, I ascertained that there are no pending requests or petitions to add a women’s sport or to elevate an existing women’s club or intramural sport to varsity status at EMU. EMU has not recently conducted any survey of students regarding interest in any particular sport, or the participation by admitted students in particular interscholastic sports which are potential new intercollegiate sports for women at EMU.

Examples of such sports which are currently not offered at EMU but have significant statewide and regional interscholastic participation for girls include bowling, lacrosse, field hockey, and water polo. Each of these sports was also identified in response to specific inquiries about interest during on-site interviews.

C. Recommendations

- Given the large disparity in female undergraduate enrollment, EMU will continue to have difficulty achieving substantial proportionality, notwithstanding roster management efforts. This is a common situation encountered by many other institutions which have a significantly higher percentage of female students.

I recommend that roster management be continued at least through the upcoming two years to narrow the variance, because of the current legal and policy uncertainties which surround participation compliance under the alternative third prong.

- I agree with EMU's position not to eliminate men's teams to increase women's participation. If potential interest is demonstrated in any women's sport through petitions or requests by a club team for elevated varsity status, EMU must be prepared to grant such requests.
- Carefully monitor "interests and abilities" to achieve compliance under the third prong. EMU must be proactive to rely upon this test to demonstrate compliance. Suggested measures, consistent with NCAA recommendations, to determine where EMU stands with respect to unmet interest are: 1) distribute athletics

interest surveys⁴ to all current and admitted female students; 2) implement a publicized process for incoming and current students to request to add or elevate sports; 3) conduct ongoing reviews of the school's club or intramural sport participation levels; 4) stay updated on girls' high school sports in the State of Michigan and the respective participation levels; and 4) track the interscholastic athletics participation of admitted students, coaches, administrators and others affiliated with EMU with regard to interest in particular women's sports.

⁴ Note that a "census" is not a survey. If a survey is utilized, the process should be designed to get mandatory and meaningful responses.

4) **ATHLETIC FINANCIAL ASSISTANCE**

A. Law and Regulations

Institutions that provide financial aid to students on the basis of their athletic ability (i.e., athletic scholarships) are required under Title IX to award scholarship dollars to male and female student-athletes proportionate to their participation. In this area, the OCR has clear expectations: the allowable difference between the rates of participation and scholarship awards may not exceed one-percent (1%).⁵ Financial aid participation, unlike athletics participation described above, counts student-athletes one time, only, irrespective of the number of sports played by that individual.

EMU's data reported to EADA for 2008-09 reflects athletically-related student aid as follows:

	MEN	WOMEN
2008-09	\$4,877,483 (54%)	\$4,234,658 (46%)
2007-08	\$4,085,756 (53%)	\$3,594,271 (47%)

Currently, the award ratio exceeds the allowable variance in that women represent 40% of the participants and receive 46% of the aid. At EMU, the excess is in favor of women participants and may be justified by fluctuations in participation rates of males and females together with EMU's efforts to fund all women's and men's sports with grants-in-aid at NCAA maximum levels, which are non-discriminatory reasons to justify the disparity.

⁵ This constitutes a violation of 34 C.F.R. Section 106.37(c), unless justified by a legitimate, nondiscriminatory reason. See, OCR "Bowling Green Letter", issued July 23, 1998.

Spring/Summer aid is not included in the analysis under this Title IX requirement; however, such aid must not be awarded on the basis of gender. I was provided with EMU's written policies for athletic financial aid which clearly sets forth non-discriminatory criteria, unrelated to gender, for the award of spring/summer aid at EMU.

B. Recommendations

- At EMU, the ratio of athletic scholarship dollars to participation rates presently favors female student-athletes, in excess of the allowable variance. The trend is decreasing as women participation numbers continue to increase and the reason for the variance is non-discriminatory. These amounts should continue to be monitored annually, however, in conjunction with participation numbers.
- Spring/Summer aid is administered fairly at EMU, although interviews with student-athletes and coaches revealed that there is not a clear understanding of the criteria. Sport administrators should provide additional policy updates to all coaches regarding this area and ensure that the coaches accurately apprise their student-athletes of the criteria.

5) **TREATMENT: OTHER PROGRAM AREAS**

A. Law and Regulations

The controlling regulation requires that institutions “provide equal athletics opportunities for members of both sexes”. The OCR considers the following “laundry list” of treatment issues throughout the entire men’s and women’s athletic programs: (1) Provision and maintenance of equipment and supplies; 2) Scheduling of games and practice times; 3) Travel and per diem expenses; 4) Opportunity to receive coaching and assignment and compensation of coaches; 5) Opportunity to receive tutoring and the assignment and compensation of tutors; 6) Provision of locker rooms, practice and competitive facilities; 7) Provision of medical training facilities and services; 8) Provision of housing and dining facilities and services; 9) Publicity; 10) Recruitment of student-athletes; and 11) Support services.⁶

Accordingly, this Review evaluates the current availability, quality and kinds of benefits, opportunities, and treatment provided male and female student athletes at EMU to assess compliance. The law does not mandate *identical* benefits, opportunities, or treatment; however, if one sex receives more favorable treatment in one area, it is expected to be offset by treatment in another area favoring members of the other sex. Sources of funds such as donations, “booster” clubs, or fund-raising are not relevant to this requirement. Note that under Title IX, one team is not compared to the same team in each sport. The OCR examines the total programs afforded to male and female athletes.

B. Treatment: Areas of Concern at EMU

⁶ As set forth in 34 C.F.R. Section 106.41(c)

This section discusses four specific areas of concern which were identified in my analysis of EMU data and information, extensive interviews, and tour of facilities. Subsection 5, below, specifically addresses treatment concerns related to EMU Rowing, which negatively impacts female athletes in the overall treatment analysis under Title IX.

1. Locker rooms, practice and competitive facilities

There is a notable disparity in the overall quality and availability of EMU team locker rooms. Men's football, baseball, basketball and wrestling have superior quality and exclusive use of their locker rooms. Women's basketball (Convocation Center) and softball (newly constructed, adjacent to the field) are of equivalent high quality and exclusive use. The respective locker rooms men's/ women's swimming and diving, (Jones Natatorium) and cross country/track are of similar fair quality and availability. Men's and women's golf have the Eagle Crest Golf Club facilities equally available and women's tennis has a locker room available, though not exclusively (shared by club members) indoors at the Chippewa Club in Ypsilanti, where they practice and compete. Two women's teams - rowing and gymnastics - are not provided suitable locker rooms. Rowing (see par. 5 below) has no locker room at all and gymnastics has inadequate, cramped space in the corner adjacent to their practice gym (Bowen). Women's soccer does not have exclusive use of its locker room and the area is available for use by visiting men's teams. The soccer locker room is also problematic because of its small size and, in particular, its location (Convocation Center) which is a considerable distance from the practice and game fields. Women's volleyball appears to have a fair quality, dedicated locker room at the Convocation Center; however, at the time of this

Review, there were significant shower drainage problems, as well as an overcrowded locker area due to water overflow, ongoing repairs and equipment.

There are also practice and competitive facilities concerns at EMU which have a disparate impact overall on female athletes. Through my interviews (with coaches and athletes) and facility tour, I determined several issues with respect to the quality, exclusivity of use, and maintenance of facilities, which tend to favor the overall men's program. Rowing's lack of facilities is a significant concern and is addressed in detail in paragraph (5) below. The soccer practice field is unevenly maintained and not exclusive. There have been recent substantial improvements to the softball facilities; however, suitable fencing and upgraded dugouts are needed. An interesting question is also presented by the fact that the baseball facility (Oestrike Stadium) has lights but the softball facility does not. While a direct sport to sport comparison is not required; baseball and softball are typically compared in a treatment analysis. Lights are not essential to a competitive MAC softball program, however, in the case of baseball, lights allow for scheduling of night games (which can reduce travel expenditures), enhances recruiting, and, allows for fund-raising through night rentals for community teams and other events. Basic campus facilities are also lacking in the sport of Women's Tennis. The tennis team practices and competes at the Chippewa Club, which is a private tennis club in Ypsilanti. Those facilities are suitable and there has been good cooperation with the shared use by club members. Nonetheless, at a minimum, a Division I tennis program ought to have outdoor tennis courts for varsity use on its campus. The addition of at least six outdoor tennis courts on the EMU, sufficient for

varsity practice and matches, is a reasonable and recommended expenditure for overall treatment compliance.

2. Equipment and supplies

Overall, the quality of equipment and supplies is reported by most coaches and student-athletes as good and suitable for each sport. There were no gender-based complaints concerning the assignment of equipment managers and some head coaches use student managers in this area. The glaring exception is rowing, where basic equipment (boats and oars) are inadequate, outdated, and in disrepair. This has a disparate impact on the overall women's program and is discussed more fully in paragraph (5) below.

3. Opportunity to receive coaching

In analyzing this treatment area, I examined the numbers of full-time assistant coaches as well as graduate assistants for the men's and women's programs. Specific coach compensation is relevant only to the extent it does not allow for the hiring and provision of adequate numbers and quality of coaches. At EMU, I do not see Title IX concerns with respect to the qualifications or caliber of the coaches. The availability of coaches and thus the opportunity to receive coaching is of concern in some women's sports which lack full-time assistants. Overall, the men's and women's programs have several teams with maximum number of coaches allowable by the NCAA; however, there is a disparity on the women's side with fewer full-time assistants. Volleyball is a notable example of a premier women's sport which allows 2 full-time assistants. EMU Volleyball does not have a second full-time assistant, which affects not only the opportunity to receive coaching but also the ability to recruit. I recommend that

EMU consider a second full-time assistant for volleyball to reduce the overall disparity in the coaching numbers and the part-time/full-time status of assistants. Coaching compensation should, of course, continually be reviewed so that it is administered equitably, with any disparities justified by a non-discriminatory reason.

4. Travel and daily allowance

This area requires analysis of modes of transportation, housing furnished during travel, length of stay before/after competition, per diem allowances, and dining arrangements. Overall, the men's and women's programs had no disparities or record of any complaints relative to modes of transportation, per diem or dining arrangements. There are some complaints regarding reduced travel/length of stay with some of EMU's "Olympic sports", however, those are not gender-based, but rather reflect travel budget constraints affecting both men's and women's sports. In this area, frequent complaints were mentioned about football, which is provided hotel accommodations on campus for nights preceding home games, while other sports (men's and women's) drive extended hours before and after competition, whenever possible, so that they do not incur hotel expenses on the road. If such overnight accommodations for football are customary and standard in the sport, it might constitute justification for this disparity in treatment; however, it is of some concern that no women's team has ever been afforded this opportunity at EMU. The area of housing during travel presents a treatment issue at EMU with regard to the maximum number of student-athletes permitted in each room. Nearly all men's teams are assigned two athletes per room. Several women's teams routinely have three or four athletes per room and, in some instances, teams (e.g., gymnastics) reported that athletes were expected to share beds at hotels during road

travel. The coaches involved reported that this is done at their discretion to reduce travel expenses. The over-crowding of rooms and sharing of beds, however, clearly raises compliance issues as it occurs exclusively in the women's sports. Surprisingly, one coach failed to grasp the issue at all, stating that the practice is acceptable because female athletes are "smaller". I recommend that EMU implement and communicate clear policies regarding housing on the road, consistent for men's and women's teams, to include maximum number of student-athletes permitted in each room. Coaches should not be given discretion, without administrative approval, in this area.

5. Women's Rowing

EMU Rowing has ongoing treatment compliance concerns under Title IX. It appears that this sport was added (2001-02) with an aim toward increasing female participation numbers⁷. In fact, the addition of rowing has assisted EMU's efforts toward participation compliance. Unfortunately, while EMU now provides rowing scholarships at the NCAA maximum limit (20), the sport is very expensive and is significantly under-funded at EMU, creating problems in numerous treatment areas including facilities, locker rooms, equipment and supplies, availability of coaching, scheduling, and recruiting. In October, 2005, the former rowing head coach complained of Title IX violations internally through EMU's Office of Diversity and Affirmative Action.⁸ Several allegations were substantiated in a Confidential Investigation Report; however, not all substantiated problems have been remedied.⁹

⁷ 2008-09 EADA records reflect 35 female participants in rowing. In my October, 2009 interview with the head coach, he stated that the current rowing roster number is 43.

⁸ The former head coach, Pamela Besteman, resigned and there was no formal complaint filed with the OCR.

⁹ Quality uniforms (jackets) were provided this year and the assistant coach is fairly compensated. Suitable training area (ERG room) completed and available at Convocation Center.

Rowing practices and competes at Ford Lake Park, owned and operated by City of Ypsilanti. EMU relies upon Ypsilanti park personnel to open and close the gates for early morning practices, which presents basic safety issues for student-athletes. There is no permanent facility (boathouse) which is essential to house, store and protect equipment. There are portable docks which are inadequate. There are no locker rooms, lockers, or bathroom facilities (other than public park bathrooms and Porta-Johns) for student-athletes. The boats (shells) and oars are outdated and in disrepair. The lack of quality equipment and supplies directly impacts the team's competitive ability and the lack of quality facilities seriously impacts recruiting as well as scheduling of events, since the venue is not equipped to properly host rowing competitions.

If EMU plans to maintain its rowing program, it must be properly funded. I strongly recommend that a boathouse/storage facility, including suitable locker room facilities, be an immediate priority for EMU. It is also essential the venue be accessible to coaches and student-athletes without reliance upon parks employees who are not under the jurisdiction or control of EMU. The rowing budget should also be increased to allow for the provision of basic equipment (boats and oars) and supplies needed to field a competitive intercollegiate team. Further, all recommendations set forth in the internal Investigation Report should continue to be monitored by the sport administrator, with feedback from the current head coach, for reasonable and appropriate corrective action, as needed.

C. Treatment: Overview of Additional Areas at EMU

1. Areas with no concerns

Based on analysis of the relevant data and extensive interviews, there were no

equity concerns raised or perceived in the following treatment areas: academic tutoring, provision of housing and dining, and support services. The availability of academic tutoring was consistently evaluated as excellent. Support services, which includes administrative support as well as the quality, size, and location of coaches offices, raised issues between those coaches located at Bowen and those at the Convocation Center, however, those concerns did not disparately affect the overall men's or women's programs. The provision of medical and training facilities was also uniformly rated highly by coaches and student-athletes. There is a concern in that area relative to rowing, since no trainer is ever available at rowing practice; and there is also a concern about high turnover rate attendant to student trainers who are assigned to Olympic sports. On an overall program comparison, however, I do not consider these areas to be of particular concern.

Similarly, publicity is provided equitably and in compliance with Title IX standards. In examining this area, it is necessary to evaluate the quality of sports information personnel, access to publicity resources for men's and women's programs, and the quantity and quality of publicity and promotions featuring men's and women's programs. At EMU, six men's and women's teams are provided posters and schedule cards. Men's basketball, football, women's basketball and volleyball have regular radio and television broadcasts/coverage as well as game-day promotions. EMU Sports Information produces comprehensive media guides for all sports, although some coaches choose to utilize only the on-line version to reduce expenses. In addition, at EMU, sport marketing and promotions is presently supervised by the Senior Woman Administrator who has a thorough understanding of this Title IX component.

2. Areas to “watch”

The remaining two program areas, scheduling of games and practices and recruitment of student-athletes, are discussed herein as areas to watch or monitor, mainly because each is linked to one or more areas of concern identified in Section A. above. Specifically, the scheduling requirement includes the number of competitive events offered per sport and whether they are equitable in the overall programs. The number and length of practices are also considered in this area, together with the NCAA rules which govern practice hours in each sport. The EMU men's and women's basketball and volleyball teams all practice and compete at the Convocation Center and demonstrate an extremely cooperative and equitable assignment and use of the facility for practice and games. Due to funding issues in its sport, however, rowing competed in only eight (of an allowable NCAA maximum 20) races this past year. This is significant and not offset by any team in the men's program.

There is also some evidence of disparate impact in the area of recruiting, favoring the men's program, as a result of some of the differences in treatment identified in Section A. above. Specifically, the lack of a rowing facility (and other rowing problems discussed in Section A. 5 above), impacts the ability to recruit student-athletes. Similarly, the lack of varsity tennis courts on the EMU campus negatively affects recruiting of female tennis players. In volleyball, recruiting opportunities are limited without the assistance of a second full-time assistant coach. Overall, the allocation of recruiting dollars may appear equitable, however, the other resource concerns with some EMU women's these EMU women's teams have a disproportionately limiting effect upon the recruitment of female athletes.

D. Recommendations

Based on the foregoing, I recommend that EMU take the following actions to meet Title IX requirements in “treatment” areas:

- Appropriate funding, facilities, and equipment for rowing
- Locker room improvements for gymnastics, soccer, and volleyball
- Improved facilities for soccer and tennis
- Second full-time assistant coach for volleyball
- Continued upgrades to softball facility
- Implement consistent and clear policies for travel accommodations

6) OUTSTANDING ISSUES

A. TITLE IX: TRAINING AND EDUCATION

The law and regulations surrounding Title IX are constantly evolving and widely misunderstood. It is advisable that EMU incorporate specific training and education in this area for its coaches and administrators, particularly EMU's new hires, on at least on annual basis.

Based upon this Review, while there is general understanding of Title IX's participation and scholarship requirements amongst the coaches and student-athletes at EMU, some of the more complicated issues arise in evaluating and ensuring non-discriminatory treatment in areas including facilities, equipment, travel, "booster clubs," and the hiring/firing of coaches. Periodic training in such areas is highly recommended for all EMU's coaches and for administrators, to stay updated on key legal developments in Title IX litigation.

B. TITLE IX: SEXUAL HARASSMENT REPORTING AND EDUCATION

Sexual harassment is a violation of law and impairs girls' and women's access to educational opportunity and resources. Many are aware that sexual harassment in the workplace is prohibited under Title VII of the Civil Rights Act of 1964. In an educational setting, sexual harassment of employees or students is also prohibited, and constitutes illegal sex discrimination in violation of Title IX.

No specific complaints or evidence of sexual harassment at EMU were identified in the course of this Review. Nonetheless, it is important to recognize that staff and/or students are likely to have concerns or questions related to sexual harassment in employment and the treatment of EMU's student-athletes. The implementation and

enforcement of University reporting policies regarding sexual harassment are essential to Title IX compliance. These policies should include periodic sexual harassment training and education for EMU coaches, administrators, and student-athletes and will likely decrease the occurrence of such offenses and reduce liability to EMU for any such acts committed on the part of its supervisory personnel.

C. EASTERN EQUITY PLAN 2009-2014

This Review and its underlying data and information will be considered in preparation of EMU's new 5-year gender equity plan. A draft of the upcoming Eastern Equity Plan is underway for discussion, review, and implementation by EMU's Associate Athletic Director for Compliance. Valuable input for the plan was also received from a Title IX subcommittee, comprised of University-wide faculty and personnel, whose work and findings were summarized in a June, 2009 report from Committee Chair, M. Reifel-Werner.

D. RETALIATION ADVISEMENT

In 2005, a private cause of action for retaliation under Title IX was recognized by the U.S. Supreme Court in the landmark case Jackson v. Birmingham Board of Education. Since that case, wrongfully terminated coaches of women's teams have obtained multi-million dollar jury verdicts and settlements against major universities across the country, where gender equity advocacy under Title IX led to their removal as head coaches.

At the time of this Review, EMU has no pending claims of retaliation under Title IX. Importantly, EMU athletic administrators should continue to be mindful that retaliatory action against those who raise Title IX concerns or complaints is prohibited.

Respectfully submitted,

Dated: November 27, 2009

MARISSA W. POLLICK, J.D.

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

MONTHLY REPORT
FACULTY AFFAIRS COMMITTEE

ACTION REQUESTED

It is requested that the Faculty Affairs Committee Agenda for December 17, 2009 be received and placed on file and the Minutes of the October 20, 2009 meeting be received and placed on file.

STAFF SUMMARY

The topic for the December 17, 2009 Faculty Affairs Committee meeting will focus on student academic success efforts.

FISCAL IMPLICATIONS

There is no fiscal impact.

ADMINISTRATIVE RECOMMENDATION

The proposed action has been reviewed and is recommended for Board approval.

University Executive Officer
Provost and Executive Vice President

12-9-09
Date

EASTERN MICHIGAN UNIVERSITY

Board of Regents

Faculty Affairs Committee

December 17, 2009

12:45 – 1:30 p.m.

205 Welch Hall

AGENDA

Regular Agenda

Section 11 Monthly Report and Minutes (*Regent Parker, Chair*)

Status Report

Open Discussion: “Student Academic Success Efforts”

EASTERN MICHIGAN UNIVERSITY
BOARD OF REGENTS

FACULTY AFFAIRS COMMITTEE MINUTES

October 20, 2009
12:45-1:35 p.m.
205 Welch Hall

Attendees (seated at tables): R. Bullard, H. Bunsis, M. Evett, M. Higbee, Provost and Executive Vice President Kay, S. Moeller, R. Neely, Regent Parker (Chair), M. Rahman, D. Selman, Regent Sidlik (Vice Chair), Alida Westman

Guests (as signed in): B. Beard, D. Bennion, T. Brewer, T. Dallas, D. deLaski-Smith, A. Dow, J. Dunn, L. Findley, C. Foreman, R. Hanna, S. Kersey Otto, M. Jackson, R. Larson, L. Lee, B. Lindke, J. Mack, J. Margerum-Leys, A. Meyer, G. Frank Miller, K. Rusiniak, C. Shell, W. Shell, G. Ward, R. Woody, T. Venner, M. Zdrojowski

Open Discussion: “Student Success Approaches Under Consideration”

Regent Parker, expressed thanks for participation in last month’s meeting and for the follow up emails she has received. She commented that people are truly engaged on this issue and want to see what can be done collectively.

Provost and Executive Vice President Kay remarked on the amount of feedback he has received and the passionate views that have been expressed. He stated that we are now focusing on strategies being considered for retention and student success and are looking at student success in broad terms, both from the perspective of making sure students entering the University have all the tools available to help them succeed, and in terms of a decrease in the number of students on probation, increased retention, decrease in time to graduation, and an increase in the number graduating. At the December meeting we should have three to four ideas on which to focus attention, invest resources, and move forward.

Provost Kay stated that, at the informal level, increased attention to this issue--reflected in blogs, emails, small group meetings, and the generation of new ideas that fit the character of the University--is very refreshing. At the formal level, the Retention Council has been working on retention issues for a number of years and has very specific focus areas. One area the provost is advocating is piloting freshman seminars of twenty to twenty-five students, utilizing our best faculty. He also suggested building upon some of the best practices already in existence, e.g., the science, technology, engineering and mathematics (STEM) cohort group funded by an NSF grant and the Reacting to the Past Conference, which brought students together in small cohort groups. Using such approaches in twenty or more sections of freshman seminar would provide a model which could be evaluated for effectiveness. Research literature clearly shows that freshman seminar—with the level of engagement it affords--is one of the best methods of ensuring student success.

John Dunn, Assistant Professor, English Language & Literature, Associate Director of First-Year Writing Program, and co-chair of the Retention Council, stated that--on the basis of synthesizing the different initiatives and projects the Retention Council has worked on over the past few years--the Council has come up with five areas worthy of attention: first year experience issues; early intervention; different policy and program procedures, e.g., scholarships maintenance requirements; academic support services, e.g., the Academic Projects Center; and issues around data analysis and collection, specifically

the expectation that initiatives should be amenable to monitoring and tracking and that there should be coordination in data collection. Regent Parker asked if data problems were the result of not capturing the data, the data not being captured all the time, inconsistency in its application, or technology issues. Dr. Dunn stated that all these problems apply and that they should be viewed in light of changing expectations and budget cuts to which support personnel have been vulnerable. He stated that in each of the five areas identified by the Retention Council, there are specific initiatives that have been developed by a range of faculty and administrators over the last three years, all of which are viable options.

Regent Parker asked if the “low hanging fruit” embedded in the larger initiatives are currently being worked upon; e.g., is there a plan to request funding for extending the hours of academic support services. Provost Kay stated that he is already getting funding requests--e.g., for the Writing Center and for academic advisors—and resources will be moved to whatever extent possible. Regent Parker said that she anticipates such items will be discussed prior to the December Board meeting and not left to be acted upon only at Board meeting dates. These funding issues should, at least, be discussed with John Lumm.

Ellen Gold, Director, University Health Services and co-chair of the Retention Council, stated that there are items on the Retention Council’s list of initiatives that don’t require a lot of funding; for example, a review of the academic probation policy and the system of recovery (the retake policy when a class is dropped or failed), which is incongruent with the Financial Aid probation policy.

Lynette Findley, Assistant Vice President for Retention and Student Success, commented on programs already being implemented which will impact our retention rates, such as the Promote Academic Survival and Success (PASS) program--which before this year was optional, but is now a mandatory academic intervention. She also mentioned that the Academic Advising Center is sending out folders to freshmen with information on their general education requirements, their program study sheets, and career information.

Donna Selman, Assistant Professor of Sociology, Anthropology, and Criminology, and Member At Large, EMU AAUP, stated that the General Education program would be the logical place to start thinking about retention. Rather than requiring first year seminars with zero credit hours, General Education classes could incorporate retention goals while offering the small class size that fosters mentoring. Provost Kay agreed that a first year seminar would not be a zero credit course, would have to be content laden, and be part of the General Education program. This would increase the burden on the faculty members to create some new goals for some of these courses. *Chris Foreman, Director, General Education*, stated that faculty would welcome the opportunity to provide this experience to their students. Incorporating this content into the General Education requirements has the advantages of having freshmen students taught by full-time faculty, incorporating the tools for them to succeed at no additional cost, and impressing their parents with this value added content. Some sort of minimal incentive, such as an honorarium, would show the faculty that their extra efforts are appreciated.

Mahmud Rahman, Professor, Accounting and Finance, and Vice President of Faculty Council, stated that we should look beyond coursework, give freshmen the freedom to participate in campus activities, the opportunity to take courses without the fear of failure, and time to adjust to college life.

Mark Higbee, Professor, History and Philosophy, applauded all those involved in promoting a structured first year program. He commented that a pilot of twenty-five first year seminars might not be enough to reach a sizeable portion of the first year class. He also warned that the criteria for first year seminar should be established, as should the method of assessing its effectiveness if a self-selected population—possibly of the more motivated students—takes the class. He emphasized that we need to systematically structure what our first semester students do and what they learn in order to help them succeed academically.

Alida Westman, Professor, Psychology, and Secretary, Faculty Council, stated that it is important to have tenure track faculty in freshman classes, not just because they are experienced teachers, but because, as established members of the campus community, they can direct students to areas in which they express interest and so aid in incorporating new students into campus life.

Greg Peoples, Ombudsman, remarked that it should be remembered that two thirds of the student body consists of older students who have their own unique concerns and needs.

Bob Neely, Associate Provost and AVP for Research, stated that our approach has to be multifaceted and unified in theme, particularly in the area of student support. Currently, we have people doing great work in multiple units, such as the University Writing Center, the Academic Project Center, Writing Across the Curriculum, the Holman Learning Center, and the Math Development Center. Makeshift housing for such services tells the students that, while the faculty wants to provide help, the University is not committed to these resources. We need to provide coordinated, visible facilities that speak to the value we place on our commitment to education and to a coordinated strategy to honor that commitment.

Lynette Findley stated that research supports the importance of the first semester in retention and student success. There are several different learning communities already in place, such as the Summer Incentive Program for students who have been denied admission. This program mandates structured study sessions, work on campus, and mentoring. We should look at programs that have been successful and also at the need for mandatory requirements in the programs we use. We also need to recognize the need to develop a component to retain students past sophomore year, when retention rates decrease markedly.

Provost Kay commented that we need to be cognizant of the different needs of all of our students, rather than focusing solely on a certain group. The Honors College is every bit as much a retention program as a program for students who barely make the admission requirements. We need to adopt diverse approaches to retention and, at the same time, make sure support services are available to all, at whatever hours they require them.

Regent Parker stated that she saw the discussion as taking a holistic approach and not just focusing on support for first year students or solely on academic support. While there are many ideas, some of which can be worked on now, it is necessary to concentrate on specifics if we are going to accomplish anything. The three to four ideas which she charged the Provost and the Retention Council with presenting at the December meeting will be the game changers.

Howard Bunsis, Past President & Treasurer, EMU AAUP and Professor, Accounting & Finance, asked what is the current retention rate and how has it changed over time. While the six year graduation rate is what the state focuses on, this may not be a fair assessment for EMU given our different student base. If it is unfair, are we going to suggest a different metric? Regent Parker charged the Retention Council with agreeing on what metrics will be used. While some metrics are imposed from the outside, this might not be the case for others and there are things we ought to be measuring for ourselves. We may have to use the six year graduation rate, but we can add in other metrics. Right now, there is no measure that takes us beyond the six year rate.

Dr. Bunsis asked if the Board, Provost, or President have enrollment goals and how they relate to the mix between undergraduate and graduate students. While we had a good year for enrollment, at 23,000 students, we need to consider transfer students—the group with the biggest percentage decline over time. He asked if there are studies showing a relationship between ACT scores and retention. Given the increase in enrollment this year, will the required ACT score increase next year? He raised the issue of class size—an attractive aspect of Eastern—and asked how it has changed over time, where does it stand

now, and do we have goals as to optimum size. There should be significant faculty input into the construction on our two major classroom buildings with regard to classroom size and into improvement of other academic buildings on campus. Finally, he asked if there is any relationship between the number of full-time faculty and retention. There have been dramatic changes in the number of full-time faculty over the last twenty years; has that led to any changes in retention?

Regent Parker agreed that these issues need to be explored. The incoming class has higher ACT scores than the previous one; it will be interesting to see if this will end up as a trend. She commented that on coming to Eastern, she was struck by the absence of data and data analysis and wondered what is the make-up of the typical Eastern student, if there is such a thing, and how does it differ from that of students on other campuses. She made the point that while it is necessary to hone the questions, we still have to be cognizant of the entire student base.

Dr. Higbee stated that we lose 10% of our students from the first to the second semester, and from the second to third semester another 18%. These statistics have been fairly flat for the past fifteen years. While there are a variety of reasons for this loss, the national literature shows that the main reason for lack of retention is lack of student engagement. While we need to address all the issues, strategically we need to act on the first year problem which would, in turn, address a large part of the second year problem. The biggest loss is from the second to the third semester, with another 5% loss from the third to fourth semesters and another 5% drop in the fifth semester. If we got credit for students who transfer out to graduate elsewhere, our numbers may be up 10%, but so would those of other schools. We need to accept the six year metric as that by which universities will be assessed. While we need to publicize the data on students transferring out to graduate, we will continue to be measured by the six year data.

Dr. Dunn stated that the context of Eastern is crucial. He argued that we have not done a good job in constructing a narrative that represents the student experience in term of the trajectory by which our students accomplish their education, with some of our best students taking more than six years to graduate. While we have to recognize external pressures and expectations, we also have to be able to respond with a coherent narrative that emphasizes the strengths and unique qualities of our campus. Regent Parker commented that the discussion was not started with the six year metric in mind, but has been intended to address student success and providing the student population with the tools for success.

Regent Parker thanked those present and adjourned the meeting at 1:35 p.m.

Respectfully submitted,

Winifred Martin, Administrative Secretary
Academic Affairs

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

MONTHLY REPORT
EDUCATIONAL POLICIES COMMITTEE

ACTION REQUESTED

It is requested that the Educational Policies Committee Agenda for December 17, 2009 and the Minutes of the October 20, 2009 meetings be received and placed on file.

SUMMARY

The primary items for the December 17, 2009 Educational Policies Committee meeting include: (1) Emeritus Faculty Status, (2) Emeritus Staff Status, (3) Academic Retirements/Separations, (4) Academic Affairs Administrative/Professional Appointments/Transfers, (5) Charter School Board Member Appointments, (6) Visiting Faculty Appointments, (7) Honorary Emeritus Status for Meritorious Service (Posthumously).

FISCAL IMPLICATIONS

The fiscal impact of the actions taken is listed in the appropriate sections and in the Board minutes.

ADMINISTRATIVE RECOMMENDATION

The proposed action has been reviewed and is recommended for Board approval.

University Executive Officer
Provost and Executive Vice President

12-4-09

Date

EASTERN MICHIGAN UNIVERSITY
Board of Regents
Educational Policies Committee

December 17, 2009
1:45 – 2:30 p.m.
205 Welch Hall

AGENDA

Consent Agenda

- | | |
|-----------|---|
| Section 3 | Emeritus Faculty Status (<i>Jack Kay</i>) |
| Section 4 | Emeritus Staff Status (<i>Jack Kay</i>) |
| Section 5 | Academic Retirements/Separations (<i>Russ Larson</i>) |
| Section 6 | Academic Affairs Administrative/Professional Appointments/Transfers
(<i>Russ Larson</i>) |
| Section 7 | Charter School Board Member Appointments (<i>Jack Kay</i>) |
| Section 8 | Visiting Faculty Appointments (<i>Russ Larson</i>) |

Regular Agenda

- | | |
|------------|---|
| Section 12 | Monthly Report and Minutes (<i>Regent Sidlik</i>) |
| Section 13 | Honorary Emeritus Status for Meritorious Service (Posthumous) (<i>Jack Kay</i>) |

EASTERN MICHIGAN UNIVERSITY
BOARD OF REGENTS

EDUCATIONAL POLICIES COMMITTEE MINUTES

October 20, 2009

1:45-1:55 p.m.

205 Welch Hall

Attendees: (seated at tables) Provost and Executive Vice President Kay, R. Larson, R. Neely, Regent Sidlik

Guests: (as signed in) D. Bennion, D. deLaski-Smith, A. Dow, L. Findley, D. Woike

Regent Thomas Sidlik convened the meeting at 1:45 p.m.

Emeritus Faculty Status (Section 3)

Jack Kay, Provost and Executive Vice President, recommended that the Board of Regents grant Emeritus Faculty Status to three (3) former faculty members: Margaret E. Best, Associate Professor, University Library; Glenda Kirland, Professor, Music & Dance; and Morrey Kramer, Associate Professor, Accounting & Finance.

Emeritus Staff Status (Section 4)

Provost Kay recommended that the Board of Regents grant Emeritus Staff Status to three (3) former staff members: Daniel Booth, Stationary Engineer, Heating Plant; Gerald R. Davis, Library Master Technician; and Donovan H. Hahlbrock, Library Master Technician.

Monthly Report and Minutes (Section 8)

Regent Sidlik requested that the Educational Policies Committee minutes for September 22, 2009 and the agenda for October 20, 2009 be received and placed on file.

Commencement Speaker and Honorary Degree (Section 9)

Regent Sidlik recommended that the Board approve Greg Mathis, retired Michigan 36th District Court judge and syndicated television show judge, as Commencement Speaker at the Sunday, December 20, 2009 commencement ceremony. In addition, he recommended that the Board award an honorary Doctor of Public Service to Judge Mathis.

Regent Sidlik thanked those in attendance, and adjourned the meeting at 1:55 p.m.

Respectfully submitted.

Winifred Martin, Administrative Secretary
Academic Affairs

BOARD OF REGENTS

EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

HONORARY EMERITUS STATUS FOR MERITORIOUS SERVICE (Posthumously)

ACTION REQUESTED

It is recommended that the Board of Regents grant Honorary Emeritus Status for Meritorious Service to one former academic leader: Dr. Joseph F. Pollack who served from August 25, 1997 as Director of Charter Schools.

STAFF SUMMARY

According to University policy, retiring employees who have served the University for less than 15 years may be granted Honorary Emeritus Status for Meritorious Service. Candidates for honorary emeritus status must have a significant number of years of service and a record of meritorious performance in one or more of the following: (a) a substantive record of scholarly achievement commensurate with national or international standards within the specific discipline, (b) a record of outstanding teaching and/or educational contributions, (c) clear evidence of service to the University beyond the normal expectations, (d) clear evidence of exceptional institutional leadership, advancement of the University or extraordinary service to students.

Dr. Joseph F. Pollack provided outstanding leadership to Eastern Michigan University's Charter Schools Office and the academies within his purview. He oversaw the establishment of eight University-authorized charter schools and provided continual support and direction to each school. During his tenure with the University, Dr. Pollack transformed the Charter Schools Office into a University "Center of Excellence."

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

The proposed action has been reviewed and is recommended for Board approval.

University Executive Officer
Provost and Executive Vice President

12-04-09

Date

Dr. Joseph F. Pollack

(Served EMU over 12 years)

Dr. Joseph F. Pollack served Eastern Michigan University from 1997 – 2009 as director of the Charter Schools Office. In this position, he oversaw the establishment of eight charter schools located in southeast Michigan. Under his leadership, these schools have become models of educational success in their communities. Dr. Pollack believed that charter schools offered “high quality” educational options to those of modest means. He was instrumental in the formation of the Michigan Council of Charter School Authorizers (The Council) as a means of strengthening charter schools and their oversight. In addition, Dr. Pollack held leadership positions with various state and national organizations whose focus is on improving the educational outcomes of all public school students. In recognition of his contributions to education, one of our charter schools has recently changed its name to the *“Dr. Joseph F. Pollack Academic Center of Excellence.”*

BOARD OF REGENTS

EASTERN MICHIGAN UNIVERSITY

SECTION: 14

DATE:
December 17, 2009

RECOMMENDATION

FINANCE AND AUDIT COMMITTEE

ACTION REQUESTED

It is recommended that the Board of Regents receive and place on file the minutes from the October 20, 2009 Finance and Audit Committee meeting, the Working Agenda for the December 17, 2009 meeting and the Informational Reports and Financial Updates.

STAFF SUMMARY

October 20, 2009 Meeting

Regular Agenda items discussed at the October 20, 2009 Finance and Audit Committee were Staff Separations/Retirements and Staff Appointments for period September 1, 2009 through September 30, 2009, as well as the Informational Reports and Financial Updates as of August 31, 2009. The Committee reviewed the recommendations to the Board for:

- Financial Aid and Scholarships for Fiscal Year 2010-11
- Fiscal Year 2010-11 Capital Outlay Budget Request
- Fiscal Year 2010-11 Appropriations Request
- EMU VET Connect Award

December 17, 2009 Meeting Agenda

Regular agenda items include Staff Separations/Retirements and Staff Appointments for period October 1, 2009 through October 31, 2009, as well as the Informational Reports and Financial Updates as of October 31, 2009. The Committee also will review recommendations to the Board for:

- Eastern Michigan University Foundation Annual Report

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

The proposed Board action has been reviewed and is recommended for Board approval.

University Executive Officer

Date

**Eastern Michigan University
Finance and Audit Committee
Meeting Minutes
October 20, 2009**

The meeting was called to order at 2:45 PM.

CONSENT AGENDA

Section 1: Recommendation Staff Appointments

The University recommended to the Board of Regents to approve 13 staff appointments for the reporting period of September 1, 2009 through September 31, 2009.

Section 2: Recommendation Staff Separations/Retirements

The University recommended to the Board of Regents to approve 4 separations and retirements for the reporting period of September 1, 2009 through September 31, 2009.

**Section 10 Recommendation Monthly Reports – Finance and Audit Committee,
Informational Reports and Informational Presentations**

A motion was made and seconded to accept the minutes from the previous Board of Regents meeting on September 22, 2009.

Grants and Contracts

For the period September 1 through September 30, 2009, Grants & Contracts awards totaling \$731,000 were received. For the Year-To-Date period (July through September), grant and contract awards totaled \$4.2M, a decrease of \$1.0M (19%) compared with the same period in 2008-09 reflecting lower federal earmarks. Last year, awards totaling \$2.2M were received in the month of September. Based on the dollar value, 95% of the YTD awards were federal and 5% were from local and other non-profit sources. Proposals totaling \$32.1M have been submitted in the first three months of 2009-10 compared with \$18.9M the same period a year ago. The increase primarily reflects applications for federal stimulus funding.

Information Technology – Strategic Initiatives Progress Report

Eagle Mail Phase 2 (shared calendars and mobile device synchronization) is continuing, including training. Instant Messaging (IM) tools will be selected and implemented during Fall term. Wireless Network Access is now available in most campus buildings. The Computer Refresh program is on track with ordering continuing through December. Planning for major Enterprise Resource Planning (ERP) system upgrades (Banner and Luminus) continue on schedule.

Financial updates as of July 31, 2009

EMU's cash and investments balance on August 31 was \$151.8M, including \$51.7M of normal operating and working capital (equivalent to 61 days cash on hand) and \$100.1M of bond proceeds borrowed in June for the Science Complex and other capital projects. These bond proceeds are accounted for and managed separately from the University's operating and working capital cash and investments.

For the months of July and August, the University's operating and working capital investment portfolio earned 2.4%. A summary of investment performance by pool and by investment prepared by the University's investment advisor (Fund Evaluation Group) is included in the attached materials. Working with Fund Evaluation Group, the University is in the process of realigning its operating and working capital investment portfolio to be consistent with the Investment Policy adopted by the Board September 22nd.

Through August, YTD General Fund expenditures were \$25.8M or 9.6% of the annual budget of \$267.7M, consistent with budget and 2008. Auxiliary Fund expenditures for the first two months were \$2.6M or 6.7% of the full year budget, also consistent with budget and the same period a year ago.

General Fund – FY 2009-10 Outlook

Through Summer and Fall terms, student credit hours are expected to be about 12,000 over budget (266,000 vs. 254,000). Assuming Fall to Winter credit hours is a historical levels, the projection 530,000 credit hours for the year, 20,000 hours over budget and 16,900 over 2008-09. Tuition and fee revenue would be \$7.2M higher than budget. Higher financial aid expense of \$3.4M is a partial offset to the additional revenue.

EMU's 2009-10 budget reflected a \$2.4M (3%) reduction in base state appropriation (from \$78.6M in 2008-09 to \$76.2M in 2009-10) and did not assume any federal stimulus funding. We remain concerned about 2010-11. The stimulus funding is one-time, and given the state's economic outlook, additional appropriation reductions are likely. Another reason to remain conservative in budgeting and spending is EMU's relatively low reserves and high debt levels.

Section 11 – Financial Aid and Scholarships for Fiscal Year 2010-11

It is recommended that the Board of Regents approve the General Fund Scholarships, Awards and Grants proposal for \$30,402,150.

For 2010-11 the University is increasing aid to \$30.4M, which is very significant and demonstrates our continuing commitment to our students. The total number of awards in 2009-10 are up with 700 more academic achievement awards and 154 need based awards.

Section 12 – Fiscal Year 2010-11 Capital Outlay Budget Request

It is recommended that the Board of Regents approve the FY 2010-2011 Capital Outlay Budget Request. The renovation of Strong Hall continues to be identified as the University's top capital project priority.

Section 13 – Fiscal Year 2010-11 Appropriations Request

It is recommended that the Board of Regents approve the Fiscal Year 2010-11 Appropriation Request. The University is requesting from the State of Michigan an appropriation increase of 3.6%, equal to the Higher Education Price Index (HEPI) increase.

The Appropriations request featured the University's academic achievements and how the University impacts the region's economy. We indicated that our costs are likely to increase at inflationary levels. We requested appropriation that reflects those inflationary levels. The University is not requesting to recover reduced appropriations from the past. We are reinforcing that we were the lowest tuition and fee increase of the fifteen. We need the state's help to do that again.

Section 14 – EMU VET Connect Award

It is recommended that the Board of Regents approve a new tuition differential grant for non-resident U.S. military veterans (excluding reserve programs). The grant will be incorporated into the annual General Fund Scholarships, Grants and Award proposal.

The recommendation seeks to create a new financial aid award to provide vets from anywhere in the US the ability to attend EMU at residential rates via tuition differentials. EMU is one of the country's top military-friendly school and we seek to reinforce our commitment to our military veterans. Regent Hawks noted that it was reported during the Student Affairs meeting earlier that the students lend their support to this award.

Capital Projects Updates

John Donegan reported to the Regents recently completed capital projects, those which are underway and upcoming projects. The presentation was informative and insightful.

Meeting was adjourned at 3:17 PM.

Respectfully Submitted,

Tammy Morle

BOARD OF REGENTS

EASTERN MICHIGAN UNIVERSITY
201 WELCH HALL
(734) 487-2410

Thursday, December 17, 2009

FINANCE AND AUDIT COMMITTEE

BOARD CONSENT AGENDA

Section 1: Recommendation: Staff Appointments Report

Section 2: Recommendation: Staff Separations/Retirements Report

BOARD REGULAR AGENDA

Section 14: Recommendation: Informational Reports and Financial Updates

- Minutes from October 20, 2009
- December 17 Finance and Audit Committee Agenda
- Executive Summary
- Grants and Contracts
- Strategic Initiatives Progress Report
- Financial Reports

Section 15: Recommendation: Eastern Michigan University Foundation Annual Report

INFORMATIONAL PRESENTATIONS

Major Capital Projects Update/Presentation (John Donegan)
(See Section 14 for materials)

Eastern Michigan University
Board of Regents – Finance and Audit Committee
Informational Reports and Financial Update
(Executive Summary)

Grants and Contracts (Year to Date through October 31, 2009)

- Awards totaling \$2.3M were received during the month of October.
- For the YTD period (July through October) grant and contract awards totaled \$6.4M, a decrease of \$1.5M (18%) compared with the same period in 2008-09. The decrease primarily reflects lower federal earmarks, but state, foundation and business awards are also down year-to-year.
- Based on the dollar value, 93% of the YTD awards were federal and 7% were from state, local and other non-profit sources.
- Proposals totaling \$38.4M have been submitted in the first four months of 2009-10 compared with \$21.1M the same period last year. The increase primarily reflects applications for federal stimulus funding.

Information Technology – Strategic Initiatives Progress Report

- Roll-out of EagleMail Phase 2 (shared calendars, mobile device synchronization) is continuing including training. Course and group calendars will be migrated from my.emich to EagleMail in December.
- The University's computer refresh program remains on track – ordering began early August and will continue through December. As of November 4th, the vast majority (87%) of the eligible systems have been ordered by departments.
- Review of alternative technologies to achieve full wireless capability in residence halls is proceeding. A pilot program is planned for early 2010.
- Voice over Internet Protocol (VOIP) capability was incorporated in the Student Center, Science Complex, and Pray-Harold projects. A business case for campus-wide VOIP is being developed.
- Planning for major Enterprise Resource Planning (ERP) system upgrades (Banner and Luminus) continue on schedule. The University's enterprise reporting system, BOE, was converted to a real-time reporting database in early October. Previously, reporting data was refreshed on a nightly basis.

Financial Update (as of October 31, 2009)

- EMU's cash and investments balance on October 31 was \$169.8M, including \$87.3M of normal operating and working capital (equivalent to 103 days cash on hand) and \$82.5M of bond proceeds borrowed in June for the Science Complex and other capital projects. These bond proceeds are accounted for and managed separately from the University's operating and working capital cash and investments.

- For the fiscal YTD through October 31, the University's operating and working capital investment portfolio earned 3.5%. During the month of October, the investment portfolio was realigned to be consistent with the Investment Policy adopted by the Board in September. At October 31, the \$87.3M portfolio included \$39.8M in the Long Term Pool, \$15.1M in the Intermediate Term pool, and \$32.4M in the Short Term Pool. The asset allocations are consistent with those prescribed in the Investment Policy. The Long Term pool mix of equities is 30% (25% domestic, 5% International).
- At October 31, 2009, Accounts Receivable totaled \$16.1M, down \$5.5M (25%) from October 31, 2008. In addition to the reduction in receivables, the number of students on hold as of the first day of Winter registration was also reduced significantly.
- At October 31, 2009, unrestricted net assets totaled \$82.4M and total net assets were \$260.5M.
- Through October, YTD General Fund expenditures were \$87.5M or 32.7% of the annual budget of \$267.7M, consistent with budget and 2008 (adjusted for the higher financial aid forecast reviewed with the Board in October). Most expenditure line items are tracking to budget except for financial aid and employee benefit costs (higher health care claims). General Fund revenues continue to trend over budget primarily reflecting the higher Fall semester credit hours/tuition revenue discussed with the Board in October. Lower-than-budgeted late payment fees (lower receivables) are offset by above budget investment income.
- Auxiliary Fund revenues and expenditures for the first four months at \$13.7M and \$9.2M, respectively, are consistent with budget and the same period a year ago.

Student Credit Hour Status

- Fall semester student credit hours were up 4.1% (9,500 hours) compared with the Fall of 2008.
- For the Winter semester, registration began on November 3. As of December 3rd, or about 3/4's of the way through registration (based on hours), credit hours are tracking 6% ahead of Winter a year ago. Undergraduate and Graduate hours are both up 6% compared with the same point in time last year.
- The full year forecast for FY2009-10 remains at 530,000 credit hours, 20,000 hours (3.9%) over budget and 16,900 hours (3.3%) over FY2008-09.

GRANTS AND CONTRACTS
FY 2010 PROGRESS REPORT
December 17, 2009

	FY2010 Activity through 10/31		FY2009 Activity through 10/31		FY2008 Activity through 10/31		FY2010 vs. FY2009 Actual to Date Var.	
	No. to Date	Dollar Value to Date	No. to Date	Dollar Value to Date	No. to Date	Dollar Value to Date	No. to Date	Dollar Value to Date
TABLE I: PROPOSALS								
Proposals by Activity:								
Research & Development	31	\$34,820,162	38	\$17,407,073	43	\$8,723,122	(7)	\$17,413,089
Service	13	\$2,028,503	26	\$2,153,394	23	\$1,770,104	(13)	(\$124,891)
Corporate/Community Training	8	\$930,581	9	\$1,140,551	25	\$611,164	(1)	(\$209,970)
Instructional Support & Other	5	\$660,148	7	\$385,131	6	\$272,073	(2)	\$275,017
Total Proposals	57	\$38,439,394	80	\$21,086,149	97	\$11,376,463	(23)	\$17,353,245
Proposals by Funding Source:								
Federal	38	\$37,744,972	32	\$18,529,305	34	\$8,080,147	6	\$19,215,667
State	7	\$557,384	17	\$910,658	8	\$477,085	(10)	(\$353,274)
Foundations	4	\$58,315	5	\$982,293	9	\$239,143	(1)	(\$923,978)
Business & Industry	2	\$13,520	9	\$210,231	27	\$786,342	(7)	(\$196,711)
Local Govt. & Other Non-Profits	6	\$65,203	17	\$453,662	19	\$1,793,746	(11)	(\$388,459)
Total Proposals	57	\$38,439,394	80	\$21,086,149	97	\$11,376,463	(23)	\$17,353,245

TABLE II: AWARDS								
Awards by Activity:								
Research & Development	12	\$1,717,353	22	\$3,811,485	28	\$2,448,040	(10)	(\$2,094,132)
Service	18	\$4,363,350	27	\$2,616,459	28	\$2,187,241	(9)	\$1,746,891
Corporate/Community Training	1	\$279,855	1	\$265,538	25	\$667,048	0	\$14,317
Instructional Support & Other	3	\$66,157	8	\$1,193,177	8	\$362,623	(5)	(\$1,127,020)
Total Awards	34	\$6,426,715	58	\$7,886,659	89	\$5,664,952	(24)	(\$1,459,944)
Awards by Funding Source:								
Federal	22	\$5,994,676	23	\$6,697,985	33	\$4,369,937	(1)	(\$703,309)
State	3	\$178,916	9	\$333,030	2	\$8,883	(6)	(\$154,114)
Foundations*	0	\$0	4	\$424,850	4	\$131,920	(4)	(\$424,850)
Business & Industry	2	\$13,520	9	\$224,070	29	\$756,059	(7)	(\$210,550)
Local Govt. & Other Non-Profits*	7	\$239,603	13	\$206,724	21	\$398,153	(6)	\$32,879
Total Awards	34	\$6,426,715	58	\$7,886,659	89	\$5,664,952	(24)	(\$1,459,944)

*Grants reported jointly with the EMU Foundation:

Sisters, Servants of the Immaculate Heart of Mary	\$1,500
Catholic Social Services, Ann Arbor	\$15,000
TOTAL	\$16,500

EASTERN MICHIGAN UNIVERSITY

Summary of Grants and Contracts Received: October 1, 2009 - October 31, 2009

Report to the Board of Regents: December 17, 2009

Project Title	Funding Agency	Project Director	EMU Unit	3rd Party In-kind	EMU In-kind	EMU Cash	Sponsor	Total
Novel Targets in Thrombosis and Atherosclerosis 2009-2010	University of Michigan	Cory Emal	Chemistry				\$49,589	\$49,589
Server Hosting and RAPIDS Maintenance/Upgrade (Stage 1)	Great Lakes Commission	Yichun Xie	IGRE				\$9,000	\$9,000
Capacity Building of Nonprofit Organizations Servicing Distressed Communities in Wayne and Eastern Washtenaw Counties Michigan, American Recovery and Reinvestment Act (ARRA)	Administration for Children, Youth and Families	David Clifford	School of Health Sciences	\$250,000	\$15,000	\$25,030	\$1,000,000	\$1,290,030
Application Development, Maintenance, and Support Services to various locations, 2009, Amendment 1	Consulting Engineering Associates, Inc.	Yichun Xie	IGRE				\$8,000	\$8,000
Small Business and Technology Development Center, Region 9 Host, 2009, Year 9 Cash Match Part 2	Grand Valley State University	Richard King	Office of the Dean of Business			\$84,000	\$0	\$84,000
Server Hosting and RAPIDS Maintenance/Upgrade (Stage 2)	Great Lakes Commission	Yichun Xie	IGRE				\$58,680	\$58,680
Grassland Ecosystems and Societal Adaptations under Changing Grazing Intensity and Climate on the Mongolian Plateau, Period 1	University of Michigan	Yichun Xie	IGRE		\$14,000		\$171,112	\$185,112
Building Communities, Building Lives 2009-2010	Michigan Campus Compact	Jessica Alexander	Academic Service-Learning	\$6,900	\$29,410	\$2,500	\$38,135	\$76,945
2009-2010 Great Start Readiness Program	Michigan Department of Education	Christine Aris	Children's Institute		\$246,084		\$170,000	\$416,084
Michigan Prisoner Re-entry Initiative, Evaluation, Supplement	Catholic Social Services, Ann Arbor	Jennifer Kellman-Fritz	School of Social Work				\$15,000	\$15,000
21st Century Community Learning Centers, Bright Futures at Middle and High Schools (Cohort F)	Michigan Department of Education	Lynn Malinoff	ISCFC			\$3,480	\$749,694	\$753,174
NUMBER OF AWARDS: 11			TOTAL:	\$256,900	\$304,494	\$115,010	\$2,269,210	\$2,945,614

Division of Information Technology

STRATEGIC INITIATIVES PROGRESS REPORT

November 2009

(For December Board of Regents Meeting)

EagleMail Project

- The training for the second set of collaboration and productivity tools continues; including shared calendars and synchronization of mobile devices.
- Course and group calendars will be migrated from my.emich to EagleMail in December. The my.emich calendar server will be shut down at the end of the year.
- Supported instant messaging (IM) tools will be selected and made available as part of a separate project.

Computer Refresh

- Computer Refresh program is on track—ordering began early August and will continue through December. As of November 4, 2009, 87% of the eligible systems have been ordered by departments.

Enterprise Resource Planning (ERP) System

- Work has begun on upgrade of Lumina enterprise portal to version 4.0. Upgrade work will be completed in early February 2010.
- The planning for the major Banner software upgrade continues and is on schedule. Test plans created for the recent Banner hardware upgrade can be re-used for the Banner software upgrade project
- The University's enterprise reporting system, BOE, was converted to a real-time reporting database in early October. This allows all reporting users to attain up-to-the-minute report information without taxing the production Banner system. Previous to this change, reporting data was refreshed on a nightly basis.

Technology Infrastructure

Wireless:

- Residence Halls: Analysis of providing wireless access in the residence halls is being revisited for other options.
- Completed, planned and future installation locations are available at: <http://it.emich.edu/wireless/>

VoIP

- Implementation of VoIP in Mark Jefferson and Pray-Harrold is under review.

Eastern Michigan University
CASH AND INVESTMENTS
 October 31, 2009

Operating Cash and Investments	Account Balance	
	Dollars	Pct. Total
<u>Cash</u>		
Eagle Crest Citizen's Account	\$28,674.22	
U.S. Treasury Strips	\$56,844.00	
Comerica Checking Account	656,368.84	
Chase Commerical Checking Account	6,670,943.86	
Total Cash	<u>\$7,412,830.92</u>	
<u>Short-term Investments</u>		
Bank of Ann Arbor Trust Account	\$86,923.19	0.1%
Northern Institutional Government Select Money Market Fund	5,000,374.70	6.2%
Dreyfus Institutional Preferred Money Market Fund	10,758,938.00	13.3%
Vanguard Prime Money Market Fund	10,001,468.79	12.4%
Total Short-term investments	<u>\$25,847,704.68</u>	32.0%
<u>Intermediate Investments</u>		
WESTERN Asset Intermediate	\$7,519,072.01	9.3%
PIMCO Low Duration Institutional	7,552,683.95	9.4%
Total Intermediate investments	<u>\$15,071,755.96</u>	18.7%
<u>Long-term Investments</u>		
Vanguard Small Cap Index	\$1,838,036.81	2.3%
Vanguard Developed Markets	1,939,267.02	2.4%
JPMorgan Core Bond Fund Select	5,024,171.89	6.2%
Vanguard Institutional Index	7,740,148.66	9.6%
TCW Total Return Bond Fund	8,148,661.97	10.1%
PIMCO Total Return Bond Fund	15,072,844.17	18.7%
Total Long-term investments	<u>\$39,763,130.52</u>	49.3%
Total Investments	\$80,682,591.16	100.0%
<u>Total Operating Cash And Investments</u>	\$88,095,422.08	
<u>Less: Outstanding Check and Reconciliation Items</u>	\$(802,189.00)	
<u>Total Net Operating Cash and Investments</u>	\$87,293,233.08	

Bond Proceeds Investments		
<u>Fixed Income</u>		
Accrued Interest	\$343,786.20	
Comerica 2009 Bond Proceeds Account	139,390.91	
Corporate Bonds	5,670,159.99	
CD's	8,557,759.75	
Other Fixed Income Securities	10,136,218.12	
US Treasury/Agency Securities	52,648,597.39	
CD Placements	4,987,000.00	
<u>Total Bond Proceeds Investments</u>	\$82,482,912.36	
<u>Total Net Operating Cash, Investments and Bond Proceeds</u>	\$169,776,145.44	

Eastern Michigan University
LONG-TERM INVESTMENTS
 October 31, 2009

Portfolio Composition	Account Balance		
	Dollars	Pct. Total	Target
<u>Domestic Equities</u>			
Vanguard Small Cap Index	\$1,838,036.81	4.6%	5%
Vanguard Institutional Index	7,740,148.66	19.5%	20%
Total Domestic Equities	\$9,578,185.47	24.1%	25%
<u>International Equities</u>			
Vanguard Developed Markets	\$1,939,267.02	4.9%	5%
Total International Equities	\$1,939,267.02	4.9%	5%
<u>Fixed Income</u>			
JPMorgan Core Bond Fund Select	\$5,024,171.89	12.6%	
TCW Total Return Bond Fund	8,148,661.97	20.5%	
PIMCO Total Return Bond Fund	15,072,844.17	37.9%	
Total Fixed Income	\$28,245,678.03	71.0%	70%
<u>Cash Equivalent</u>			
Total Cash Equivalent	\$0.00	0.0%	0%
Total Long-Term Investments	\$39,763,130.52	100.0%	100%

Eastern Michigan University
Summary of Investment Performance
Report for Periods Ending October 31, 2009

	<u>Month</u>	<u>3 Mos</u>	<u>FYTD</u>	<u>Since Inception</u>	<u>(Date)</u>	<u>Market Value</u>
Total Composite	0.4%	2.0%	3.5%	7.9%	(3/09)	\$80,682,594
Short Term Investment Pool	0.0	0.1	0.1	0.2	(3/09)	25,847,706
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1		
Dreyfus Institutional Preferred	0.0	0.0	0.0	0.1	(3/09)	10,758,938
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1		
Vanguard Prime Money Market	0.0	0.1	0.1	0.3	(3/09)	10,001,469
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1		
Northern Institutional Money Market	-	-	-	-	(10/09)	5,000,375
U.S. 91-Day Treasury Bills	-	-	-	-		
Bank of Ann Arbor Trust Cash	-	-	-	-	(10/09)	86,923
U.S. 91-Day Treasury Bills	-	-	-	-		
Intermediate Term Investment Pool	1.0	3.9	6.6	15.1	(3/09)	15,071,756
Balanced Index ¹	0.3	1.7	2.6	3.6		
PIMCO Low Duration Fund	0.9	3.5	5.5	13.0	(3/09)	7,552,684
ML 1-3 Yr US Treasury Index	0.2	0.9	1.0	0.9		
Western Asset Int. Duration Fund	1.0	4.1	7.5	16.5	(3/09)	7,519,072
Barclays Capital Intern GV/CR Bond Index	0.4	2.3	3.7	5.4		
Long Term Investment Pool						
Vanguard Institutional Index Fund	-	-	-	-	(10/09)	7,740,149
S&P 500 Index	-	-	-	-		
Vanguard SC Index Signal Fund	-	-	-	-	(10/09)	1,838,037
Russell 2000 Index	-	-	-	-		
Vanguard Developed Mkts Index Fund	-	-	-	-	(10/09)	1,939,267
MSCI EAFE Index	-	-	-	-		
JPMorgan Core Bond Fund	-	-	-	-	(10/09)	5,024,172
Barclays Capital Aggregate Bond Index	-	-	-	-		
PIMCO Total Return Fund	-	-	-	-	(10/09)	15,072,845
Barclays Capital Aggregate Bond Index	-	-	-	-		
TCW Total Return Bond Fund	-	-	-	-	(10/09)	8,148,662
Barclays Capital Aggregate Bond Index	-	-	-	-		

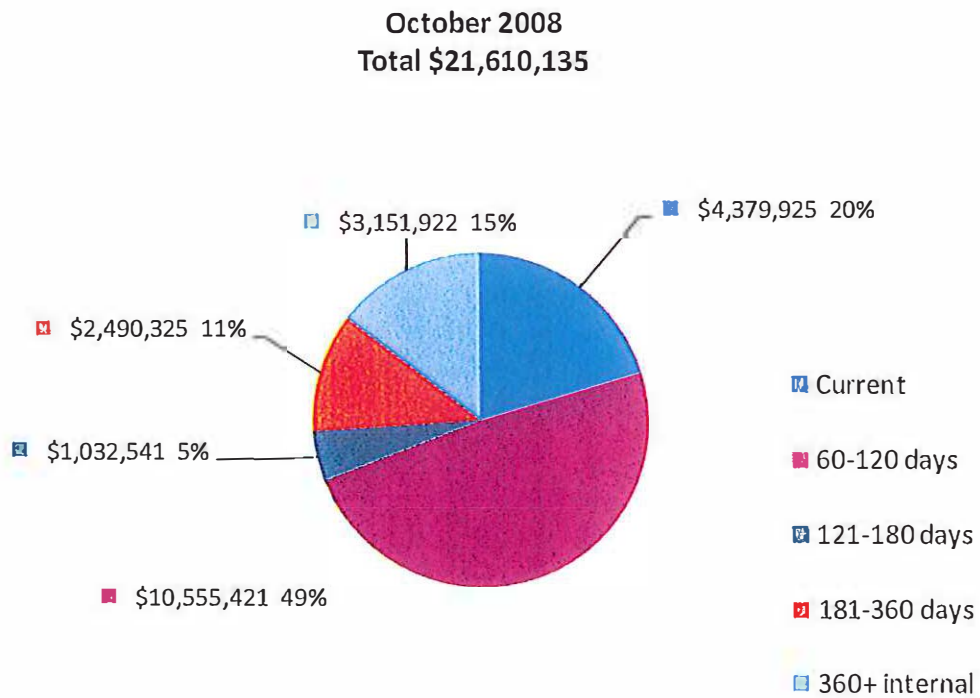
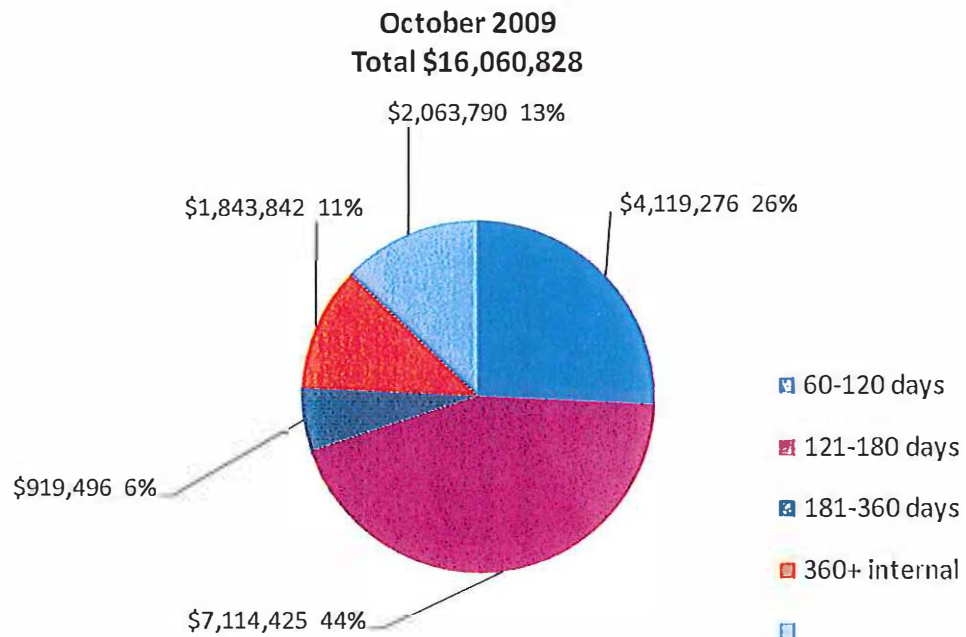


Eastern Michigan University
Schedule of Asset and Style Allocation
Report for Periods Ending October 31, 2009

Asset Class - Style	Manager	Portfolio Invested	Portfolio Cash	Market Value	Current Weight
Large Cap Equity - Broad	Vanguard Institutional Index Fund	100.0%	0.0%	\$7,740,149	9.6%
Small Cap Equity - Broad	Vanguard SC Index Signal Fund	100.0%	0.0%	\$1,838,037	2.3%
International Equity - Core	Vanguard Developed Mkts Index Fund	100.0%	0.0%	\$1,939,267	2.4%
Fixed Income - Core	JPMorgan Core Bond Fund	100.0%	0.0%	\$5,024,172	6.2%
Fixed Income - Core	TCW Total Return Bond Fund	100.0%	0.0%	\$8,148,662	10.1%
Fixed Income - Core Plus	PIMCO Total Return Fund	100.0%	0.0%	\$15,072,845	18.7%
Fixed Income - Intermediate	PIMCO Low Duration Fund	100.0%	0.0%	\$7,552,684	9.4%
Fixed Income - Intermediate	Western Asset Int. Duration Fund	100.0%	0.0%	\$7,519,072	9.3%
Fixed Income - Short Term	Northern Institutional Money Market	0.0%	100.0%	\$5,000,375	6.2%
Cash - Cash	Bank of Ann Arbor Trust Cash	0.0%	100.0%	\$86,923	0.1%
Cash - Cash	Dreyfus Institutional Preferred	0.0%	100.0%	\$10,758,938	13.3%
Cash - Cash	Vanguard Prime Money Market	0.0%	100.0%	\$10,001,469	12.4%
Sub-Total				\$80,682,593	100.0%
Fixed Income - Long Term	Treasury Strips			\$56,844	
Cash - Cash	Comerica - Checking Account			\$656,368	
Cash - Cash	JPMorgan Chase - Checking Account			\$6,670,943	
Cash - Other	Eagle Crest			\$28,674	
Total				\$88,095,422	



Eastern Michigan University
Student Accounts Receivable Activity
As of October 31, 2009 and 2008



EASTERN MICHIGAN UNIVERSITY
SCHEDULE OF NET ASSETS
As of October 31, 2009

	General Fund	Designated Fund	Auxiliary Activities Fund	Expendable Restricted Fund	Student Loan Fund	Plant Fund	Agency Fund	Consolidated Total
ASSETS								
Current Assets:								
Cash and short-term investments	\$ 5,229,586	\$ 5,267,804	\$ 8,061,988	\$ 356,269	\$ (428,479)	\$ 123,957,543	\$ 337,876	\$ 142,782,587
Unsettled Accounts receivable, net of allowance	14,124,624	0	0	0	0	0	0	14,124,624
Accounts receivable, net	936,204							
Prepaid Accounts receivable, net	3,757,089	644,076	2,138,386	4,100,207	436,063	27,090	0	11,102,911
Appropriation receivable	0	0	0	0	0	0	0	0
Inventory	617,565	0	1,324,376	0	0	0	0	1,941,941
Deposits and prepaid expenses	821,828	1,399	465,010	0	0	747,103	0	2,035,340
Unsettled interest receivable	144,601	3,798	0	0	382	14,247	0	163,028
Total current assets	24,695,293	5,917,077	11,989,760	4,456,476	7,966	124,745,983	337,876	172,150,431
Noncurrent Assets:								
Unsettled Loans receivable, net	0	0	0	0	12,453,709	0	0	12,453,709
Long-term investments	26,939,132	0	0	54,426	0	0	0	26,993,558
Total Assets, net	0	0	0	0	0	326,182,763	0	326,182,763
Amortized Bond Expenses, net						2,559,691		2,559,691
Total noncurrent assets	26,939,132	0	0	54,426	12,453,709	328,742,454	0	368,189,721
Total assets	\$ 51,634,425	\$ 5,917,077	\$ 11,989,760	\$ 4,510,902	\$ 12,461,675	\$ 453,488,437	\$ 337,876	\$ 540,340,152
LIABILITIES								
Current Liabilities:								
Unsettled portion of long-term debt	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,835,000	\$ 0	\$ 3,835,000
Accounts payable and accrued liabilities	3,029,841	15,399	2,062,445	47,578	0	446,041	0	5,601,304
Unsettled payroll	3,338,665	0	0	0	0	0	0	3,338,665
Unsettled taxes and accrued fringe benefits	4,148,248	0	865,030	0	0	0	0	5,013,278
Earned fees and deposits	304,365	49,489	3,186,842	95,017	0	0	337,876	3,973,589
Unsettled grants and other claims payable	1,021,617		501,907					1,523,524
Total current liabilities	11,842,736	64,888	6,016,224	142,595	0	4,281,041	337,876	23,285,360
Noncurrent Liabilities:								
Unsettled Compensated Absences	4,523,908	0	319,878	0	0	0	0	4,843,786
Long-term debt	0	0	0	0	0	240,960,000	0	240,960,000
Unsettled Portion of Perkins Program	0	0	0	0	10,796,242	0	0	10,796,242
Total noncurrent liabilities	4,523,908		319,878		10,796,242	240,960,000		256,600,028
Total liabilities	16,366,644	64,888	6,336,102	142,595	10,796,242	245,241,041	337,876	279,885,388
NET ASSETS								
Unsettled in capital assets, net of related debt	\$ 0	0	0	0	0	172,065,767	0	172,065,767
Unsettled restricted, expendable				4,368,307	1,665,433	0		6,033,740
Unsettled restricted	0	5,852,190	5,053,658			36,181,628	0	47,087,476
Unsettled designated	35,267,781			0	0	0	0	35,267,781
Total net assets	\$ 35,267,781	\$ 5,852,190	\$ 5,053,658	\$ 4,368,307	\$ 1,665,433	\$ 208,247,395	\$ 0	\$ 260,454,764
Total Liabilities and net assets	\$ 51,634,425	\$ 5,917,077	\$ 11,989,760	\$ 4,510,902	\$ 12,461,675	\$ 453,488,436	\$ 337,876	\$ 540,340,152

**EASTERN MICHIGAN
UNIVERSITY BUDGET STATUS REPORT FY 2010**
As of October 31, 2009

	Budget			Actual			Variance			Percentage Of Budget To Date		
	FY2009 General Fund Budget	FY2009 Auxiliary Budget	FY2009 Total Budget	FY2009 General Fund 10/31/09	FY2009 Auxiliary 10/31/09	FY2009 Total 10/31/09	FY2009 General Fund 10/31/09	FY2009 Auxiliary 10/31/09	FY2009 Total 10/31/09	FY2009 General Fund 10/31/09	FY2009 Auxiliary 10/31/09	FY2009 Total 10/31/09
Revenues												
Tuition and Fees	\$ 184,840,000		\$ 184,840,000	95,457,301		95,457,301	\$ (89,382,699)		(89,382,699)	51.64%		51.64%
Ancillary Activities	1,769,192		1,769,192	1,608,806		1,608,806	(160,386)		(160,386)	90.93%		90.93%
Auxiliary		37,810,503	37,810,503		13,245,857	13,245,857		(24,564,646)	(24,564,646)		35.03%	35.03%
Grants and contracts	537,198		537,198	243,511		243,511	(293,687)		(293,687)	45.33%		45.33%
Cost Recovery	1,856,676		1,856,676	414,924		414,924	(1,441,752)		(1,441,752)	22.35%		22.35%
Total Approved Funding	189,003,066	37,810,503	226,813,569	97,724,542	13,245,857	110,970,399	(91,278,524)	(24,564,646)	(115,843,170)	51.71%	35.03%	48.93%
Expenditures												
Instruction	101,089,729		101,089,729	30,988,627		30,988,627	(70,101,102)		(70,101,102)	30.65%		30.65%
Research	1,365,735		1,365,735	296,505		296,505	(1,069,230)		(1,069,230)	21.71%		21.71%
Professional service	3,641,961		3,641,961	1,084,530		1,084,530	(2,557,431)		(2,557,431)	29.78%		29.78%
Library support	27,264,128		27,264,128	7,196,935		7,196,935	(20,067,193)		(20,067,193)	26.40%		26.40%
Student services	24,937,320		24,937,320	8,744,742		8,744,742	(16,192,578)		(16,192,578)	35.07%		35.07%
Educational support	42,337,902		42,337,902	12,084,603		12,084,603	(30,253,299)		(30,253,299)	28.54%		28.54%
Scholarships and fellowships	25,443,147	1,430,490	26,873,637	14,047,379		14,047,379	(11,395,768)	(1,430,490)	(12,826,258)	55.21%		52.27%
Building and maintenance	24,482,074		24,482,074	5,797,294		5,797,294	(18,684,780)		(18,684,780)	23.56%		23.56%
Auxiliary		29,988,797	29,988,797		7,285,497	7,285,497		(22,723,300)	(22,723,300)		24.23%	24.23%
(Capital Additions, net)	2,352,100		2,352,100				(2,352,100)		(2,352,100)			
Total Operating Expense	252,913,996	31,419,287	284,333,283	80,210,615	7,265,497	87,476,112	(172,703,381)	(24,153,790)	(196,857,171)	31.71%	23.12%	30.77%
Operating Income/Loss	(63,910,930)	6,391,216	(57,519,714)	17,513,927	5,980,360	23,494,287	81,424,857	(410,856)	81,014,001	-27.40%	93.57%	-40.86%
Operating Revenues (Expenses)												
Depreciations	76,200,000		76,200,000	6,330,500		6,330,500	(69,869,500)		(69,869,500)	8.31%		8.31%
Investment Income	2,500,000	446,025	2,946,025	1,884,497	405,754	2,290,251	(615,503)	(40,271)	(655,774)	75.38%	90.97%	77.74%
Balance	-		-	-		-	-		-	-		-
Nonoperating revenues	78,700,000	446,025	79,146,025	8,214,997	405,754	8,620,751	(70,485,003)	(40,271)	(70,525,274)	10.44%	90.97%	10.83%
In (Out)												
Retirement	(11,633,288)	(3,380,242)	(15,013,530)	(2,800,000)	(1,124,777)	(3,924,777)	8,833,288	2,255,465	11,088,753	24.07%	33.28%	26.14%
Donation 2005 MJ PH	(4,400,000)		(4,400,000)				4,400,000		4,400,000			
Preservation	(866,712)		(866,712)				866,712		866,712			
Funds and General Fee Obligations	2,111,530	(3,394,592)	(1,283,062)	(4,471,258)	(843,247)	(5,314,505)	(6,582,788)	2,551,345	(4,031,443)	-211.75%	24.84%	414.20%
Interfund transfers	(14,788,470)	(6,774,834)	(21,563,304)	(7,271,258)	(1,968,024)	(9,239,282)	7,517,212	4,806,810	12,324,022	49.17%	29.06%	42.85%
Total net nonoperating rev (exp)	63,911,530	(6,328,809)	57,582,721	943,739	(1,562,270)	(618,531)	(62,967,791)	4,746,539	(58,201,252)	-1.48%	24.69%	-1.07%
Change (Decrease) in Net Assets	\$ 600	\$ 62,407	\$ 63,007	\$ 18,457,666	\$ 4,418,090	\$ 22,875,756	\$ 18,457,066	\$ 4,355,683	\$ 22,812,749			
Operating Revenues	267,703,066	38,256,528	305,959,594	105,939,539	13,651,611	119,591,150	(161,763,527)	(24,604,917)	(186,368,444)	39.57%	35.68%	39.09%
Operating Expenditures	267,702,466	38,194,121	305,896,587	87,481,873	9,233,521	96,715,394	(180,220,593)	(28,960,600)	(209,181,193)	32.68%	24.18%	31.62%
Change (Decrease) in Net Assets	\$ 600	\$ 62,407	\$ 63,007	\$ 18,457,666	\$ 4,418,090	\$ 22,875,756	\$ 18,457,066	\$ 4,355,683	\$ 22,812,749			

EASTERN MICHIGAN UNIVERSITY
FY 2010 UNIVERSITY BUDGET STATUS REPORT
EXPENDITURES BY CATEGORY
As of October 31, 2009

By Category:
Salaries
Salaries
Personal Services
Help
Sub-Total Compensation

Goods Sold
Travel/Equipment
Aid
to EMU Foundation
ers
b-Total Operating Expense
Total Expenditures

Budget			Actual**			Variance			Percentage Of Budget To Date		
FY2009	FY2009	FY2009	FY2009	FY2009	FY2009	FY2009	FY2009	FY2009	FY2009	FY2009	FY2009
General Fund	Auxiliary	Total	General Fund	Auxiliary	Total	General Fund	Auxiliary	Total	General Fund	Auxiliary	Total
Budget	Budget	Budget	10/31/09	10/31/09	10/31/09	10/31/09	10/31/09	10/31/09	10/31/09	10/31/09	10/31/09
a	b	c	d	e	f	g	h	i	j	k	l
		(a+b)			(d+e)	(g-a)	(h-b)	(i+h)	(j/a)	(k/b)	(l+k)
\$ 71,815,295		\$ 71,815,295	\$ 19,999,157		\$ 19,999,157	\$ (51,816,138)		\$ (51,816,138)	27.85%		27.85%
52,661,558	6,429,803	59,091,361	15,596,201	1,067,525	17,263,726	(37,065,357)	(4,762,278)	(41,827,635)	29.62%	25.93%	29.22%
2,506,742	271,790	2,778,532	918,223	156,227	1,074,450	(1,588,519)	(115,563)	(1,704,082)	36.63%	57.48%	38.67%
7,035,584	3,192,750	10,228,334	2,062,657	921,044	2,983,701	(4,972,927)	(2,271,706)	(7,244,633)	29.32%	28.85%	29.17%
46,536,405	2,955,307	49,491,712	13,274,923	743,970	14,018,893	(33,261,482)	(2,211,337)	(35,472,819)	28.53%	25.17%	28.33%
100,555,584	12,849,650	113,405,234	51,651,161	3,483,766	55,339,927	(128,704,423)	(9,360,884)	(138,065,307)	28.72%	27.15%	28.61%
	4,967,000	4,967,000		1,036,362	1,036,362		(3,930,638)	(3,930,638)		20.86%	20.86%
38,258,335	9,202,147	47,460,482	11,663,708	1,990,342	13,654,050	(26,594,627)	(7,211,805)	(33,806,432)	30.49%	21.63%	28.77%
7,389,077	2,970,000	10,359,077	1,143,367	56,445	1,204,812	(6,240,710)	(2,913,556)	(9,154,266)	15.54%	1.90%	11.63%
25,211,000	1,430,490	26,641,490	14,047,379	693,592	14,740,961	(11,163,821)	(736,908)	(11,900,529)	55.72%	49.49%	55.33%
1,500,000		1,500,000	1,500,000		1,500,000				100.00%		100.00%
14,788,470	6,774,834	21,563,304	7,271,258	1,968,024	9,239,282	(7,517,212)	(4,806,810)	(12,324,022)	49.17%	29.05%	42.85%
\$ 87,146,882	\$ 25,344,471	\$ 112,491,353	\$ 35,630,712	\$ 5,744,755	\$ 41,375,467	\$ (51,516,170)	\$ (19,599,716)	\$ (71,115,886)	40.89%	22.67%	36.78%
267,702,466	38,194,121	305,896,587	37,481,873	9,233,521	96,715,394	\$ (180,220,593)	\$ (23,960,600)	\$ (209,181,193)	32.68%	24.18%	31.62%

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 15
DATE:
December 17, 2009

RECOMMENDATION

2008-2009 Eastern Michigan University Foundation Annual Report

ACTION REQUESTED

It is requested that the Eastern Michigan University Board of Regents receive and place on file the Eastern Michigan University Foundation Annual Report for the year ended June 30, 2009.

STAFF SUMMARY

In accordance with Section C.4. of the Agreement Between Eastern Michigan University and the Eastern Michigan University Foundation, it is our responsibility and privilege to present for your review the annual report of the Eastern Michigan University Foundation for the year ended June 30, 2009. The annual financial audit of the Foundation and its subsidiaries was performed by Plante & Moran, PLLC, and they have reviewed and approved the content of the report presented, and provided an unqualified financial opinion.

Total endowment assets reported at year-end were \$36,335,495. This represents a 22.1 percent decrease from the June 30, 2008 market value, which was \$46,619,891. Contributions during 2008-2009 were \$6,832,827, of which \$4,238,898 represented cash gifts. Contributions designated toward endowed scholarships, endowments and planned gifts managed by the Foundation totaled \$1,706,926.

During this fiscal year, the endowment portfolio experienced an investment return of negative 18.2 percent vs. the portfolio benchmark of negative 22.1 percent. The total return since inception on September 30, 1992, of 7.7 percent surpasses the benchmark of 6.7 percent.

Current expendable gifts and gifts-in-kind distributed to and received directly by Eastern Michigan University for programs and scholarships totaled \$5,103,258 for the year ended June 30, 2009. Of that total, \$2,470,357 was transferred to EMU by the EMU Foundation; \$2,593,929 represents gifts of property and equipment that were received by EMU directly; and \$38,972 represents cash gifts that were received by EMU directly. In addition, funding received from endowed scholarships and endowments totaled \$1,375,346, the highest amount ever transferred from the Foundation to EMU.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

The proposed Board action has been reviewed and is recommended for Board approval.

University Executive Officer

Date

Eastern Michigan University Foundation

Consolidated Financial Report

June 30, 2009

Eastern Michigan University Foundation

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Independent Auditor's Report

To the Board of Trustees
Eastern Michigan University Foundation

We have audited the accompanying consolidated balance sheet of Eastern Michigan University Foundation (the "Foundation") as of June 30, 2009 and the related consolidated statements of activities and changes in net assets and cash flows for the year then ended. These consolidated financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2009 consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of Eastern Michigan University Foundation at June 30, 2009 and the consolidated changes in its net assets and cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

Plante & Moran, PLLC

September 15, 2009

Eastern Michigan University Foundation

Consolidated Balance Sheet June 30, 2009

Assets	
Cash and cash equivalents	\$ 2,727,039
Investments (Note 4)	36,559,087
Dividend and interest receivable	117,558
Contributions receivable (Note 2)	434,867
Other assets:	
Cash surrender value of life insurance	251,967
Other assets	106,852
Property and equipment - Net (Note 3)	1,985,121
Investments held under split-interest agreements (Note 4)	961,419
Total assets	<u>\$ 43,143,910</u>
Liabilities and Net Assets	
Liabilities	
Accounts payable	\$ 403,870
Mortgage payable (Note 5)	2,031,499
Split-interest obligations	744,458
Other liabilities	8,096
Total liabilities	<u>3,187,923</u>
Net Assets (Note 6)	
Unrestricted	126,941
Temporarily restricted	8,399,707
Permanently restricted	31,429,339
Total net assets	<u>39,955,987</u>
Total liabilities and net assets	<u>\$ 43,143,910</u>

Eastern Michigan University Foundation

Consolidated Statement of Activities and Changes in Net Assets Year Ended June 30, 2009

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenue, Gains, and Other Support				
Contributions	\$ 287,368	\$ 2,810,313	\$ 609,065	\$ 3,706,746
ECMC revenue	206,666	-	-	206,666
Administrative and management fee (Note 7)	1,500,000	-	-	1,500,000
Investment income (Note 4)	894,051	-	-	894,051
Net realized and unrealized losses on investments (Note 4)	(562,685)	(9,045,641)	-	(9,608,326)
Miscellaneous income	59,697	13,457	-	73,154
Net assets released from restrictions	3,981,487	(3,981,487)	-	-
Total revenue, gains, and other support	6,366,584	(10,203,358)	609,065	(3,227,709)
Expenses				
Contributions to EMU:				
Expendable contributions	2,470,357	-	-	2,470,357
Contributions from endowment income	1,375,346	-	-	1,375,346
Contribution of ECMC subsidiary (Note 7)	420,924	-	-	420,924
Other	4,474	-	-	4,474
General and administrative - Foundation management	522,551	-	-	522,551
Fund-raising (Note 10)	3,076,938	-	-	3,076,938
ECMC expenses	408,807	-	-	408,807
Total expenses	8,279,397	-	-	8,279,397
Increase (Decrease) in Net Assets - Before other changes in net assets	(1,912,813)	(10,203,358)	609,065	(11,507,106)
Funds Transferred from EMU	-	6,200	-	6,200
Change in Value of Split-interest Agreements	-	(105,074)	-	(105,074)
(Decrease) Increase in Net Assets	(1,912,813)	(10,302,232)	609,065	(11,605,980)
Net Assets - Beginning of year	2,039,754	18,701,939	30,820,274	51,561,967
Net Assets - End of year	\$ 126,941	\$ 8,399,707	\$ 31,429,339	\$ 39,955,987

Eastern Michigan University Foundation

Consolidated Statement of Cash Flows Year Ended June 30, 2008

Cash Flows from Operating Activities

Decrease in net assets	\$ (11,605,980)
Adjustments to reconcile decrease in net assets to net cash from operating activities:	
Depreciation	82,272
Net realized and unrealized loss on investments	9,608,326
Change in cash surrender value of life insurance	(1,318)
Change in value of split-interest agreements	105,074
Contributions restricted for long-term purposes	(609,065)
Contribution of subsidiary interest (Note 7)	420,924
Subsidiary loss	202,141
Changes in operating assets and liabilities which provided (used) cash:	
Contributions receivable	493,180
Accrued interest and dividends	29,435
Other assets	(68,074)
Accounts payable	(79,587)
Accrued liabilities and other	(2,663)
Net cash used in operating activities	(1,425,335)

Cash Flows from Investing Activities

Purchases of property and equipment	(71,371)
Purchases of investments	(20,815,097)
Proceeds from sales and maturities of investments	19,112,430
Proceeds from contribution of subsidiary interest (Note 7)	1
Net cash used in investing activities	(1,774,037)

Cash Flows from Financing Activities

Payments on mortgage and notes payable	(143,374)
Payments on split-interest agreements	(152,606)
Proceeds from contributions restricted for long-term purposes	609,065
Net cash provided by financing activities	313,085

Net Decrease in Cash and Cash Equivalents (2,886,287)

Cash and Cash Equivalents - Beginning of year 5,613,326

Cash and Cash Equivalents - End of year \$ 2,727,039

Supplemental Disclosure of Cash Flow Information - Cash paid for

Interest	\$ 106,654
Noncash supplemental disclosure - See Note 7	-

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 1 - Nature of Business and Significant Accounting Policies

Eastern Michigan University Foundation (the "Foundation"), located in Ypsilanti, Michigan, receives, holds, invests, and administers funds for the purpose of contributing to and making expenditures on behalf of Eastern Michigan University (EMU). Under governmental accounting principles, the Foundation is considered a component unit of EMU. Eagle Crest Management Corp. (ECMC), a wholly owned for-profit subsidiary of the Foundation from July 1, 2008 to February 23, 2009, was incorporated for the purpose of providing food and beverage and other management services. Planned Real Estate Corp. (PREC), a wholly owned nonprofit subsidiary of the Foundation, was incorporated as a title holding company for the purpose of owning and managing real estate donated to the Foundation.

Significant accounting policies are as follows:

Principles of Consolidation - The consolidated financial statements include the accounts of the Foundation and its wholly owned subsidiary, PREC. For the year ended June 30, 2009, PREC did not hold any assets or liabilities and had no revenue and expense transactions. On February 23, 2009, the Foundation transferred its ownership in ECMC to Eagle Administrative Services, a nonprofit corporation affiliated with EMU. Revenue and expense transactions of ECMC from July 1, 2008 to February 23, 2009 are included in the Foundation's consolidated financial statements. All significant intercompany transactions have been eliminated in consolidation.

Cash Equivalents - The Foundation considers all highly liquid investments purchased with original maturities of three months or less to be cash equivalents.

Investments - Investments in government and corporate debt and equity securities are stated at current quoted market value. Investments in partnerships, for which a quoted market value is not available, are stated at fair value as determined by the general partner. The real estate holding is recorded at its appraised value. Investments in land are reported at cost, which approximates market. Purchases and sales of investments are recorded as of the trade date. Gain or loss on the sale of investments is computed using the average cost method. Investment income is recorded on the accrual basis and is reported in the consolidated statement of activities and changes in net assets, net of related expenses. These expenses amounted to \$367,786 for the year ended June 30, 2009.

Endowed funds use an investment pool approach, under which each restricted purpose endowment has a specific unit interest based on its capital contributions to the pool. Income earned in the pool is allocated quarterly to unrestricted funds for general operations and to the individual endowments in proportion to the unit interests as of the end of the quarter. Gains and losses from the sale of pooled investments and unrealized gains and losses on investments held are allocated in the same manner.

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 1 - Nature of Business and Significant Accounting Policies (Continued)

Contributions Receivable - Contributions receivable that are expected to be collected within one year are recorded at net realizable value. Unconditional promises to give that are expected to be collected in future years are recorded at the present value of their estimated future cash flows. The discounts on those amounts are computed using risk-free interest rates applicable to the years in which the promises are received. Amortization of the discounts is included in contribution revenue. An allowance for uncollectible contributions is provided when evidence indicates amounts promised by donors may not be collectible.

Life Insurance Cash Surrender Value - The Foundation is the owner of certain life insurance policies on various donors who have named the Foundation as beneficiary.

Property and Equipment - Property and equipment are recorded at cost when purchased and at estimated fair market value when donated. Depreciation on property and equipment is provided on a straight-line basis over the estimated useful lives of the assets ranging from 3 to 39 years. Depreciation expense for the year ended June 30, 2009 amounted to \$82,272.

Split-interest Agreements - The Foundation is a remainder beneficiary of several charitable annuity and unitrusts. Required distributions to other beneficiaries range from 5 percent to 11.9 percent of gift or market value, as defined by each agreement. The discount rates used to calculate the present value range from 3.2 percent to 10 percent.

Classification of Net Assets - Net assets of the Foundation are classified as unrestricted, temporarily restricted, or permanently restricted depending on the presence and characteristics of donor-imposed restrictions limiting the Foundation's ability to use or dispose of contributed assets or the economic benefits embodied in those assets.

Donor-imposed restrictions that expire with the passage of time or can be removed by meeting certain requirements result in temporarily restricted net assets. Permanently restricted net assets result from donor-imposed restrictions that limit the use of net assets in perpetuity. Earnings, gains, and losses on restricted net assets are classified as unrestricted unless specifically restricted by the donor or by applicable state law.

Contributions - Contributions to the Foundation of cash and other assets, including unconditional promises to give in the future, are reported as revenue when received, measured at fair value. Donor promises to give in the future are recorded at the present value of estimated future cash flows. Contributions resulting from split-interest agreements, measured at the time the agreements are entered into, are based on the difference between the fair value of the assets received or promised and the present value of the obligation to the third-party recipient(s) under the contract.

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 1 - Nature of Business and Significant Accounting Policies (Continued)

Contributions received with donor-imposed time or purpose restrictions are reported as restricted revenue. All other contributions are reported as unrestricted revenue.

Contributions to EMU are recorded as expense when approved by the Foundation.

Fund-raising - Fund-raising costs are charged to expense as incurred. The majority of all development activities for the benefit of EMU and the Foundation are conducted by the Foundation.

Tax Status - The Foundation is exempt from federal income taxes under Section 501(c)(3) of the United States Internal Revenue Code. PREC is exempt from federal income taxes under Section 501(c)(2) of the United States Internal Revenue Code.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue, expenses, and other changes in net assets during the reporting period. Actual results could differ from those estimates.

Concentration of Credit Risk Arising from Deposit Accounts - The Foundation maintains cash balances at several banks. Accounts at each institution are insured by the Federal Deposit Insurance Corporation up to \$250,000. The Foundation evaluates the financial institutions with which it deposits funds; however, it is not practical to insure all cash deposits.

In September 2008, the United States Treasury implemented a temporary guarantee program for eligible money market mutual funds held by organizations as of the close of business on September 19, 2008. This program was set to expire on April 30, 2009, but was extended through September 19, 2009. As of September 19, 2008, the Foundation's balance for participating funds was \$56,070. The Foundation's balance within these funds as of June 30, 2009 was \$7,015; therefore, the entire balance is guaranteed by the United States Treasury as of June 30, 2009.

Risks and Uncertainties - The Foundation invests in various investment securities. Investment securities are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the consolidated balance sheet.

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 1 - Nature of Business and Significant Accounting Policies (Continued)

Subsequent Events - The financial statements and related disclosures include evaluation of events up through and including September 15, 2009, which is the date the consolidated financial statements were available to be issued.

Note 2 - Contributions Receivable

Included in contributions receivable are the following unconditional promises to give at June 30, 2009:

Gross contributions promised	\$ 1,544,834
Less allowance for uncollectibles	<u>(1,027,044)</u>
Subtotal	517,790
Less unamortized discount	<u>(82,923)</u>
Net unconditional promises to give	<u>\$ 434,867</u>
Amounts due in:	
Less than one year	\$ 1,025,474
One to five years	512,860
More than five years	<u>6,500</u>
Total	<u>\$ 1,544,834</u>

Note 3 - Property and Equipment

The cost of property and equipment at June 30, 2009 is summarized as follows:

Buildings	\$ 2,148,146
Equipment and software	<u>932,755</u>
Total cost	3,080,901
Less accumulated depreciation	<u>(1,095,780)</u>
Net carrying amount	<u>\$ 1,985,121</u>

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 4 - Investments

Investments consisted of the following at June 30, 2009, including investments held under split-interest agreements:

Mutual funds	\$ 1,575,136
Corporate stock securities	26,280,837
Corporate bonds	5,365,020
U.S. government securities	3,624,745
Venture capital partnership	7,434
Real estate holding	55,000
Subtotal	36,908,172
Land	612,334
Total	\$ 37,520,506

Net realized and unrealized gains in the accompanying consolidated financial statements have been offset with related losses. Investment income for the year ended June 30, 2009 is as follows:

Dividend and interest income	\$ 894,051
Realized losses - Net	(5,820,157)
Net realized income and losses	(4,926,106)
Net unrealized loss	(3,788,169)
Total investment loss	\$ (8,714,275)

Note 5 - Mortgage Note Payable

The Foundation has a mortgage payable to an unrelated party, collateralized by real estate. The note requires monthly interest-only payments, bearing interest at 5.25 percent, with the principal due in October 2009.

Total mortgage interest expense for the year ended June 30, 2009 was approximately \$106,654.

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 6 - Net Assets

Temporarily restricted net assets are available for the following purposes:

Purpose-restricted:

Scholarships	\$ 3,319,065
Specific program use	4,863,681
Time-restricted - Annuity trust agreements	<u>216,961</u>
Total	<u>\$ 8,399,707</u>

Permanently restricted net assets are endowments invested in perpetuity, the income from which is expendable for distributions to EMU for scholarships and other programs.

Unrestricted net assets consist of the following:

Designated to support underfunded EMU priorities - Endowments that support scholarships and academic programs and departments:

Funds functioning as endowments for specific purposes	\$ 563,541
Funds not yet allocated	<u>168,887</u>
Total designated	732,428

Undesignated:

Foundation operations	844,931
Permanently restricted endowment losses in excess of corpus	<u>(1,450,418)</u>
Total undesignated	<u>(605,487)</u>
Total unrestricted net assets	<u>\$ 126,941</u>

Note 7 - Related Party Transactions

Under operating agreements with EMU, the Foundation has the responsibility to manage and invest endowment and other contributed assets held for the benefit of EMU and manage development and fund-raising programs for the benefit of EMU, including management of gift records and receipts.

In order to support fund-raising activities on behalf of the University, EMU pays to the Foundation an amount to be determined annually. For the year ended June 30, 2009, the amount paid to the Foundation was \$1,500,000.

As of June 30, 2009, the Foundation has contributions payable to EMU of approximately \$330,600 and management, general, and fund-raising payables to EMU of approximately \$16,800 recorded in accounts payable. During the year ended June 30, 2009, the Foundation paid EMU approximately \$491,000 in management, general, and fund-raising expenses.

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 7 - Related Party Transactions (Continued)

On February 23, 2009, the Foundation transferred its 100 percent interest in ECMC to Eagle Administrative Services, a non-profit entity that was formed to support and carry out the purposes of EMU. The stock transfer included the sale of ECMC stock held by the Foundation to EAS for one dollar. Due to the affiliations of the entities, the ECMC investment net book value in the amount of \$420,924 at time of transfer was considered a contribution to EMU.

In 2009, prior to the transfer, ECMC distributed two vacant parcels of land to the Foundation with a net book value of \$612,334. At the time of the transfer, the Foundation assumed, and subsequently paid, the related mortgage of \$143,374. The Foundation holds the land as an investment.

Note 8 - Defined Contribution Plans

The Foundation sponsors a defined contribution 403(b) plan for all eligible full-time employees, as defined. Employees may make elective contributions to the 403(b) plan in accordance with IRS regulations. The Foundation may make contributions to the 403(b) plan up to 6 percent of the employees' base salaries. During fiscal year 2009, the Foundation contributed 6 percent of the employees' base salaries.

Total contributions to the plans for the year ended June 30, 2009 amounted to approximately \$89,000.

Note 9 - Fund-raising Collections

Fund-raising efforts of the Foundation result in both currently collectible gifts and pledged gifts for the benefit of EMU that are recorded as revenue in the Foundation's financial statements but are collectible over a period of years. The Foundation's fund-raising efforts also result in current gifts made directly to EMU that are not reported as contributions by the Foundation. Total fund-raising collections for the year ended June 30, 2009 were as follows:

Accrual basis contribution revenue	\$ 3,706,746
Gifts in-kind made directly to EMU	2,593,929
Collections on deferred gifts in excess of current gift deferrals and amortization	493,180
Gifts deposited directly at EMU	<u>38,972</u>
Total fund-raising collections	<u>\$ 6,832,827</u>

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 10 - Fund-raising Expenses

Fund-raising expenses are comprised of the following:

Gifts and records	\$ 726,890
Other fund-raising	<u>2,350,048</u>
Total	<u>\$ 3,076,938</u>

Note 11 - Fair Value

The following tables present information about the Foundation's assets and liabilities measured at fair value on a recurring basis at June 30, 2009, and the valuation techniques used by the Foundation to determine those fair values.

In general, fair values determined by Level 1 inputs use quoted prices in active markets for identical assets or liabilities that the Foundation has the ability to access.

Fair values determined by Level 2 inputs use other inputs that are observable, either directly or indirectly. These Level 2 inputs include quoted prices for similar assets and liabilities in active markets, and other inputs such as interest rates and yield curves that are observable at commonly quoted intervals.

Level 3 inputs are unobservable inputs, including inputs that are available in situations where there is little, if any, market activity for the related asset or liability.

In instances where inputs used to measure fair value fall into different levels in the above fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The Foundation's assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset or liability.

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 11 - Fair Value (Continued)

Disclosures concerning assets and liabilities measured at fair value on a recurring basis are as follows:

Fair Value Measurements at June 30, 2009

	Balance at June 30, 2009	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Assets				
Investments, including investments held under split-interest agreements:				
Mutual funds	\$ 1,575,136	\$ 1,575,136	\$ -	\$ -
Corporate stock securities	26,280,837	26,280,837	-	-
Corporate bonds	5,365,020	-	5,365,020	-
U.S. government securities	3,624,745	-	3,624,745	-
Venture capital partnership	7,434	-	-	7,434
Real estate holding	55,000	-	-	55,000
Liabilities - Split-interest agreements	\$ 744,458	\$ -	\$ -	\$ 744,458

Changes in level 3 assets and liabilities measured at fair value on a recurring basis:

	Venture Capital Partnership	Real Estate Holding	Split-interest Agreement Liabilities
Balance - June 30, 2008	\$ 14,128	\$ 55,000	\$ 791,990
Total unrealized losses included in change in net assets	(4,024)	-	-
Net additions, purchases, sales, and maturities	(2,670)	-	-
Payments to annuitants	-	-	(152,606)
Net change in split-interest agreement liability factors	-	-	105,074
Balance - June 30, 2009	\$ 7,434	\$ 55,000	\$ 744,458

Land held for investment of \$612,334 is included in the consolidated balance sheet at a lower of cost or market (as determined by appraisal) and is not included in the fair value measurements above.

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 11 - Fair Value (Continued)

Investments categorized as Level 3 assets primarily consist of real estate and venture capital partnerships. The Foundation estimates the fair value of real estate investments based on appraisals prepared using management's best estimate of key assumptions, and a discount rate commensurate with the current market and other risks involved. The Foundation estimates the fair value of venture capital partnership investments based on statements and as disclosed by the general partner.

Of the Level 3 investments held by the Foundation at June 30, 2009, the unrealized loss for the year ended June 30, 2009 was \$4,024, which is recognized in decrease in net assets in the consolidated statement of activities and changes in net assets.

Split-interest agreement liabilities characterized as Level 3 liabilities consist primarily of charitable gift annuity agreements. The Foundation estimates the fair value of these contributions based upon the present value of the expected future cash flows using management's best estimates of key assumptions including life expectancies of annuitants, payment periods, and a discount rate commensurate with the current market and other risks involved.

Of the Level 3 liabilities that were held as split-interest agreement liabilities by the Foundation at June 30, 2009, the net addition in the table included change in charitable gift annuities which totaled \$105,074 during the year.

Both observable and unobservable inputs may be used to determine the fair value of positions classified as Level 3 assets and liabilities. As a result, the unrealized gains and losses for these assets and liabilities presented in the tables above may include changes in fair value that were attributable to both observable and unobservable inputs.

Note 12 - Donor and Board Restricted Endowments

The Foundation's endowment includes donor-restricted endowment funds and funds designated by the board of trustees to function as endowments. Net assets associated with endowment funds, including funds designated by the board of trustees to function as endowment funds, are classified and reported based on the existence or absence of donor-imposed restrictions.

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 12 - Donor and Board Restricted Endowments (Continued)

Interpretation of Relevant Law

The board of trustees of the Foundation has interpreted the Uniform Management of Institutional Funds Act (UMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Foundation classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Foundation in a manner consistent with the standard of prudence prescribed by UMIFA. In accordance with UMIFA, the organization considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (1) The duration and preservation of the fund
- (2) The purposes of the organization and the donor-restricted endowment fund
- (3) General economic conditions
- (4) The possible effect of inflation and deflation
- (5) The expected total return from income and the appreciation of investments
- (6) Other resources of the organization
- (7) The investment policies of the organization.

Endowment Net Asset Composition by Type of Fund as of June 30, 2009

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Donor-restricted endowment funds	\$ (1,450,418)	\$ 5,266,481	\$ 31,429,339	\$ 35,245,402
Board-designated endowment funds	563,541	-	-	563,541
Total funds	\$ (886,877)	\$ 5,266,481	\$ 31,429,339	\$ 35,808,943

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 12 - Donor and Board Restricted Endowments (Continued)

Changes in Endowment Net Assets for the Fiscal Year Ended June 30, 2009

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Endowment net assets -				
Beginning of year	\$ 563,541	\$ 14,540,282	\$ 30,820,274	\$ 45,924,097
Investment return - Net depreciation (realized and unrealized)	(1,450,418)	(7,037,358)	-	(8,487,776)
Contributions	-	851,437	609,065	1,460,502
Appropriation of endowment assets for expenditure	-	(3,087,880)	-	(3,087,880)
Endowment net assets - End of year	\$ (886,877)	\$ 5,266,481	\$ 31,429,339	\$ 35,808,943

Funds with Deficiencies

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UMIFA requires the Foundation to retain as a fund of perpetual duration. In accordance with GAAP, deficiencies of this nature that are reported in unrestricted net assets were \$1,450,418 as of June 30, 2009. These deficiencies resulted from unfavorable market fluctuations that occurred shortly after the investment of new permanently restricted contributions and continued appropriation for certain programs that was deemed prudent by the board of trustees.

Return Objectives and Risk Parameters

The Foundation has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor restricted funds that the Foundation must hold in perpetuity or for a donor specified period(s) as well as board designated funds. Under this policy, as approved by the board of trustees, the endowment assets are invested in a manner that is intended to produce results that exceed the price and yield results of the Foundation's target policy indices while assuming a moderate level of investment risk. The target policy of the Foundation is: 40 percent S&P 500, 15 percent MSCI EAFE, 15 percent Russell 2000, 10 percent NAREIT EQUITY, 15 percent Barclays Aggregate Bond, and 5 percent US Treasury Bill - three month. The Foundation expects its endowment funds, over time, to provide an average rate of return of approximately 7.3 percent annually. Actual returns in any given year may vary.

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 12 - Donor and Board Restricted Endowments (Continued)

Strategies Employed for Achieving Objectives

To satisfy its long-term rate of return objectives, the Foundation relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Foundation targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

Spending Policy and How the Investment Objectives Relate to Spending Policy

The Foundation has a policy of appropriating for distribution each year 4 percent of an eligible endowment fund's average market value over the prior 12 quarters through the second fiscal year end preceding the fiscal year in which the distribution is planned, i.e., fiscal year 2008-2009 appropriation was based on the 12 quarter average market value of the fund as of June 30, 2007. In establishing this policy, the Foundation considered the long-term expected return on its endowment. In addition to this specific appropriation, the Foundation also distributes 2 percent of an endowment fund's 12 quarter average market value to the Foundation's operating budget as a source of revenue for the Foundation's operating expenses. Accordingly, over the long term, the Foundation expects the current spending policy to allow its endowment to grow at an average of 7.3 percent annually. This is consistent with the Foundation's objective to maintain the purchasing power of the endowment assets held in perpetuity or for a specified term as well as to provide additional real growth through new gifts and investment return.

Subsequent Event

On September 15, 2009, the Uniform Prudent Management of Institutional Funds Act (UPMIFA) was signed into law in the state of Michigan. The board of trustees is currently reviewing UPMIFA to determine its interpretation of the law and the impact on its policies. The impact is not yet known.

Note 13 - Stock Transfer

On July 1, 2008, ECMC was a 100 percent wholly owned for-profit subsidiary of the Foundation. On February 23, 2009, the Foundation transferred its interest in ECMC to a nonprofit entity that was formed to support and carry out the purposes of EMU. The stock transfer included the sale of ECMC stock held by the Foundation to EAS for one dollar.

Up until the date of the transfer, ECMC's financial statements had been consolidated with the Foundation. Therefore, the Foundation's investment in ECMC had been accounted for as an equity investment. At the time of the transfer, there was \$420,924 of remaining equity in ECMC above the sale price, which has been recorded as a contribution to EMU.

Eastern Michigan University Foundation

Notes to Consolidated Financial Statements June 30, 2009

Note 13 - Stock Transfer (Continued)

Prior to the transfer, ECMC distributed two vacant parcels of land to the Foundation with a net book value of \$612,334. At the time of the transfer, the Foundation assumed and paid the related mortgage of \$143,374. The Foundation recorded \$468,960 of dividend income related to the transfer which was eliminated against dividend distribution from ECMC. The Foundation will hold the land as an investment.