2008

Board of Regents Meeting Materials, November 18, 2008

Eastern Michigan University

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EASTERN MICHIGAN UNIVERSITY
Board of Regents
201 Welch Hall
(734) 487-2410

Tuesday, November 18, 2008

9:30 am – 10:15 am Athletic Affairs Committee Room 201
9:30 am – 10:15 am Faculty Affairs Committee Room 205
10:30 am – 11:15 am Student Affairs Committee Room 201
10:30 am – 11:15 am Ed Policy Committee Room 205
11:30 am – 12:15 am Finance and Audit Committee Room 201
1:00 pm Regular Board Meeting Room 201

AGENDA

Roll Call Attendance

Tab A President’s Remarks

Tab B RESOLUTION Men’s Cross Country

Tab C Safety Update

Tab D Facilities Update

CONSENT AGENDA

Section 1 Staff Appointments (FC)
Section 2  Staff Separations/Retirements (FC)
Section 3  Emeritus Staff Status (EPC)
Section 4  Emeritus Faculty Status (EPC)
Section 5  Faculty Appointments (EPC)
Section 6  Faculty Promotions (EPC)
Section 7  Lecturer Appointments (EPC)
Section 8  Academic Retirements/Separations (EPC)

REGULAR AGENDA

Student Affairs Committee
Section 9  Monthly Report and Minutes

Educational Policies Committee
Section 10  Monthly Report and Minutes
Section 11  Appointment of Charter School Board Members
Section 12  New Academic Program
Section 13  POLICY REVISION – Electronic Communications
Section 14  Academic Calendars

Athletic Affairs Committee
Section 15  Monthly Report and Minutes

Faculty Affairs Committee
Section 16  Monthly Report and Minutes

Finance, Audit and Investment Committee
Section 17  Monthly Report and Minutes
Section 18  Capital Outlay Budget Request
Section 19  TIAA –Cref Retirement Plan - Pension Protection Act Administrative Requirements
Section 20  Pray-Harrold Architect/Engineering Contract
Section 21  Budget Adjustment
Section 22  EMU Foundation 2007-2008 Annual Report

Communications
Tab B  Communications
RECOMMENDATION

STAFF APPOINTMENTS

ACTION REQUESTED

It is recommended that the Board of Regents approve 12 staff appointments for the reporting period of September 1, 2008 through October 24, 2008.

STAFF SUMMARY

Of the 12 appointments, 7 (58 percent) are females, 5 (42 percent) are males. Demographics of the total group indicate 10 Caucasians (83 percent), and 1 African Americans (9 percent) and 1 Hispanic (8 percent).

FISCAL IMPLICATIONS

The salaries are part of the University’s 2008-2009 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 ___________________________
<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Job Title</th>
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RECOMMENDATION

STAFF SEPARATIONS/RETIREMENTS

ACTIONS REQUESTED

It is recommended that the Board of Regents approve 6 separations and retirements for the reporting period September 1, 2008 through October 24, 2008.

STAFF SUMMARY

Of the 6 separations and retirements there are 4 (67 percent) females and 2 (33 percent) males. Demographics of the total group indicate 4 Caucasians (67 percent), 2 African Americans (33 percent).

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

_______________________________________   ____________________
University Executive Officer      Date
<table>
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<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Job Title</th>
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EMERITUS STAFF STATUS

ACTION REQUESTED

It is recommended that the Board of Regents grant Emeritus Staff Status to four (4) staff members: Daryl Hendricks, Group Leader of Skilled Trades at the Physical Plant who retired July 31, 2008; Mary Niehaus, Secretary in the College of Business who retired September 30, 2008; Alexandrine Sanford, Senior Secretary in the University Library who retired June 30, 2008; Jean Wallace, Library Assistant III in the Department of Client Services/Materials Access who retired December 31, 2007.

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

11/04/2008
Date
EMERITUS STAFF STATUS RECOMMENDATION

The Department of Physical Plant recommends the awarding of Emeritus Staff Status for the following retiring/retired staff member:

Name of Staff Member: Daryl Hendricks

Current Status at EMU: Employed

Date of Hire at EMU: 7-10-72   Retirement Date: 7-31-08

Number of Years at EMU: 36   (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:

Home Telephone:   E-Mail Address:

Name of Spouse:

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.

7-1-08

Recommended by __________________________ (please print) __________________________ Date 11/1/08

Department Head and/or Supervisor __________________________ Date 11-4-08

Dean and/or Vice President __________________________ Date November 18, 2008

Provost __________________________ Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush

Academic Affairs, 106 Welch Hall

8/22/06
Brief Statement of Support

Daryl Hendricks started working at EMU in 1972. From 1972 to 1974 he worked as a Custodian and took classes. Daryl then moved into the motor-pool, servicing the EMU fleet. The next step was the welding/fabrication and body shop at the Physical plant. Daryl worked over 20 years in that position, servicing and repairing the equipment for athletics, food service and the skilled trades as well as the entire campus. Daryl Hendricks was a one stop repair person for many people on campus. In 2001 Daryl finished his long career as the carpenter shop group leader and is sadly missed today.

I strongly recommend him for Emeritus staff status.

John Lamb
Trades Foreperson
Physical Plant
EMERITUS STAFF STATUS RECOMMENDATION

The Department of Business recommends the awarding of Emeritus Staff Status for the following retiring/retired staff member:

Name of Staff Member: MARY E. NIEHAUS

Current Status at EMU: CS06 COB Undergraduate Advising

Date of Hire at EMU: Sept 23, 1986  Retirement Date: Sept 30, 2008

Number of Years at EMU: 22 (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:

Home Telephone: E-Mail Address:

Name of Spouse:

Degree(s)/Institutions/Year: Baccalaureate: B.S. Dec 20, 2004 EMU

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.

Amelia Chan
Recommended by (please print) Date

Department Head and/or Supervisor Date Dean and/or Vice President Date

Provost Date

Date Submitted to Board of Regents

Date

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

8/22/06
Brief Statement of Support

I fully recommend that Mary Niehaus be considered for Emeritus Staff Status. Mary has worked in the Undergraduate Programs Office for twenty-two years in student support functions in undergraduate advising. Mary consistently had superior evaluations. She assisted students, faculty and administrators in the College of Business and in the Enrollment Services Division. She has been a loyal 22 year EMU employee and a great asset to the College of Business as well as Eastern Michigan University.

I hope you will consider my recommendation.

Thank you,
Amelia Chan
EASTERN MICHIGAN UNIVERSITY  
Division of Academic Affairs  

EMERITUS STAFF STATUS RECOMMENDATION

The Department of University Library recommends the awarding of Emeritus Staff Status for the following retiring/retired staff member:

Name of Staff Member: Alexandrine A. Sanford

Current Status at EMU: Senior Secretary (Library Payroll Manager)

Date of Hire at EMU: May 3, 1982 Retirement Date: June 30, 2008

Number of Years at EMU: 26 years (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:

Home Telephone: E-Mail Address:

Name of Spouse:

Degree(s)/Institutions/Year: Associate: Washtenaw Community College, December 18, 1986

Baccalaureate:

Masters:

Please Attach a Brief Statement of Support to this Form - See attached

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

Mary Murphy, Library Administration Office Supervisor  9/19/08
Recommended by  (please print) Date

Department Head and/or Supervisor

Dean and/or Vice President Date

Provost

Date Submitted to Board of Regents

Date

Please forward this completed form to:  Nicki Banush
Academic Affairs, 106 Welch Hall
Emeritus Recommendation  
For Alexandrine A. Sanford  
Statement of Support

Alex Sanford has been a loyal and dependable employee and has served the Eastern Michigan University campus faithfully for 26 years. Alex’s commitment and dedication to this university is exemplary of a professional employee. She reported to work by 7:00 a.m. each morning and by the time the remainder of the staff arrived she had everything all setup for the day. Alex was hired May 3, 1982 as a full-time secretary and has remained in this position until her retirement June 30, 2008. The responsibilities of this employee were to the entire library. She provided assistance to the University Librarian, Associate University Librarian and had an excellent knowledge of the policies and procedures of the department. Alex’s many job duties included:

1. Answering questions from faculty, staff, students and interested people on policies and procedures.
2. Worked at the main desk answering inquiries from visitors and telephone calls.
3. Used word processing, spreadsheet, and data processing software on computer systems.
4. Typed and proofed correspondence, forms and reports.
5. Handled the entire payroll for the library including administrators, faculty/lecturers, staff and students.
6. Monitored sick and annual leave information, employee schedules, payroll, budgets and other departmental records.
7. Operated all office equipment.
8. Assisted in the training and orientation of new student assistants.
9. Alex had no problem keeping up with new software. She quickly mastered the new WTE payroll procedures.

Alex’s dedication and loyalty to the faculty, staff and EMU community has been proven by all those she has so faithfully served over her many years with E.M.U. I highly recommend Alexandrine A. Sanford be awarded Emeritus Staff Status.
The Department of Client Services/Materials Access recommends the awarding of Emeritus Staff Status for the following retiring retired staff member:

Name of Staff Member: Jean M. Wallace
Current Status at EMU: Library Assistant III - CS-05
Date of Hire at EMU: July 1989 Retirement Date: Dec. 31, 2007
Number of Years at EMU: 18 (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:

Home Telephone: E-Mail Address:

Name of Spouse:

Degree(s)/Institutions/Year: Baccalaureate: Univ. of N. Colorado, Greeley, CO - 1960
Masters: Eastern Mich Univ., Ypsilanti, MI - 1972
Doctoral: ____________________________

Please Attach a Brief Statement of Support to this Form See attached.

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.

Recommended by (please print) [Signature] Date 11/20/07

Department Head and/or Supervisor [Signature] Date 9/19/08

Provost [Signature] Date 9/23/08

Dean and/or Vice President [Signature] Date November 18, 2008

Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall
Emeritus Recommendation
For Jean M. Wallace
Statement of Support

Jean Wallace has been a loyal and dependable employee and has served the Eastern Michigan University campus faithfully for 18 years. Jean’s commitment and dedication to this university is exemplary of a professional employee. Jean was hired July 17, 1989 in the Auxiliary Services department. She came to work for the Library as a CS-05 and worked full-time as the Library’s Time and Attendance secretary. She moved to the new Library in 1998 and worked in the ICT department until 2003. Since that time she has been working in the Library’s Client Service area where she does a wonderful job serving the campus community. Jean always wears a smile and is willing to help any way she can. The responsibilities of this employee were not only to the library but the entire campus community. Jean’s job duties included:

1. Performing technical assignments related to the acquiring and maintaining of library material, keeping records of library operations, and public service assignments such as assisting users of the library’s collections and services.

2. Performs office management and secretarial duties using personal computers to perform word processing, spreadsheet, and database applications.

3. Refers library users to appropriate areas, offices and/or personnel.

4. Performs other related departmental duties as assigned.

Jean’s dedication and loyalty to the faculty, staff and EMU community has been proven by all those she has so faithfully served over her many years with E.M.U. I highly recommend Jean M. Wallace be awarded Emeritus Staff Status.
November 20, 2007

To Whom It May Concern:

I would like to recommend the awarding of Emeritus Staff Status for Jean Wallace of Client Services/Materials Access at the Halle Library. Jean would be a wonderful candidate for this accolade as she has been loyal employee serving the EMU community during service at Welch Hall (1989-1990) and the Halle Library (1990-2007).

Jean has shown care and dedication in assisting faculty, staff and students with questions, concerns and projects during the 17 years that I have known her, the past 4 years firsthand as her supervisor. She truly enjoys working with people and is known for her smiling face and helpful attitude.

Jean is also a firm believer in education, being a former teacher who earned her Masters degree at EMU in Reading Education. She is a staunch supporter of the EMU library and its works. She would consider it an honor to be granted Emeritus Status.

Sincerely,

Amy Singer
Coordinator of Client Services-Halle Library
EMERITUS FACULTY STATUS

ACTION REQUESTED

It is recommended that the Board of Regents grant Emeritus Faculty Status to five (5) 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.

__________________________  11-7-08
University Executive Vice President
Provost and Executive Vice President
Richard T. Fairfield

Professor, Department of Art from 1963-2008
(45 years)

Masters University of Illinois
Baccalaureate Bradley University

John L. McManus

Associate Professor, Department of Psychology from 1981-2008
(27 years)

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

Mary A. Meernik

Assistant Professor, University Library from 1987-2007
(20 years)

Masters University of Michigan
Baccalaureate Aquinas College

Crystal S. Mills

Professor, School of Social Work from 1992-2008
(16 years)

Doctoral University of Michigan
Masters University of Michigan
Baccalaureate University of Michigan

Walter R. Parry

Professor, Department of Mathematics from 1984-2008
(24 years)

Doctoral University of California Berkeley
Masters
Baccalaureate Michigan State University
EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: Richard Fairfield

Current Status/Rank at EMU: Professor

Date of Hire at EMU: 09-01-1963 Retirement Date: 08-31-08

Number of Years at EMU: 45 (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:

Home Telephone: E-Mail Address:

Name of Spouse:

Degree(s)/Institutions/Year: Baccalaureate: Bradley University, 1961

Masters: University of Illinois, 1963

Doctoral:

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.

Richard Rubenfeld
Recommended by (please print) Date

Department Head Date Déan Date

Provost Date November 18, 2008 Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall
Richard Fairfield
45 years
MFA, University of Illinois

The Art Faculty recommends Professor Richard Fairfield, who served the department and Eastern Michigan University for 45 years before retiring in April 2008, for the rank of Professor of Art, Emeritus.

Professor Fairfield’s contributions to the Art Department are too numerous to cite here, but special attention must be given to his effectiveness as a teacher and an artist. Inspiring and challenging, he was a positive and lasting influence on the thousands of undergraduate and graduate students who took his classes in printmaking, drawing and collage, many of whom achieved success after graduation as educators and artists. Moreover, Professor Fairfield’s knowledge and exploration of numerous graphic media have been essential to the development of Eastern’s printmaking program, widely recognized as one of the best in Michigan. A demanding taskmaster in the classroom, Professor Fairfield set high standards for those who worked with him. In his classes much emphasis was placed on understanding the materials and processes used to make prints. Professor Fairfield encouraged his students to consider the entire surface and to create personally expressive art not derivative of other artists. In addition, Professor Fairfield’s activities as a teacher went beyond campus. For many years he was active in the University’s Studies Abroad programs, teaching art in France, Italy, Greece, Spain and England. Professor Fairfield’s service to the department was impressive as well. He chaired and served on many crucial departmental committees, including the Advisory, Scholarship, M.A. and M.F.A. Committees, and served as graduate advisor to scores of graduate students working in his area.

Professor Fairfield remains active as an artist and has an extensive exhibition record. He had had many one-person shows and his prints, a number of which were award winners, have been included in numerous regional, national and international exhibitions. Although he explored a range of media and styles throughout his career, Professor Fairfield’s most recent work, his experimental screen prints, are innovative in their process, deceptive in their simplicity and evocative in their elemental compositions and imagery. Composed of thick layers of ink, brilliant colors and varied textures, these works transcend the flatness usually associated with graphic art. They function as reliefs that assert themselves spatially as well as pictorially.

Given Professor Fairfield’s many accomplishments as a teacher and artist during his tenure at Eastern, the Art Faculty believes that he is highly deserving of the rank of Professor of Art, Emeritus.
EMERITUS FACULTY STATUS RECOMMENDATION

The Department of Psychology recommends the awarding of Emeritus Faculty Status for the following retiring/reired faculty member:

Name of Faculty Member: John L. McManus

Current Status/Rank at EMU: Associate Professor

Date of Hire at EMU: Sept. 1, 1981 Retirement Date: Sept. 3, 2008

Number of Years at EMU: 27 (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:

E-Mail Address:

Home Telephone:

Name of Spouse: 

Degree(s)/Institutions/Year: Baccalaureate: Ohio State University / June 1967

Masters: Ohio State University / August 1969

Doctoral: Ohio State University / August 1972

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.

Carol Freedman-Doan, PhD 9/10/08
Recommended by (please print) Date

Department Head 9/25/08 Dean

Provost 10/1/08 Date Submitted to Board of Regents

Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush

Academic Affairs, 106 Welch Hall

8/3/04
September 25, 2008

To Whom It May Concern:

On September 2, 2008, the Psychology Department faculty unanimously voted to nominate Dr. John McManus for Emeritus status at Eastern Michigan University. Please accept our nomination.

Dr. McManus had been a full time faculty member in our department since 1981. He was originally hired as an Educational Psychologist to fill a role in the program hosted jointly by Psychology and Education. When the Educational Psychology program folded at EMU, Dr. McManus was placed fulltime in the psychology department to support the undergraduate and master's clinical programs. For many years, he taught Intelligence testing, Adolescent Psychology, Adjustment, and, his most popular course, Stress and Relaxation. This last course was one he developed and his approach to teaching the course is legendary. Teaching the class either on campus or in Traverse City, Dr. McManus was often seen leading his class in deep meditation with the lights turned off and candles glowing in the room, or wearing a toga or Superman costume to emphasize the importance of cognitive awareness to promote good mental health. With good humor and style, Dr. McManus mentored many undergraduate students who continued to visit him long after they left EMU.

Dr. McManus taught his last class for us this past spring and retired in September 2008. We will miss him. Nevertheless, we would like to recommend him to emeritus status so that he can continue to participate in the life of our EMU community. Thank you for your consideration of this matter.

Sincerely

Carol R. Freedman-Doan, Ph.D.
Interim Department Head, Psychology
EMERITUS FACULTY STATUS RECOMMENDATION

The Department of ___________ University Library ___________ recommends the awarding of Emeritus Faculty Status for the following retired faculty member:

Name of Faculty Member: Mary A. Meernik

Current Status/Rank at EMU: Assistant Professor

Date of Hire at EMU: September 2, 1987 Retirement Date: August 31, 2007

Number of Years at EMU: 20 (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:

Home Telephone: __________________________ E-Mail Address: __________________________

Name of Spouse:

Degree(s)/Institutions/Year: Baccalaureate: 1975 – B.A., History, Aquinas College


Doctoral: __________________________

Please Attach a Brief Statement of Support to this Form (see attachment).

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.

Rachel Cheng 9-24-08
Recommended by (please print) Date

Same 9-24-08

Department Head/University Librarian Date Dean Date

Provost 10/1/08 November 18, 2008
Date Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush

Academic Affairs, 106 Welch Hall
Emeritus Recommendation  
For Mary A. Meernik  
Statement of Support

Mary A. Meernik has faithfully served Eastern Michigan University for the past twenty years. She was hired September 2, 1987 as a full-time acquisitions librarian. In 1988 Mary transferred to the cataloging librarian position and was promoted to assistant professor September 1, 1991. The assessment librarian position became available in 2003 and Mary moved into this position where she remained until her retirement on August 31, 2007. Mary’s professional responsibilities included:

1. As head of cataloging for 15 years, Mary played a leadership role in many innovations, including implementation of the NOTIS and Voyager online systems.
2. Coordinated the library’s assessment and evaluation activities. Helped raise the awareness of library staff and the university community about assessment efforts.
3. Identified areas, functions and tasks within the library where performance and service could be enhanced with management information data.
4. Produced special analyses as required for accreditation, maintenance of ACRL membership, peer studies, etc.
5. Monitored and updated in an ongoing way the data gathering, statistics profile, and assessment measures used by the library.
6. Produced statistical reports and data analyses for all library units.
7. Upon request from internal or external sources, compiled and submitted routine library measures according to established standards.
8. Assisted library committees with their analyses and evaluations of library services and collections.
9. Provided library administration with data for decision making by conducting and analyzing surveys and focus groups.
10. Using data gathered from library units, teams and committees prepared the 2004/2005 annual report. Prepared the first ever comprehensive annual assessment of library resources and services. The 30 page report and extensive appendices were placed on the library’s intranet.
11. Designed and refined the template that each library unit will use to report on its goals and objectives, accomplishments, opportunities and challenges annually.

At the department level, Professor Meernik served on the voyager management team, personnel and services committee (April 2004–April 2006) and the personnel evaluation committee (April 2006 – 2007). At the university level, she served on the program review task force and the EMU women’s association committee. Beyond the university, she is a member of the American Library Association, Association of College and Research Libraries, Science and Technology Division Library Assessment Committee, Library Administration and Management Association and LAMA/MAES Data Collection for Library Managers Committee. In addition to this, she worked with the “Libraries Build Communities Project,” ALA sponsored Hurricane Katrina cleanup work, New Orleans, LA, June 27, 2006.

Professional publications, presentations, performances, exhibitions include:

- “EMU Faculty Evaluate Library Resources and Services” http://www.emich.edu/halle/EMU_Library_Survey_of_Faculty_Winter_2006.html

Mary’s dedication and loyalty to the faculty, staff and EMU community has been proven by all those she has served over the years and recognized by her colleagues. I highly recommend Mary A. Meernik be awarded Emeritus Faculty Status.
EMERITUS FACULTY STATUS RECOMMENDATION

The Department of \underline{School of Social Work} recommends the awarding of \textbf{Emeritus Faculty Status} for the following retiring/retired faculty member:

\textbf{Name of Faculty Member:} Dr. Crystal S. Mills

\textbf{Current Status/Rank at EMU:} Professor

\textbf{Date of Hire at EMU:} August 25, 1992 \hspace{1cm} \textbf{Retirement Date:} August 28, 2008

\textbf{Number of Years at EMU:} 16 \hspace{1cm} \text{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.

\textbf{Home Address:}

\textbf{Home Telephone:} \hspace{3cm} \textbf{E-Mail Address:} 

\textbf{Name of Spouse:}

\textbf{Degree(s)/Institutions/Year:}

\textbf{Baccalaureate:} University of Michigan - BA Psychology

\textbf{Masters:} University of Michigan - MSW Interpersonal Practice


\underline{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.

\underline{Unanimous Vote of Faculty} \\
\textbf{Recommended by} (please print) \hspace{3cm} \textbf{Date} \hspace{3cm} \underline{9/17/08}

\underline{Department Head} \hspace{3cm} \underline{Date} \hspace{3cm} \underline{Dean} \hspace{3cm} \underline{Date} \\
\underline{Provost} \hspace{3cm} \underline{Date} \hspace{3cm} \underline{Date Submitted to Board of Regents} \\

\underline{November 18, 2008}

Please forward this completed form to: Nicki Banush \hspace{3cm} \textbf{Academic Affairs, 106 Welch Hall}
September 15, 2008

To the Board of Regents

I am writing in support of granting Emeritus Faculty Status to Dr. Crystal Mills who has recently retired, having been a member of the social work faculty since 1992. Dr. Mills has been an integral member of our faculty and has served the school in a variety of capacities. She has been responsible for strengthening our relationships with the many community agencies with which we work on a regular basis and has partnered with these agencies securing federal, state, and private funding for joint research projects. She has had a strong commitment to our students, including them in her research projects and teaching in our Family and Children’s concentration. She has served as Director of our MSW program and chaired a variety of committees. She has been a strong mentor to junior faculty. Dr. Mills was also instrumental in developing the NW Activity Center Social Work program that is being offered in Detroit. We would be proud to have Dr. Mills continue her association with our school as an Emeritus Faculty.

Marjorie J. Hinn, Director
EMERITUS FACULTY STATUS RECOMMENDATION

The Department of Mathematics recommends the awarding of Emeritus Faculty Status for the following retiring/reired faculty member:

Name of Faculty Member: WALTER PARRY

Current Status/Rank at EMU: Professor

Date of Hire at EMU: 9/1/84 Retirement Date: 3/21/08

Number of Years at EMU: 24 (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:

Home Telephone: E-Mail Address:

Name of Spouse:

Degree(s)/Institutions/Year: Baccalaureate: B.S. Michigan State University 1972

Masters:

Doctoral: Ph.D. U of California Berkeley 1976

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.

C. J. GARDNER 10/17/08
Recommended by (please print) Date

Department/Head 10/17/08 Date Dean

Provost 10/27/08 November 18, 2008 Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall
To: Tom Venner, Dean  
    College of Arts and Sciences  
From: Chris Gardiner, Interim Department Head  
    Department of Mathematics  
Date: October 7, 2008  
Subject: Emeritus Faculty status for Dr. Walter Parry  

I am requesting that Dr. Walter Parry be awarded Emeritus Faculty status. He earned a Bachelor of Science Degree from Michigan State University in mathematics in 1972, and a Ph.D. from the University of California at Berkeley in 1976. After a number of years at SUNY Stony Brook, he joined the Mathematics Department at EMU in 1984. He retired on August 31 after 24 years of service.

It is hard to know where to start in listing Dr Parry’s contributions to the Mathematics Department, to EMU, and to his discipline. He has served in numerous capacities in the department, as chair of the Math Area committee for many years, as chair and main organizer of many search committees over the years, as Graduate Advisor for a number of years, as well as coaching our Putnam Competition team and making other contributions to the daily life in the department too numerous to mention.

Dr Parry has also been a very active researcher. He won a Distinguished Faculty Award for Research, was awarded several FRF awards, and was successful in receiving several sabbatical leave awards. He has published over 30 mathematical papers, and continues to be very active in his field. I fully expect him to continue to be an active researcher for many years to come.
RECOMMENDATION

FACULTY APPOINTMENTS

ACTION REQUESTED

It is recommended that the Board of Regents approve one (1) new faculty appointment for the 2008-2009 academic year at the rank, salary, and effective date shown on the attached listing.

STAFF SUMMARY

Demographics show that the new faculty member is Caucasian and a female.

FISCAL IMPLICATIONS

The salary would be absorbed in the 2008-2009 personnel budget.

ADMINISTRATIVE RECOMMENDATION

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

[Signature]
University Executive Officer

Date

11-7-08
NEW FACULTY APPOINTMENTS

Name

Joan Visger
Assistant Professor in the School of Nursing effective January 1, 2009 at an academic year base salary of $57,500.

Education
Ph.D. Wayne State University, Present
CERT University of Michigan, 2003
M.S.N. University of Phoenix, 1999
B.S. Wayne State University, 1990

Experience
2006-Present Wayne State University
2004 – 2005 Sparrow Hospital
1991 – 2004 St. John Health System
BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

FACULTY PROMOTIONS

ACTION REQUESTED

It is recommended that the Board of Regents accept and place on file the report entitled Promotion of Faculty Members effective Fall 2008.

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 faculty are eligible to apply for promotion in accordance with the following schedule of years of service in rank: Instructor - two (2) years, Assistant Professor - four (4) or five (5) years, depending upon whether they were hired prior to January 1, 1997, and Associate Professor - five (5) years. Faculty having served at least the requisite years in rank who apply for promotion are evaluated by standards provided in the EMU/EMU-AAUP Master Agreement and individual evaluation documents that have been established for each academic department. Evaluations and standards address three areas of review: (1) Instructional Effectiveness, (2) Scholarly and/or Creative Activity, and (3) Service. A favorable promotion review results in a recommendation for promotion.

The one (1) faculty member listed on the attached page meets the general contractual requirements for promotion as well as the specific performance standards, which have been defined in his/her respective department evaluation document.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

The proposed action has been reviewed and is recommended for Board approval.
<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Department</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lu</td>
<td>Jiang</td>
<td>School of Engineering Technology</td>
<td>Associate Professor</td>
</tr>
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RECOMMENDATION

LECTURER APPOINTMENTS

ACTION REQUESTED

It is recommended that the Board of Regents approve (2) new lecturer appointments for the 2008-2009 academic year at the rank, salary, and effective date shown on the attached listing.

STAFF SUMMARY

Of the two (2) appointments, one (1) is male and one (1) is female. Demographics show that 1 (50%) is Caucasian and 1 (50%) is Asian.

FISCAL IMPLICATIONS

The salaries would be absorbed in the 2008-2009 personnel budget.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date 11-7-08
LECTURER APPOINTMENTS

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Department</th>
<th>Rank</th>
<th>Salary</th>
<th>Effective Date</th>
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<tr>
<td>Choi</td>
<td>Kyunghee</td>
<td>Health Sciences</td>
<td>Lecturer I</td>
<td>$35,969.00</td>
<td>9/1/2008</td>
</tr>
<tr>
<td>Marion</td>
<td>Michael</td>
<td>CTA</td>
<td>Lecturer I</td>
<td>$32,000.00</td>
<td>9/1/2008</td>
</tr>
</tbody>
</table>
RECOMMENDATION

ACADEMIC RETIREMENTS / SEPARATIONS

ACTION REQUESTED

It is recommended that the Board of Regents approve (0) retirements and (1) separations for the reporting period September 1, 2008 through October 31, 2008.

STAFF SUMMARY

The one separation is Caucasian and female.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date: 11-7-08
<table>
<thead>
<tr>
<th>NAME</th>
<th>E CLASS</th>
<th>TERM DATE</th>
<th>JOB TITLE</th>
<th>DEPARTMENT</th>
<th>GENDER</th>
<th>ETHNICITY</th>
<th>REASON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bigelow, April D</td>
<td>FA</td>
<td>9/15/2008</td>
<td>Assistant Professor</td>
<td>School of Nursing</td>
<td>F</td>
<td>WH</td>
<td>TERM PERSONAL</td>
</tr>
</tbody>
</table>
RECOMMENDATION

MONTHLY REPORT & MINUTES
STUDENT AFFAIRS COMMITTEE

ACTION REQUESTED

It is recommended that the Student Affairs Committee Agenda for November 18, 2008 and the Minutes of September 16, 2008 be received and placed on file.

STAFF SUMMARY

At the September 16, 2008 meeting the Student Affairs Committee received a preliminary report of the 2008-09 Student Leader Group priorities, previews of Homecoming and Latino Heritage Month events, the annual Fall Start Up Report and a report on the status of student involvement in the political process via the Eastern Votes Coalition. The Committee also voted to endorse the proposed Student Conduct Code revisions and forward them to the Education Policies Committee for action.

The November 18, 2008 agenda includes presentation of the new Student Organization Late Night Events policy, and updates on the Student Leader Group’s 2008-09 priorities and the Academic Advising Initiative.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

Bernice A. Lindke
University Executive Officer

November 6, 2008

Date
Tuesday, November 18, 2008
10:30 a.m.                       Agenda
Room 201                         Welch Hall

1. Approval of September 16, 2008 Meeting Minutes       Regent Hawks
2. Student Organization Special Events Policy          Melissa Ginotti/Carlos
                                                      Costa/Brandon Taylor
3. Student Leader Group 2008-09 Priorities             Priority Champions
4. Academic Advising Initiative Update                 Patricia Williams
5. Announcements
6. Other
Regent Hawks convened the meeting at 1:45 p.m. Minutes of the June 17, 2008 meeting were approved as presented.

Introduction of New Staff
Bernice Lindke, Vice President for Student Affairs & Enrollment Management introduced three new staff members: Caroline Brackette, Director, Students with Disabilities Office; Mark Jackson, Director, Holman Learning Center and Brian Kulpa, Director, Financial Services-Student Affairs.

Annual Fall Start Up Report
Melissa Ginotti, Director of Campus Life and Becky Figura, Director of Housing presented the annual fall start-up report highlighting the programs, activities and initiatives that culminated in another great beginning to the school year. Regent Hawks reported that he received many positive comments about the fall opening activities from parents and their students and he thanked everyone involved with Orientation, Move-In and First Four Weeks activities.

Homecoming Preview
Ted Coutilish, Associate Vice President for University Marketing and Communications and Brian Garcia, a member of SOAR (Student Organization for Alumni Relations) presented highlights of the 2008 Homecoming schedule. To increase student involvement and buy-in for Homecoming, a spirit station will be staffed at the College of Business this year for the first time and Facebook will be utilized to further reach out to students and alumni. Regent Hawks thanked Ted, Brian and members of the Homecoming Committee for their efforts.
Student Leader Group 2008-09 Priorities
Adam Slingwein, Student Body President, provided further elaboration on the Student Leader Group’s 2008-09 priorities. LGBT Representative Jasmine Stock welcomed this unique concept for organizing the SLG’s priorities and Steve LaChance, IFC President, reiterated that these are collective goals; the SLG has put aside their private agendas for the good of the EMU community.

A three-pronged umbrella has been developed under which all of their priorities will fit: Bringing Students to EMU (focusing on such issues as tuition and fees, scholarship and financial aid opportunities, diversity and inclusion and accessibility); Getting Students Involved (covering areas such as student involvement, student employment, Eastern pride and programming to maximize attendance) and Keeping Students Here (focusing on improved academic advising, upgrading and maintaining facilities and other issues that impact retention). All of these will fit under the students’ overarching goal to facilitate, promote and improve EMU as a community. The Student Leader Group will continue to refine their 2008-09 goals and will provide an update at the November Student Affairs Committee meeting.

Latino Heritage Month Preview
Phylicia Wilford, Students of Color Representative, presented a preview of Latino Heritage Month activities, including the opening celebration, Flavors of Latin America, held September 15, 2008. The closing celebration will be Wednesday, October 15 from 8-12 p.m. Throughout the month, a series of lectures, movies and live productions will be offered to provide rich learning experiences in and outside the classroom.

Eastern Votes Coalition
Alli Sheppard, Student Program Coordinator for the Eastern Votes Coalition, provided information on the nonpartisan efforts of students and supporters who work to increase student voter registration. Their goal is to register 1,250 students by October 1. To achieve that goal, they are hosting voter registration drives in the residence halls and academic buildings, coming to classrooms, student organization meetings and University events.

Student Conduct Code Revisions
Jesús Hernández, Director of Student Judicial Services, presented proposed changes to the Student Conduct Code. The Code requires a review every four years. The two most significant changes: 1) Added language to the violations in order to address a broader scope of weapons that may be brought to campus by students and guests, 2) the Organization of the University Judicial System (Section VII) was amended by adding to the composition of the judicial boards - University Judicial Board and Judicial Appeals Board. The numbers for membership on each Board were doubled in order to provide a larger pool from which to draw. Steve LaChance made a motion, seconded by Adam Slingwein, that the Student Affairs Committee endorse the changes to the Code of Student Conduct as presented and forward the revisions to the Education Policies Committee for action in November. Motion carried unanimously.

Announcements
- Jasmine Stock announced that October is LGBT Out Month and October 3 is Out Day. She introduced Mary Larkin, recently appointed Coordinator of the LGBT Resource Center.

The meeting adjourned at 2:35 p.m.

Respectfully submitted,
Teri L. Papp
Teri L. Papp
Student Affairs Committee Recording Secretary
RECOMMENDATION

MONTHLY REPORT
EDUCATIONAL POLICIES COMMITTEE

ACTION REQUESTED

It is requested that the Educational Policies Committee Agenda for November 18, 2008 and the Minutes of the September 16, 2008 meeting be received and placed on file.

SUMMARY


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

11-7-08 Date
EASTERN MICHIGAN UNIVERSITY
Board of Regents
Educational Policies Committee

November 18, 2008
10:30 – 11:15 p.m.
205 Welch Hall

AGENDA

Consent Agenda

Section  3  Emeritus Staff Status (Donald Loppnow)
Section  4  Emeritus Faculty Status (Donald Loppnow)
Section  5  Faculty Appointments (Rhonda Longworth)
Section  6  Faculty Promotions (Rhonda Longworth)
Section  7  Lecturer Appointments (Rhonda Longworth)
Section  8  Academic Retirements/Separations (Rhonda Longworth)

Regular Agenda

Section  10  Monthly Report and Minutes (Regent Sidlik)
Section  11  Appointment of Charter School Board Members (Joseph Pollack)
Section  12  New Academic Program: Bachelor of Arts/Science in Simulation, Animation and Gaming (Donald Loppnow)
Section  13  Policy Revision: Electronic Communications (Ken McKandies)
Section  14  Academic Calendars 2011/2012 and 2012/2013 (Donald Loppnow)
EDUCATIONAL POLICIES COMMITTEE MINUTES

September 16, 2008
1:45-2:30 p.m.
205 Welch Hall

Attendees: (seated at tables) Regent Sidlik, Provost and Executive Vice President Loppnow, Robert Neely, Rhonda Longworth


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

Emeritus Faculty Status (Section 3)

Donald Loppnow, Provost and Executive Vice President, recommended that the Board of Regents grant Emeritus Faculty Status to two (2) former faculty members: Dr. Susan C. Kattelus of the Department of Accounting and Finance and Dr. Judith A. Olson of the School of Health Sciences.

Emeritus Staff Status (Section 4)

Provost Loppnow recommended that the Board of Regents grant Emeritus Staff Status to four (4) staff members: Dawn Clark, Secretary in the College of Arts and Sciences; Donna Heine, Occupational Therapy Fieldwork Coordinator; Marsha Kolar, Office Supervisor in the Division of Information Technology; Karen O’Clair, Staff Nurse.

Division of Academic Affairs Administrative/Professional Appointments/Transfers (Section 5)

Rhonda Longworth, Interim Assistant Vice President for Academic Human Resources and Divisional Budget, recommended that the Board of Regents approve one (1) Administrative/Professional appointments at the rank and effective date shown on the listing provided to the Board.

Faculty Appointments (Section 6)

Dr. Longworth recommended that the Board of Regents approve the granting of six (6) new faculty appointments for the 2008-2009 academic year at the ranks, salaries, and effective dates shown on the listing provided to the Board.

Lecturer Appointments (Section 7)

Dr. Longworth recommended that the Board of Regents approve seven (7) new lecturer appointments for the 2008-2009 academic year at the rank, salary, and effective date shown on the listing provided to the Board.

Academic Separations/Retirements (Section 8)

Dr. Longworth recommended that the Board of Regents approve one (1) retirement and seven (7) separations for the reporting period June 1, 2008 through August 31, 2008.
Monthly Report and Minutes (Section 11)

Provost Loppnow requested that the Educational Policies Committee Agenda for September 16, 2008 and the Minutes of the June 17, 2008 meeting be received and placed on file.

Honorary Baccalaureate Degree (Section 12)

Provost Loppnow recommended that the Board of Regents approve the awarding of honorary baccalaureate degrees to Dann Florek, professional actor/director and to George Gervin, professional athlete, during the Fall 2008 semester.

Regent Sidlik thanked those in attendance, and adjourned the meeting at 2:15 p.m.

Respectfully submitted,

Winifred Martin, Administrative Secretary
Academic Affairs
RECOMMENDATION

APPOINTMENT OF CHARTER SCHOOLS BOARD MEMBERS

ACTION REQUESTED
It is recommended that the Board of Regents appoint Robert Daniels and Mariam Mroue to three-year terms on the Board of Directors of the Academy for Business and Technology; Madelia Buford to a three-year term on the Board of Directors of Edison Oakland Academy; Clifford Lamberg to a three-year term on the Board of Directors of Gaudior Academy; and Daisy Davis and Jeffery Hill to three-year terms on the Board of Directors of Great Lakes 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

Robert Daniels is a retired professor from the University of Detroit Mercy having served the university as a professor of social work and a coordinator of student placements in social work. He earned a Bachelor of Arts degree and a Master of Social Work degree from Wayne State University, Detroit. Daniels has authored several publications and presented papers at numerous conferences and workshops. He is active in prison fellowship in the Wayne County and Jackson prisons. Daniels is a member of the National Association of Social Workers and the National Association of Black Social Workers.

Mariam Mroue is a senior accountant for the Arab Community Center for Economic and Social Services in Dearborn where she has been employed since 1995. Mroue is currently attending classes at the University of Michigan-Dearborn to fulfill requirements for a Bachelor's degree. She is a member of the Accounting Aid Society and has two children attending the Academy.

Edison Oakland Academy

Madelia Buford is a consultant for AAA Michigan where she has been employed since 2006. She was employed with Sears Holding Company (formerly Kmart Corp.) for 18 years in various management positions. Buford earned a Bachelor of Arts degree in communication from Oakland University and a Master of Education degree from Wayne State University in instructional technology. She is a member of the Society for Human Resource Management and the American Society for Training and Development.
Gaudior Academy

Clifford Lamberg is a credit and accounting manager at Allen Electric Supply Company in Livonia. He has been employed with the Teamsters Welfare Fund and Federal Pipe and Steel Corporation. Lamberg received a Bachelor of Science degree in communications in 1979 from Eastern Michigan University. He previously served on the Gaudior Board of Directors from 2004-07.

Great Lakes Academy

Daisy Davis is the supervisor of sales incentive audits with the General Motors Corporation where she has been employed for the past 35 years in different positions. She earned a Bachelor of Science degree in business administration from the Johnson C. Smith University in Charlotte, North Carolina and an MBA from the University of Phoenix in 2006. Davis is a member of Zeta Phi Beta Sorority and the American Institute of Parliamentarians.

Jeffery Hill is the chief financial officer for Habitat for Humanity Detroit where he prepares and monitors a $5-$10 million budget. His previous work experience includes employment with Mayor’s Time, a program for the City of Detroit, and the Office of the Wayne County Auditor General. Davis earned a Master of Science degree in finance from Walsh College and a Bachelor of Business Administration degree from the University of Michigan-Dearborn. He is a member of the American Institute of Certified Public Accountants, the National Association of Black Accountants-Detroit Chapter, and the Bloomfield Lions Club.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

_________________________________________   _____________________________
University Executive Officer                     Date

November 18, 2008

2
NAME: Robert Daniels

ADDRESS: 17555 Oak Drive
          Detroit, MI 48221

TELEPHONE: 863-7921

MARITAL STATUS: Married

EDUCATION: B.A. and M.S.W. Wayne State University, Detroit, Michigan.
            Completed doctoral course work, Columbia University, New York City.

WORK AND PROFESSIONAL EXPERIENCE:

Professor and Coordinator of Student Placements and Professor,

In this position I have taught courses in the following areas: social work research,
social welfare policy, child welfare, family issues, drugs and social work practice. In addition
to teaching, I coordinate the field placement program for the Social Work Department. This
includes finding, maintaining and creating new field internships for our students. Additionally,
I participate in the advisement of Social Work Majors.

Director, Undergraduate Social Work Program, University of Detroit,

Duties included administering the program and making sure its curriculum content
meet the standards of the Council of Social Work Education. I guided the program
successfully through reaccreditation in 1981, and in 1989. During my tenure I doubled the
size of the program and developed two new courses, one dealing with child neglect and the
other on the aged. Other duties included recruitment of students, teaching three courses per
semester, and advisement of social work majors. Teaching was in the areas of research, social
work practice, social welfare policy and drug addiction.

Assistant Professor, Wayne State University, School of Social Work,

Duties included the following: Supervision of 20 student unit at D.S.S. in Child
Neglect and Abuse, teaching of second year casework courses including development of a
specialized methods course in working with children and families at-risk, teaching of Child
Welfare courses, directing student research groups and the teaching of a Social Work
Research Seminar.

This was an adoption agency that had specialized in the placement of healthy white infants. When I took over as director, the agency was searching frantically for new directions and programs. The adoption field had changed drastically with far fewer babies available for adoption since most young women began keeping their babies. In order to save the agency, I led it into a merger with a large family service agency - Family Service of Oakland County. The combined agency Family and Children Services then offered a broader range of services to both children and families. I became associate director of the new agency.

Associate Director, Family and Children Services of Oakland.

Family and Children Services, Oakland is a large private agency, with three branch offices in Oakland County. Our services included family counseling, marriage counseling, adoption, foster home placement and services to single parents. We also had an alcoholism program and a program to help ex-mental patients to become re-integrated into their communities.

In this position I served as director of personnel and was involved in program planning and development, budget preparation, proposal writing, community relations, research and staff development.

Social Work Supervisor, Catholic Social Services, Wayne County
January 1966 to December 1971.

In this position I supervised a foster home unit of 350 children, participated in a national foster parents group and supervised a mixed staff of MSW's and B.A. workers. My duties also included staff development.

OTHER PROFESSIONAL POSITIONS

Part-time instructor, Marygrove College, Detroit, Michigan
September 1965 to December 1970.

From September, 1965 to December, 1970 I taught an undergraduate course in social work at Marygrove College. It was a course designed primarily for juniors and seniors and covered the history of social welfare in the United States, the history and development of social work and the arranging of field experiences for the students in various community agencies.
Social Work Consultant, Barton Nursing Home, Detroit, Michigan 1967 to 1968

In addition to counseling some of the residents and their families, I coordinated referrals to such programs as Medicare, Medicaid, Aid to the Disabled and Old Age Assistance.

Social Work Consultant, Heartline, Inc., June 1966 to present

Heartline, Inc. (Originally Santa Maria Homes), is a group home program for young women, age seventeen and older, in Detroit. Young women with no homes, and those not serviced by other agencies, are considered for admission. Those admitted included drug addicts, battered women, prostitutes and young women on parole from prisons and training schools. I also serve as director of the agency’s drug program.

Clinical Social Work Supervisor, Michigan Mental Health Department, December, 1962 to January 1966

When I was with the Michigan Mental Health Department, I worked at the Plymouth State Home and Training School. The institution had a family oriented casework program and heavy emphasis was placed on working with other community agencies and moving as many patients back to the community as possible.

My duties included the supervision of graduate caseworkers and graduate students who were involved in offering casework services to retarded individuals and their families. In addition, I was also responsible for administering the institution’s family care and work placement program.

Social Caseworker, Detroit, Michigan, Wayne County Juvenile Court Foster Homes Project, September 1961 to December 1962

This project was sponsored by the Wayne County Juvenile Court’s Clinic for Child Study. The project’s aim was to explore means by which severely disturbed boys who had histories of frequent foster home placements could be maintained in specialized foster homes. Previous research conducted at the clinic indicated that frequent uprooting had contributed significantly to the youngsters’ aggressiveness and impulsivity and made it impossible for them to be maintained in “normal” foster homes, and yet they were not considered proper candidates for admission to psychiatric hospitals.

We recruited some specialized foster homes and attempted to train foster parents in the techniques to handle the behavior problems these youngsters presented in order to prevent them from going through the damaging experiences of frequent foster home placements. There were training sessions with the foster parents before and after placements.
Vitae (Robert Daniels)
Page 4

In addition, they received intensive casework services. After a youngster was placed, intensive services were offered to him and his family. When necessary, we also worked closely with school and police officials.

U.S. Army Psychiatric Social Worker, William Beaumont Army Hospital El Paso, Texas August 1959 to August 1961

During my tour of duty, I was assigned to a large neuro-psychiatric out-patient clinic which served as a center for the evaluation and treatment of soldiers who were experiencing adjustment problems. The clinic also offered services to the dependents of the army personnel it served. These services included such things as family counseling, marriage counseling, and help with parent-child problems.

Besides serving as an intake worker, I also carried a short-term therapy caseload and supervised short-term therapy caseload and supervised para-professional personnel assigned to the clinic.

PUBLICATIONS


Presently submitted for publication:

"Social Work, In Search of Its Lost Legacy."

PAPERS PRESENTED AT CONFERENCES AND WORKSHOPS

"The Use of Authority With Neglected and Abusive Parents" presented at Child Welfare League Conference, March 1979, Louisville, KY.


"Helping Families Deal With the Stress of Unemployment," Butzel Family Center, Detroit Organization of Black Agencies, November 1983, Detroit, MI.

"Social Reform in a Period of Budget Cuts, and Community Indifference," Inter-City Learning Center, Wayne State University, February, 1984.


"Inter-racial Communication in Social Work Agencies," Lutheran Social Services of Michigan, May, 1994, Lansing MI.


SERVICES TO THE UNIVERSITY COMMUNITY

I am a longstanding member of the Institutional Review Board which reviews research conducted by members of the faculty.

I also serve on the Valedictory Committee that meets annually to choose the valedictorian for the yearly commencement exercise.

In addition to these committees, I serve on the Scholarship Committee, and have served on numerous search and grievances committees.
COMMUNITY SERVICES

These services include the following:

Oral appraiser for the Michigan Civil Service Commission

Member of the Evaluation Committee, United Foundation.

Active in the prison fellowship where I work with prisoners in the Wayne County and Jackson prisons.

Social Work consultant to Heartline, Inc., where I counsel street prostitutes, battered women, women coming out of the Federal Prisons, and direct the agency’s drug program.

Working with Nigerian Priests from the Archdiocese of Detroit. I have helped launch a new social service agency to help African immigrants in Metropolitan Detroit the African Center for Economic, Cultural and Social advancement.

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

National Association of Social Workers
National Association of Black Social Workers
National Conference on Social Welfare
Council on Social Work Education
OBJECTIVE
To obtain a meaningful and challenging accounting position that will permit the use of current accounting skills to their maximum potential while developing additional knowledge and abilities with opportunities for organizational advancement.

EDUCATION
University of Michigan-Dearborn
Davenport University, Davenport, MI 48126
Wayne State University, Detroit, MI 48210
Fordson High School, Dearborn, MI 48126

Presently Attending
January 2008 - May 2008
September 1990 - March 1996
September 1986 - June 1990

EMPLOYMENT
Senior Accountant
Arab Community Center for Economic & Social Services, Dearborn
Dec. 1995 - present
Responsible for the bookkeeping of ACCESS' two major departments. Oversees payroll year end reports and quarterly reports. Handles the agency audit. Prepares, analyzes, and verifies financial reports. Records, provides, and summaries financial information. Also the tracking of inventory for all five buildings of ACCESS and handles all major purchases for those buildings.

Office Manager/Accountant
Armada Oil and Gas, Inc., Dearborn
June 1993 - Dec. 1995
Responsible for any and all personnel issues. Handled all of the duties of reporting to the State of Michigan and the Federal Government in regards with gasoline and diesel purchases that was acquired by company. Also was responsible for accounts receivable, accounts payable, and payroll of the company. Examined and evaluated financial and information systems, management procedures and internal controls. Recommended controls for computer systems, system reliability and data integrity. Purchased necessary equipment and supplies. Hired and trained employees.

Bookkeeper
Omnex Accounting and Tax Services, Dearborn
Feb. 1991 - June 1993
Responsible for over 40 accounts, did all the bookkeeping, the sales tax and payroll reports. Verified that revenues and expenditures are made in accordance with laws and regulations. Prepared, analyzed and verified financial reports. Recorded, provided and summarized financial information. Prepared income tax for clients during the tax season. Helped train co-workers with new software program.

Administrative Assistant
Arab Community Center for Economic and Social Services, Dearborn
June 1989 - Feb. 1991
Scheduled appointments for the Executive Director and Deputy Director, gave information to callers, organized and maintained files, filled out forms, and took dictation. Greeted visitors, arranged conference calls and answered letters and telephone calls. Coordinated office activities. Worked on grants of the organization and help with the organizing of the Annual Telethon and Dinner.

AFFILIATIONS
Accounting Aid Society
Volunteers every year during the tax season, filing out tax forms for low-income clients.
Summary Qualifications

- Human Resource Management
- Multi-Level Project Management
- Executive Development Programs
- Diversity Initiatives
- Organizational Development
- Process Design/Mapping
- Budget Management
- Interactive Distance Learning Instruction
- Computer-Based/Online Design
- Instructional Systems/HPI

Work Experience

2006 – Present
AAA of Michigan (The Auto Club Group)

2006
Consultant

2006 – 2006
Sears Holding Company (formerly Kmart Corporation)

1998 – 2006
Leadership Development Manager/HR Management

1999-2001
Interactive Distance Learning and Communication (IDLC) Manager

1999-2001
Instructional Design Shared Services Manager

1998-1999
Computer-Based Training (CBT) Manager

1988 – 1998
Electronic Data Systems

1988-1998
Computer-based Training (CBT) /Instructional Designer Project Manager

Organizational Development

- Designed processes to support the on-boarding (interviewing and selection) and development programs for executive management; employed a consistent process for all divisions within the organization.

- Administered competency assessments to executive management, analyzed results, and championed development programs that supported gap analysis determined from assessments. Implemented Financial Simulation program that focused on basic analytical skills required for retail management, resulting in 40% gain in knowledge.

- Designed calibration process to use with performance reviews, as well to determine bench strength for the purposes of succession planning and diversity management. Successfully implemented this process to field management.

- Assisted senior management in driving organizational change with regards to culture, work processes, communication, and structure. Participated in organizing and implementing leadership programs focusing on high-potential employees where CEO presented leadership expectations on operational and interpersonal behaviors. 90% of high potentials were promoted with 12 months.

- Working with CEO and team, defined organizational values (core competencies) and their behaviorally anchored ratings (BARS) to support the new expectations for every associate in the organization. Successfully implemented new BARS with rollout of performance review tool in 2005, and are currently in use.

Curriculum Development, Instructional Design, E-Learning

- Conduct organizational scans and needs analysis to develop a sound understanding of the organization’s goals, vision, mission, internal/external barriers, cultural issues, systems, and processes. Recommended/designed and developed appropriate learning options (e.g., competency models, learning systems, learning maps), piloted, taught, revised, and managed logistics of rollouts. Designed and implemented Retail Learning curricula for key business functions in corporate and field organizations. Worked with university to design MBA Essentials and Executive MBA programs for executive management.

- Determine appropriate instructional delivery method (or media) and grouping strategies. Experience designing, developing, and implementing soft skills, systems-based, and technical learning solutions to meet customers’ need.
- Use standardized assessment tools to research and conduct performance analyses and evaluations. Monitor, assess, and evaluate programs and their impact on the organization to ensure programs provide value. Evaluate generic "off-the-shelf" programs for instructional soundness and fit with identified business goal.
- Use learning methodology to analyze, design, develop, implement and evaluate training programs. Experienced with writing design documents, scripts, instructor and participant guide templates, and facilitating the entire project management process.
- Was one of three people who established, marketed, and implemented Corporate-wide Computer-Based Training technology at Kmart Corporation. Managed development, as well as designed and authored computer programs during first year of implementation.
- Was one of two people who implemented the interactive distance-learning technology (live satellite-based web learning) at Kmart Corporation. Oversaw curriculum design, and managed implementation of classes at headquarters, stores, and distribution centers.
- Managed multiple and multi-level projects using various project management tools. Project management experience includes developing technical and soft skills training simultaneously for broadly scoped and small projects, as well as oversight over team-based projects that required planning, identifying resource needs, budgeting, scheduling, and terminating projects.
- Developed requests for proposals, evaluated vendor bids, made vendor selections, and negotiated contracts for outsourced projects. Act as primary contact in vendor relationships including coordinating vendor payment and resolving scope issues.

Leadership/Management
- Managed teams of employees consisting of project managers, instructional designers, and writers. Analyzed staffing patterns and allocated employees to various business areas as determined by business needs. Zero head turnover over two-year period.
- Established individual development plans with employees to facilitate succession planning and career aspirations.
- Established and communicated organizational goals to ensure team's awareness of the goal and departmental strategy for achieving the goal.
- Communicated in an open manner; encourage open and honest communication from direct reports. Listen and respect differences in opinions.
- Shared leadership and decision-making responsibilities and built high performing management teams.

Education

Wayne State University
M.Ed. Instructional Technology/HPI, College of Education
Detroit, Michigan
June 2000

Oakland University
B.A. Communication
Rochester Hills, Michigan

Certifications & Professional Affiliations

- Certified to administer Myers-Briggs Type Indicator (American Management Association)
- Certified to teach all ELI Civil Treatment and Value Ethics courses
- Certified to teach Talent Management (American Management Association)
- Certified to administer the Learning From Experience (LFE) talent selection tool
- Certificate of completion — Michigan Computer Institute
- International Society for Performance Improvement (ISPI)
- Society for Human Resource Management (SHRM)
- American Society for Training & Development (ASTD)
- Centers for Creative Leadership (CCL)
- Faculty for University of Phoenix—Teach the following Business courses
  - Foundations of Business
  - Human Resource Management
  - Critical Thinking
  - Skills for Learning in an Information Age
  - Supervision and Leadership
  - Organizational Theory and Behavior
  - Political, Legal, and Ethical Environments of Business
  - Introduction to Marketing
Clifford Lamberg
14339 Hubbard Drive
Livonia, Michigan 48154

EDUCATION
Eastern Michigan University; Bachelor of Science 1979. Major:
Communications. Minor(s): Management, Broadcasting, Geography Oakland
County Community College; 1981. Coursework in Computer Science, Human
Resources and Statistics.

RELATED STUDIES AND ACTIVITIES
NACM Great Lakes Board of Directors. 1999 - 2002
Bureau of Credits Lien Protection Seminar. 1998
NACM Company Workout Seminar. 1997
NACM Retail Collection Seminar. 1996
Kellerman: Collection and Financial Analysis Seminar. 1985
Dun & Bradstreet, Financial Analysis. 1983

EMPLOYMENT EXPERIENCE
Credit and Accounting Manager. 6/04 – present. Allen Electric Supply
Company 31570 Plymouth Rd Livonia, MI 48150. Norman Horowitz,
President. Responsible for the management of all credit and accounting
functions. Oversee all vendor billings and payments. Monitoring of all
receivables and management of collection and cash application activity.
Responsible for the development of an on-line control ledger system which has
assisted in daily and monthly account and ledger balancing. Oversee all cash
drawer and credit card activity from over the counter sales. Supervision of two
account specialists and one switchboard operator.

Director of Contribution Control. 3/03 – 2/04. Michigan Conference
Of Teamsters Welfare Fund 4750 Trumbull Ave. Detroit, MI 48224. (313) 961-
6300. Sandra Bowman, Director of Operations. Direction and management of all
billing and cash application pertaining to employer healthcare and retiree
benefits and COBRA participants. Developed and streamlined lockbox
operations as well as implemented paperless billing program. Executed
delinquency program, which reduced employer delinquency 25% within a 6
month period. Responsible for the formal development and implementation of
numerous policies and procedures. This included several programming changes,
which help identify oversights in the collection, and billing process.
Instrumental in the development of draft and EFT payment systems.
Supervision of eight associates and one department manager.

Regional Credit Manager. 8/99 – 12/02. Federal Pipe & Steel Corporation
41580 Joy Road Plymouth, Michigan 48170. (734) 455-4000. Randy May,
Corporate Credit Manager. Responsible for all credit and A/R functions for the
Midwestern Region. Secured accounts with lien control, letters of credit and
joint check agreements. Utilized deduction control system reducing outstanding
delinquencies and credit issues. Maintained relationships with three trade groups
in Michigan, Wisconsin and Illinois. Cash application supervision. Supervised 1
credit clerk. Advised Billing and Order Entry regarding credit issues. Average
A/R $4M (Midwestern Region).
Credit Manager 5/97 – 8/99. Virginia Tile Company 24404 Indoplex Circle Farmington Hills, Michigan 48335. (248) 476-7850. Mark Ott General Manager. Responsibilities included the evaluation and maintenance of credit functions centrally located at the administrative office and all warehouse locations. Managed all cash and credit card transactions. Maintained contracts with credit card, check guarantee and credit reporting companies. Reported credit issues such as delinquency trends and DSO to President, Marketing and General Manager. Utilized lien control to secure larger accounts. Supervised 1 credit associate and advised Customer Service, Marketing, Billing and Cash Application when necessary. Average A/R $3M.

Credit Manager 5/94 – 5/97. Leo Frank & Sons, Inc. 1158 East Big Beaver Road Troy, Michigan 48083. (248) 689-7700. Ben Frank, Owner. Established formal credit function by the consolidation of various responsibilities from other individuals. Developed on-line credit reporting system that decreased credit approvals by 30%. Generated monthly statistical report submitted to President and Marketing, which incorporated trends of DSO, percentages of delinquencies credit issues and cash flow. Promoted freer exchange of credit information with other suppliers in the trade fostering a more positive relationship between company and other competitors. Supervised 2 billing clerks. Average A/R $2M.

Assistant Credit Manager 7/93 – 4/94. Federal Pipe & Steel Corporation 41870 Joy Road Plymouth, Michigan 48170 (734) 455-4000. Randy May, Corporate Credit Manager. Worked with Corporate Credit Manager to maintain A/R. Responsible for credit evaluation and collections using new on-line D&B system. Set up spread sheets to trace balances and payments of distressed accounts. Helped to establish lien control system. Supervised 1 credit clerk. Average A/R, $3M.

Credit Administrator 2/85 – 4/93. BASF Corporation 1255 Broad Street Clifton, NJ. 07225 (201) 366-3000. Tom Turner, Corporate, Credit Manager. Responsible for establishing the credit function for the Automotive Coatings Group in Detroit. Duties included the set up and maintenance of all automotive and second tier suppliers. Utilized credit matrix to evaluate risk. Worked with Sales and accounting to initiate deduction control system that reduced A/R delinquencies by 25%. Monthly reporting of DSO and credit issues to Group Vice-President, Marketing and Accounting Group. Supervised 2 credit associates and 1 secretary. Average A/R $35M.
DAISY L. DAVIS
191 Gage
Pontiac, Michigan 48342-1638
(313) 667-2654 (Work)
(248) 334-7466 (Home)

VITA

Objective: To fully utilize my Accounting/Financial Background and 35 years of experience in General Motors Corporation to be a major asset to my family, to GM, and to my Community

Experience:
1973-CURRENT
April, 1999 - Current VSSM - Incentive Review Group Detroit, MI
Supervisor-Sales Incentive Audits
Responsible for the review of dealership documentation supporting incentive claims and processing debits of those paid in error.

1996 - 1999 GM Dealer Audit Services Detroit, MI
Field Supervisor
Responsible for the supervising and conducting dealership sales incentive, and GMAC Lease audits.

1992 - 1996 GM Dealer Audit Services Detroit, MI
Senior Corporate Auditor
Responsible for conducting dealership sales incentive, warranty, GMAC Lease, and MIC Audits.

1991 - 1992 GM Truck-Product Cost Department Pontiac, MI
Cost Statistician and/or Analyst
Responsible for cost analysis for the Detroit Assembly Plant.

Payroll Statistician and/or Analyst
Responsible for Truck & Bus Group Reporting and Payment of Supplemental Unemployment Benefits (SUB) and Income Security Plan (ISP).

Supervisor
Supervise the activities of eight Accounting Clerks, and four Junior Accountants who process the payment of invoices to outside vendors.

Statistician and/or Analyst
Prepared expense journals. Prepared and analyzed Truck & Bus Expense Budgets for Benefits, Powerhouse, Engineering, and Manufacturing.

1975 - 1976 GM Truck & Coach Division-Accounts Payable Pontiac, MI
Accountant/Analyst
Responsible for auditing, paying and journalizing Expense Reports for the Division.
Experience:

1973 - 1976 GM Truck & Coach Division - Central Accounting Pontiac, MI
Accountant/Analyst
Responsible for all aspects of credit and collections from dealerships in the Washington, Cincinnati, Portland, and Oakland Zones.

6/72 - 8/72 Summer Charlotte News - Editing Department Charlotte, NC
Copy Desk Editor
Responsible for editing news stories, writing headlines, and lining up stories for print.

6/71 - 8/71 Summer US Department of Agriculture Mobile, Al
General Office Clerk - Farmers Home Administration
Responsible for general office work.

Education:

Bachelor of Science Degree - Business Administration, Concentration: Accounting

2003 - 2006 University of Phoenix Detroit, Michigan
Master of Business Administration

Organizations:

Johnson C, Smith University, Detroit Alumni Chapter
American Business Women Association
American Institute of Parliamentarians
Zeta Phi Beta Sorority, Inc.
St. Stephen Missionary Baptist Church

Interest:

Community Service, Traveling, & Reading

Personal:

Health - Good
References - Upon Request
JEFFERY L. HILL, CPA, MSF
285 E. Highland Ave., • Bloomfield Hills, Michigan 48302 • (248) 334-5703 • email address: jhill5001@aol.com

Objective: To obtain an executive/managerial position within a flexible, dynamic, growth-oriented organization that allows me to utilize my auditing, accounting, finance and other professional business skill sets.

CURRENT EXPERIENCE

CHIEF FINANCIAL OFFICER
Habitat for Humanity Detroit
Detroit, Michigan, 48226

FEBRUARY 2008 - Present

Duties
- Prepare and monitor $5-$10 million annual budget.
- Prepare financial reports for Board of Directors and Finance Committee.
- Evaluate and support budgetary and financial needs of management and staff.
- Establish and monitor accounting control procedures.
- Manage all financing issues.
- Establish and maintain adequate cash-flow monitoring procedures.
- Ensure departmental financial and operational needs are met.

Accomplishments
- Established procedures to prepare and input data into the accounting system.

Previous Experience

CHIEF FINANCIAL OFFICER
Mayor's Time
Detroit, Michigan, 48226

MARCH 2005 – February 2008

Duties
- Prepare and monitor $1.5 - $2 million annual budget.
- Prepare financial reports for Board of Directors, Finance Committee, and Grantors.
- Evaluate and support budgetary and financial needs of management and staff.
- Establish and monitor accounting control procedures.
- Handle all banking activity.
- Establish and maintain adequate cash-flow monitoring procedures.

Accomplishments
- Established operating procedures for monthly reporting of operational results.
- Obtained unqualified audit opinions in FY2005 and FY2006.
- Successfully brought costs under budget in FY2005 and FY2006.
- Established banking relationship that resulted in acquisition of a $175,000 line of credit.
- Developed timesheet system to record and track employee bi-weekly work activity.
- Established methodology and procedures to allocate indirect costs to various grants.

Audit Supervisor
Office of the Wayne County Auditor General
Detroit, Michigan, 48226

1994 – 2005

Duties
- Report findings of audits with recommendations for corrective action to the Wayne County Board of Commissioners, various sub-committees and Management
- Supervise and evaluate the work efforts of Principal Senior, Senior and Staff Auditors

Accomplishments
- Audited operations in various departments over the last eleven years, including Department of Environment-Finance, Sheriff Department, Treasury, Community Justice, Economic Development, Airport, Department of Public Services, Health & Community Services, and Management & Budget which includes the accounting, purchasing, risk management and budget functions
- Provided analysis of the County's Care Management Organization program before it was implemented and identified over $500,000 in overcharges in subsequent audits
- Obtained the Certified Government Financial Managers designation.

Adjunct Accounting Instructor
1992 - 1999
OAKLAND COMMUNITY COLLEGE
AUBURN HILLS, MI 48326

Taught beginning and fundamentals of accounting.
Accounting Manager 1989 - 1994
CRANBROOK EDUCATIONAL COMMUNITY  BLOOMFIELD HILLS, MI 48303
Duties
- Provide accounting support services to three divisions: Cranbrook Schools, Institute of Art, and Art Academy.
- Provide cash management and sales tax assistance to various fundraising units
- Supervise accounts receivable, student receivables, accounts payable, and the cashier functions
- Coordinate budget preparation, monitor expenditures, and revise monthly budget projections for Cranbrook schools
- Serve as liaison between the teachers and Cranbrook management in resolving operational and/or contract issues
- Process, issue, and administer teachers' annual contracts

Accomplishments
- Established an accounting system for a new marketing unit
- Developed and implemented School Bookstore inventory and operational procedures
- Developed accounting and administrative policies and procedures for all divisions

Accounting Manager 1988 – 1989
WKBD, Inc.  Southfield, Michigan, 48034
Duties
- Oversee all financial operations, including billing/accounts receivables, accounts payable, payroll processing, as well as general ledger activities
- Prepare and submit electronic monthly reports to the home office
- Supervise 6 staff members

Internal Audit Supervisor 1986 – 1988
The Budd Company  Troy, Michigan, 48084
Duties
- Audit various company operations across the United States
- Conduct intensive inventory audits and recommend improvements to control policies
- Prepare audit reports for use by management

In-Charge Auditor 1984 – 1986
Arthur Young & Company  Detroit, Michigan, 48226
Duties
- Perform external audits in industries such as manufacturing, steel, education, and non-profits
- Supervise 2-3 staff auditors
- Valuative client accounting and administrative controls, prepare financial reports in accordance with GAAP, and research accounting issues and financial matters.

EDUCATION

Masters of Science in Finance
WALSH COLLEGE  TROY, MI
Bachelor of Business Administration
UNIVERSITY OF MICHIGAN - DEARBORN  DEARBORN, MI
Associate of Business Administration
OAKLAND COMMUNITY COLLEGE  AUBURN HILLS, MI

COMPUTER SKILLS

AFFILIATIONS
American Institute of Certified Public Accountants, Michigan Association of CPAs, National Association of Black Accountants-Detroit Chapter, and the Bloomfield Lions Club.

REFERENCES FURNISHED UPON REQUEST
RECOMMENDATION

NEW ACADEMIC PROGRAMS

ACTION REQUESTED

It is recommended that the Board of Regents approve a new Academic Program: Bachelor of Arts/Science in Simulation, Animation and Gaming.

SUMMARY

Bachelor of Arts/Science in Simulation, Animation and Gaming. The SAG program is an interdisciplinary degree program that prepares students for careers in designing and developing traditional and digital animation, games, entertainment, film and videos, 3D models, realistic simulations and programming. The program consists of courses in a variety of disciplines, including Art, Computer Science, Graphic Design, Management and Communication. The unique aspect of the program lies in its emphasis on simulation, which is what distinguishes this program from similar programs at other state institutions. Students in the program all complete the same sequence of courses during the first two years, and then choose either a graphic and design or a programming option.

FISCAL IMPLICATIONS

The Bachelor of Arts/Science in Simulation, Animation and Gaming is an interdisciplinary program between two colleges, housed in the College of Technology. Courses in the program can be accommodated within existing faculty resources. No new resources are requested at this time. Future resource needs will be determined in accordance with Division, College and Department priorities.

ADMINISTRATIVE RECOMMENDATION

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

Presidents Council
State Colleges and Universities

ACADEMIC PROGRAM REVIEW

Program Information

New

RE: **Eastern Michigan University**
    (Institution)

**Simulation, Animation & Gaming**
    (Program Title)

<table>
<thead>
<tr>
<th>Fall '09</th>
<th>Bachelor of Arts/Science</th>
<th>HEGIS Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Effective Term &amp; Year)</td>
<td>(Degree)</td>
<td></td>
</tr>
</tbody>
</table>

PROGRAM REVIEW STATUS:

- X Submitted for initial review
  - _____ Stage I
  - X Stage II

PROGRAM SUBMITTED FOR:

- X Action
  - _____ Information

LOCATION:

- X Main Campus
  - X Existing outreach/extension sites
  - _____ New locations

Principal clinical sites will be:

RESOURCES:

- X Reallocation of existing resources
  - _____ New resources required

AUTHORIZATION OF NEW DEGREE LEVEL REQUIRED:

Source: _____ “Special Grant Funding” from the State

Other (explain) ________________

_____ within the institution

_____ within the discipline or field

STUDENTS:

- X New target population
  - _____ Current enrollment shift
  - _____ Local Community demand
  - Other (list) ________________

_____ within the institution

_____ within the discipline or field

ATTACH ADDITIONAL INFORMATION IN ACCORDANCE WITH THE GUIDELINES ON THE BACK

From: **Donald Lopman, Provost and Executive Vice-President**
    (Name/Title)

**EMU**
    (Institution)

9/10/08
    (Date)
Proposals for New Program

Proposal for the Creation of a Major in Simulation, Animation and Gaming (SAG)
Bachelors of Science
School of Technology Studies
College of Technology
Submitted by Pamela K. Speelman, Ph.D., Professor
Contact phone: 487-1161 Contact email: pspeelman@emich.edu

I. Description

A. Goals and Objectives

1. General philosophy and intent:

The Simulation, Animation and Gaming (SAG) Program at Eastern Michigan University (EMU) is a distinctive interdisciplinary program created by faculty from several departments throughout campus. All faculty members were appointed by their respective school directors to participate in the development of this new program because of their expertise in their field. The faculty members consisted of: Pamela K. Speelman in graphics design and multimedia, David K. Gore in graphics and photography, Paul T. Majeske in digital communication, Ryan Malloy in art, Susan Makrouhee Haynes and Matthew Paul Evett in computer programming. The proposed curriculum in Simulation, Animation and Gaming (SAG) is based on the reality that the entertainment industry is the fastest growing industry today, according to the Entertainment Software Association (ESA)\(^1\) and the program contains a unique facet “not specifically addressed by other colleges” in the State of Michigan. The distinctive feature of the proposed program is the simulation component.

Computer simulation models real-life or hypothetical situations to show how systems function. The models can be further utilized in analysis by changing variables within the system to evaluate the results. This unique aspect of the SAG program, simulation, broadens the skill foundation and occupational opportunities of the program graduates. Simulation covers a broad range of professional disciplines: natural science, medical profession, education and training, city and urban planning, engineering, technology and processes. Each discipline may contain either the physical, interactive or both parts of simulation.

Professors Speelman and Gore have recently had a peer-reviewed presentation accepted at the Society for Information Technology and Teacher Education, 19\(^{th}\) (2008) International Conference in Las Vegas, Nevada. The presentation entitled, Simulation Project as a

\(^1\) http://www.theesa.com/ retrieved 02/28/2008
Higher Order Thinking Technique for Instruction, is based on a winter 2007 project created by students in the pilot course, Graphics for Simulation. The students in this course successfully designed and developed a “Physical Security Inspection” multimedia model of 133 Sill Hall under the guidance of Dr. Linda Kineczkowski, Coordinator of Information Security, as a final project. Sill 133 is a College of Technology public computer laboratory. A copy of the accepted presentation abstract can be found in Appendix D, Supporting Documents.

2. Goals and objectives:

The Simulation, Animation, and Gaming (SAG) program is an interdisciplinary degree that prepares students for careers in designing and developing traditional and digital animation, games, entertainment, film and videos, 3D models, realistic simulations and programming.

Students in the SAG program begin with a foundation in drawing, color, design, and computer applications. Students advance to 2D and 3D animation and modeling principles along with story development, background design, scene layouts, special effects, texturing and mapping. The students in this program become experienced with a variety of industrial standard application software. All students are required to produce a portfolio of their course work, demonstrating their skills and abilities in each class in the program.

The Simulation, Animation and Gaming curriculum provides an educational program to prepare students to successfully obtain careers within this field. The undergraduate course offerings reflect the goals of the Simulation, Animation and Gaming program.

A. To offer a variety of instructional courses and program concentrations in areas of need that are identified by faculty, students, and external advisory committee members.

B. To provide cooperative education and internship opportunities for undergraduate students that will enhance their classroom experience.

C. To extend research and service opportunities to industry, with focus on Simulation, Animation and Gaming, within Michigan and the nation.

D. To provide students a variety of opportunities to participate in student organizations which provide leadership experiences and contacts with business and industry.

E. To use advisory committees in areas of instruction and research to assist the faculty in keeping the program and research relevant to the needs of industry.
F. To cooperate with other academic and administrative units within the University in providing the best interdisciplinary education for students within the program of study.

G. To consistently evaluate the current program of study using student input, follow-up placement data, and advisory committee input.

B. Program

This interdisciplinary curriculum will be housed in and administrated by the School of Technology Studies. All current courses, and the program of study, are detailed below:

a) The following are current courses that will be included in the Simulation, Animation and Gaming major (see syllabi for all existing courses in Appendix A).

Current Required Courses:
ART 122 – 2 Dimensional Design
ART 123 – Drawing I
ART 131 – 3 Dimensional Design
CMT 205 – Digital Photography
CMT 231 – Introduction to Computer Graphics Systems
COSC 111 – Introduction to Programming
COSC 211 – Programming Data Structures
CTAT 141 – Audio & Video Production
MGMT 386 – Organization Behavior & Theory
MGMT 486 – Organizational Change & Team Building
STS 300W – Researching & Writing Techniques

b) The following are new courses that will be required for the Simulation, Animation and Gaming major (see attached New Courses forms in Appendix B-1) in the first two years.

New Required Courses:
SAG 105 – Introduction to Simulation, Animation and Gaming
SAG 175 – Graphics for Simulation I
SAG 225 – Graphics for Simulation II
SAG 235 – Flash I
SAG 245 – Story Development
SAG 285 – Studio I - Simulation

COSC 156 – Introduction to Alice (This course will be processed by the Department of Computer Science).

c) Below are new courses that will be electives for the Simulation, Animation and Gaming major (see attached New Courses forms in
Appendix B-2). These courses are meant to enhance the body of knowledge for those students interested in web-based applications.

**New Electives Courses:**
SAG 335 – Flash II  
SAG 365 – Flash III

d) There are two different track options within the curriculum which begin in the third year of the major: one a graphic and design option, and the other a programming option.

**Cognate Option A**
This cognate allows the student to continue his or her pursuit in the graphic and design aspect. The following are new courses for this cognate option of the major (see attached New Courses forms in Appendix B-3).

**New Required Courses:**
SAG 275 Texturing & Mapping  
SAG 305 Environmental Design  
SAG 355 Lighting & Camera Techniques  
SAG 375 Studio II – Deconstructing Elements  
SAG 470 Simulation & Animation Dynamics

**Capstone:**  
SAG/COSC 485 – Senior Project in Simulation, Animation and Gaming

This course will be cross-listed by both the School of Technology Studies and Computer Science, so students can use the application of simulation, animation, and gaming techniques for the completion of a team-based final project. The course will be team taught by faculty from the respective departments.

**Cognate Option B**
This cognate allows the students to pursue their final two years in the Computer Science Department, learning the programming languages needed to succeed in the SAG profession. The courses in this cognate utilize existing courses within the department and are listed below.

COSC 221 Computer Organization I  
COSC 311 Algorithms and Data Structures  
COSC 456 Computer Graphics  
COSC 457 Computer Game Programming  
COSC 461 Heuristic Programming  
COSC 481 Software Engineering and Senior Project  
COSC 486 Cooperative Education in Computer Science  
MATH 205 Mathematical Structures for Computer Science
C. Admissions

There will be no admission requirements to the program beyond those required by the University and there are no provisions for conditional admission to the program.

D. Projections

If approved, all resources and courses are in place to begin immediately in the semester following the approval.

As an indicator of student demand, three courses have been offered as special topic - pilot classes over a three semester period to assist in evaluating the demand. The special topic - pilot courses were the introduction to simulation, animation and gaming, introduction to graphics and an introductory Flash class. The following table shows the results of the enrollment over the three semester period:

<table>
<thead>
<tr>
<th>Course</th>
<th>Winter 2007 Enrollment</th>
<th>Fall 2007 Enrollment</th>
<th>Winter 2008 Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to Simulation, Animation and Gaming</td>
<td>19</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>Graphics for Simulation</td>
<td>18</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>Flash programming</td>
<td></td>
<td></td>
<td>12</td>
</tr>
</tbody>
</table>

II. Justification/Rational

A. Market Analysis

The market analysis clearly supports the establishment of the Simulation, Animation and Gaming program being proposed. Businessweek.com stated in its online article, The Video Game Industry Outlook: $31.6 Billion and Growing, that PricewaterhouseCoopers released a report estimating that the video game market will increase from $31.6 billion in 2006 to $48.9 billion by 2011. They continue to say that the video game market, which spans globally, is the third fastest growing section of the entertainment and media market (document in Appendix C).

The occupational title most closely associated to the program’s intent is Multi-media artists and animators, SOC Code 27-1014. Information gathered from the Bureau of Labor Statistics (full document in Appendix C) regarding the entire artists and related workers category states the following about the employment trends of this occupational division:
**Employment change.** Employment of artists and related workers is expected to grow 16 percent through 2016, faster than the average for all occupations. Demand for multimedia artists and animators will increase as consumers continue to demand more realistic video games, movie and television special effects, and 3D animated movies. Additional job openings will arise from an increasing demand for Web site development and for computer graphics adaptation from the growing number of mobile technologies. Animators are also increasingly finding work in alternative areas such as scientific research or design services.

The National Employment Matrix, Occupational Title, in Figure 1 below indicates the employment projection data for all occupations associated with artists and related workers. However, the multi-media artists subdivision is the fastest growing sector in the whole division at a 26% growth increase in the next 10 year period. This is substantially larger than the 16% growth forecast for the entire occupational division.

![Projections data from the National Employment Matrix](image)

**Figure 1**

With simulation included in the EMU Simulation, Animation and Gaming program, a broader search for the market analysis needed to be done. The following statement is from Autodesk’s website:

**Training & Simulation**

*Autodesk® products and solutions deliver industry-leading tools that are used to model, create, and visually represent real-world situations and environments in an immersive learning construct. Command staff, weapons system operators, and field operator teams can visualize terrain, assets, and infrastructure in combination with spatial data in order to more effectively plan, rehearse, and execute their mission. Whether rehearsing for emergency response to a natural disaster, simulating troop movements across unfamiliar terrain, or delivering flight, tank, or ship training, personnel, teams can plan and train in a complete, rich 3D simulation.*
The Autodesk products are being used in a majority of SAG courses to create simulations similar to those described in their website. The website's URL is listed below and a more extensive paper regarding the government’s use of simulation and training can be found in Appendix C.

http://usa.autodesk.com/adsk/servlet/item?siteID=123112&id=8988016

As stated earlier in the proposal, simulation covers a broad range of professional disciplines: natural science, medical profession, education and training, city and urban planning, engineering, technology and processes. Each discipline may contain either the physical, interactive or both parts of simulation.

Included in appendix C is a sample listing of 20 jobs in simulation taken from the website of The National Center for Simulation. This listing only comprises a short four-month period. One particular job opportunity posted on Monday, December 17, 2007, by Digimation, Inc., a world renowned modeling and software company, lists the required skill set of a 3D Modeler candidate – see Appendix C for this job. The skill set requirements of this 3D Modeler position parallels the competencies a graduate of the SAG program will possess upon graduation.

The Occupational Outlook Quarterly separates the occupations from video game development into four distinct teams: design, artistic, programming and testers. Each team has subdivisions with various job titles. Below is Table 1, which was developed from information obtained from both the Quarterly and the website www.allartschools.com showing various job titles and approximate salaries based on years of experience (documentation in Appendix C). Data was taken from a survey of the video game industry in 2005 because the Bureau of Labor Statistics does not differentiate between the various job titles within the video game profession.

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Less than 3 years experience</th>
<th>3 to 6 years of experience</th>
<th>Over 6 years of experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>DESIGN TEAM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Video Game Designer</td>
<td>$43,486</td>
<td>$54,777</td>
<td>$69,813</td>
</tr>
<tr>
<td>Lead Designer</td>
<td>N/A</td>
<td>$72,125</td>
<td>$88,734</td>
</tr>
<tr>
<td>ARTISTIC TEAM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Artist/Animator</td>
<td>$45,675</td>
<td>$61,065</td>
<td>$69,457</td>
</tr>
<tr>
<td>Lead Artist/Animator</td>
<td>N/A</td>
<td>$68,112</td>
<td>$82,750</td>
</tr>
<tr>
<td>PROGRAMMING TEAM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programmer</td>
<td>$52,989</td>
<td>$73,618</td>
<td>$90,658</td>
</tr>
<tr>
<td>Lead Programmer</td>
<td>$76,848</td>
<td>$81,591</td>
<td>$100,528</td>
</tr>
<tr>
<td>TESTER TEAM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tester</td>
<td>$24,797</td>
<td>$29,722</td>
<td>N/A</td>
</tr>
<tr>
<td>Q/A Lead</td>
<td>$33,125</td>
<td>$43,125</td>
<td>$61,310</td>
</tr>
</tbody>
</table>

Table 1 – Salary vs. Years of Experience
The Entertainment Software Association has published a document entitled, *Video Games in the 21st Century, Economic Contributions of the US Entertainment Software Industry*, which is included in Appendix C.

### B. Needs Assessment

The Bureau of Labor Statistics (BLS) uses the title, *Multi-media artists and animators*, SOC Code 27-1014, which is similar to the SAG program’s objective. Below is the BLS’s description of the Nature of the Work.

*Multi-media artists and animators* work primarily in motion picture and video industries, advertising, and computer systems design services. They draw by hand and use computers to create the series of pictures that form the animated images or special effects seen in movies, television programs, and computer games. Some draw storyboards for television commercials, movies, and animated features. Storyboards present television commercials in a series of scenes similar to a comic strip and allow an advertising agency to evaluate commercials proposed by advertising companies. Storyboards also serve as guides to placing actors and cameras on the television or motion picture set and to other production details. Many multimedia artists model objects in three dimensions by computer and work with programmers to make those images move.

This descriptive paragraph defines many of the tasks required of a person in the occupational field of video game development, but not about simulation. However, since the BLS does not gather specific information regarding the various job titles associated with the video game development profession or simulation, Table 2 was constructed from *The Occupational Outlook Quarterly* (2006) and the website [www.allartschools.com](http://www.allartschools.com) (the documents are included in Appendix C) about video game development only.

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Job Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Game Designer</td>
<td>Decide on mission, theme and rules of the game. Write the blueprint for the game.</td>
</tr>
<tr>
<td>Artist/Animator</td>
<td>Create the art work for the game environments, characters and graphics. Along with developing materials and textures.</td>
</tr>
<tr>
<td>Programmer</td>
<td>Responsible for the writing the game’s programming code.</td>
</tr>
<tr>
<td>Tester</td>
<td>Play the game and report any bugs in game that may hinder the game’s play.</td>
</tr>
</tbody>
</table>

Table 2 – Job Titles and Tasks
The Competition: Why EMU's SAG Is Different

There are many colleges within Michigan offering degrees under the occupational title *Multi-media artists and animators*, but not simulation. A search using Open Options, a career planning tool available through EMU’s Career Services website, provided the following results. The first search was based on the following criteria:

- a) Job Family - Arts, Design, Entertainment, Sports, and Media
- b) Occupation - Multi-Media Artists and Animators
- c) Education Level - At least 2 but less than 4 years
- d) State – Michigan

Below is a list of 17 institutions that match the above criteria.

<table>
<thead>
<tr>
<th>Name</th>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delta College</td>
<td>University Center</td>
<td>MI</td>
</tr>
<tr>
<td>Glen Oaks Community College</td>
<td>Centreville</td>
<td>MI</td>
</tr>
<tr>
<td>Henry Ford Community College</td>
<td>Dearborn</td>
<td>MI</td>
</tr>
<tr>
<td>ITT Technical Institute-Canton</td>
<td>Canton</td>
<td>MI</td>
</tr>
<tr>
<td>ITT Technical Institute-Flint</td>
<td>Flint</td>
<td>MI</td>
</tr>
<tr>
<td>ITT Technical Institute-Troy</td>
<td>Troy</td>
<td>MI</td>
</tr>
<tr>
<td>Kalamazoo Valley Community College</td>
<td>Kalamazoo</td>
<td>MI</td>
</tr>
<tr>
<td>Kellogg Community College</td>
<td>Battle Creek</td>
<td>MI</td>
</tr>
<tr>
<td>Kirtland Community College</td>
<td>Roscommon</td>
<td>MI</td>
</tr>
<tr>
<td>Lansing Community College</td>
<td>Lansing</td>
<td>MI</td>
</tr>
<tr>
<td>Mid Michigan Community College</td>
<td>Harrison</td>
<td>MI</td>
</tr>
<tr>
<td>Monroe County Community College</td>
<td>Monroe</td>
<td>MI</td>
</tr>
<tr>
<td>Mott Community College</td>
<td>Flint</td>
<td>MI</td>
</tr>
<tr>
<td>Muskegon Community College</td>
<td>Muskegon</td>
<td>MI</td>
</tr>
<tr>
<td>Oakland Community College</td>
<td>Bloomfield Hills</td>
<td>MI</td>
</tr>
<tr>
<td>Schoolcraft College</td>
<td>Livonia</td>
<td>MI</td>
</tr>
<tr>
<td>Washtenaw Community College</td>
<td>Ann Arbor</td>
<td>MI</td>
</tr>
</tbody>
</table>

Many of these community colleges presently have articulation agreements with other programs within Eastern Michigan University. Thus, opportunities exist if the proposed program in Simulation, Animation and Gaming is approved. To view the programs at
Henry Ford, Schoolcraft and Washtenaw, which grant associate degrees in the field, see the websites listed below.

**Henry Ford Community College- Associates**
https://my.hfcc.edu/site_manager/catalog_manager/programs/view_program1.asp?id=410&view=s

**Schoolcraft Community College- Associates**
http://www.schoolcraft.edu/programs/programs.asp

**Washtenaw Community College- Associates**

The second search using Open Options used the same set of criteria, with the exception of changing the Educational Level for colleges offering *Four or more years of education* in the multi-media artist and animators occupation resulted in the following results.

Below is a list of 13 institutions that match the specified criteria.

<table>
<thead>
<tr>
<th>Name</th>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrews University</td>
<td>Berrien Springs</td>
<td>MI</td>
</tr>
<tr>
<td>Baker College Center for Graduate Studies</td>
<td>Flint</td>
<td>MI</td>
</tr>
<tr>
<td>Central Michigan University</td>
<td>Mount Pleasant</td>
<td>MI</td>
</tr>
<tr>
<td>College for Creative Studies</td>
<td>Detroit</td>
<td>MI</td>
</tr>
<tr>
<td>Cranbrook Academy of Art</td>
<td>Bloomfield Hills</td>
<td>MI</td>
</tr>
<tr>
<td>Davenport University</td>
<td>Grand Rapids</td>
<td>MI</td>
</tr>
<tr>
<td>Ferris State University</td>
<td>Big Rapids</td>
<td>MI</td>
</tr>
<tr>
<td>ITT Technical Institute-Grand Rapids</td>
<td>Grand Rapids</td>
<td>MI</td>
</tr>
<tr>
<td>International Academy of Design and Technology</td>
<td>Troy</td>
<td>MI</td>
</tr>
<tr>
<td>Madonna University</td>
<td>Livonia</td>
<td>MI</td>
</tr>
<tr>
<td>Saginaw Valley State University</td>
<td>University Center</td>
<td>MI</td>
</tr>
<tr>
<td>University of Michigan-Ann Arbor</td>
<td>Ann Arbor</td>
<td>MI</td>
</tr>
<tr>
<td>Western Michigan University</td>
<td>Kalamazoo</td>
<td>MI</td>
</tr>
</tbody>
</table>

Colleges like Central Michigan University and Western Michigan University are members of the Mid-America Conference and are comparative to Eastern Michigan University. However, they do not offer a simulation aspect to their game development program. So, to be exceptional in this emerging profession, it is vital for EMU to
implement the proposed SAG program as soon as possible because the program contains a unique facet of simulation which is "not specifically addressed by other colleges" in the State of Michigan. Listed are some websites of highly advertised gaming programs in Michigan offering bachelor degrees.

**College for Creative Studies - Bachelors**  
http://www.ccecad.edu/current/majors/animation/  
**Ferris State University - Bachelors**  
http://catalog.ferris.edu/programs/540/  
**University of Michigan Dearborn - Bachelors**  
http://www.engin.umd.umich.edu/CIS/udagrad_prog/  
**Michigan State University - Masters**  
http://seriousgames.msu.edu/

As previously indicated in this proposal, the EMU SAG program will have a major emphasis on simulation which will have a broader impact on all disciplines and professions.

### III. Preparedness

A. **Qualifications of the EMU faculty:** The interdisciplinary Simulation, Animation and Gaming program was designed and developed by a team of faculty from various departments throughout campus. The SAG program is composed of new courses and existing courses that will be taught by current faculty from Art, Computer Science, Communications and Theater Arts, Management, and the School of Technology Studies. Each of these departments have highly qualified faculty.

Even though the School of Technology Studies will house the new program, the faculty who designed and developed the program have specializations in their discipline. The faculty members consist of:

- a) Pamela K. Speelman – Professor in School of Technology Studies, Ph.D., Instructional Technology – Computer Emphasis.
- b) David K. Gore – Coordinator and faculty member in Communication Technology in School of Technology Studies, ABD Ed.D., Technology Education.
- c) Paul T. Majeske – Associate Professor in School of Technology Studies, ABD Ph.D., Instructional Technology
- d) Ryan Malloy - Assistant Professor in Art Department, M.A., Fine Arts
- e) Susan Makrouche Haynes – Associate Professor in Department of Computer Science, Ph.D., Computer, Information and Control Engineering
f) Matthew Paul Evett – Associate Professor in Department of Computer Science, Ph.D., Computer Science

B. Space or facilities required: All courses can be taught in the existing facilities.

C. Equipment required: All courses can be taught with the existing hardware and software in present use within the contributing departments.

D. Assistantships/fellowships required: The program is an undergraduate proposal and there is no anticipated need for additional assistantships/fellowships.

E. Library resources required: The program will be dependent on the existing library resources currently available.

F. Future: Apple computer laboratory – (iMacs already purchased).

IV. Plans for Assessment/Evaluation

The assessment/evaluation of the proposed Simulation, Animation and Gaming curriculum will be achieved in several ways:

A. The School of Technology Studies will monitor annual enrollment figures in the curriculum to assess of this program’s enrollments. In addition, it will evaluate recruitment and retention strategies on an ongoing basis.

B. An industrial advisory board will be established which will consist of qualified external professionals employed in the field of simulation, animation and gaming. This board will meet on an annual basis to assist with the ongoing evaluation of the entire scope of the program’s needs.

C. Follow-up studies of program graduates will be conducted to validate competency both from the program outcomes and student competencies.

D. Co-op information submitted by both the employer and the student will be regularly reviewed to evaluate course objectives and student mastery of skills.

E. Students will create hard-copy and digital portfolios in every simulation, animation, and gaming course in the curriculum. These portfolios will showcase student’s conceptual and creative skills in traditional and digital 2D and 3D techniques and abilities. Portfolios will also enable students to showcase their collection of skills to potential employers upon graduation. These portfolios will also be assessment measures for evaluating mastery of the student competencies.
F. The required capstone project of the two cognate groups, which is required as part of the curriculum, will provide tangible products. These products will be used annually to assess the development of knowledge and skills outlined in the program objectives listed in this proposal.

G. The course outcomes in this program will systemically undergo a continuous process of monitoring, development, implementation, assessment and revision. Successful assessment of any program requires a continuous plan for improvement to maintain and expand the superiority of the program.

V. Program Cost

A. Faculty: Since this program was constructed by faculty from several interdisciplinary departments, it can proceed without any immediate need for additional faculty. As the student demand increases, the contributing departments may need to re-evaluate their need for extra faculty in the simulation, animation and gaming area, in arrangement with the departmental priorities and possibilities at the time. The SAG program will allow current STS faculty to teach in a program that has shown tremendous growth potential as well as help fill the need for teaching assignments because of declining enrollment in other programs.

B. Space or facilities required: No cost. However, eventually a dedicated laboratory assuming growth occurs as expected.

C. Hardware/software required: No cost at this time, but with advancing technology both in hardware and software on a regular basis, the SAG program will need to maintain up-to-date equipment.

D. Library resources required: As the program progresses, the Library faculty will have an opportunity to consider additional resources as needed in the future.

E. Marketing and recruiting cost: These activities do not involve additional costs that could not be absorbed by the participating departments.

F. Other costs not covered above: Not applicable
VI. Action of the Department/College

1. Department (Include the faculty votes and department head signatures from all submitting departments.)

Vote of department faculty: For__________ Against__________ Abstentions__________
(Enter the number of votes cast in each category.)

I support this proposal. The proposed program can__________cannot__________ be implemented within the affected Department(s) without additional College or University resources.

_________________________ Department Head Signature

_________________________ Date

2. College/Graduate School (Include signatures from the deans of all submitting colleges.)

A. College.

I support this proposal. The proposed program can__________cannot__________ be implemented within the affected College without additional University resources.

_________________________ College Dean Signature

_________________________ Date

B. Graduate School (new graduate programs ONLY)

_________________________ Associate Dean Signature

_________________________ Date

VII. Approval

_________________________ Associate Vice-President for Undergraduate Studies and Curriculum Signature

_________________________ Date

VIII. Support

In Appendix D are letters of support for the proposed SAG program. The letters are from Dr. Tom Venner, Department Head of Art and Dr. William W. McMillan, Interim Department Head of Computer Science.

IX. Appendices

A. Current Required Course Syllabi
B. Request for New Courses/New Elective Course Forms along with syllabi
C. Market Analysis/Needs Assessment References
D. Supporting Documents
E. Faculty Vitae
   - Pamela K. Speelman, Ph.D.
   - David K. Gore
   - Paul T. Majeske
   - Ryan Malloy
   - Susan Makrouhee Haynes, Ph.D.
   - Matthew Paul Evett, Ph.D.

X. Summary

In summary, Eastern Michigan University has a unique program in Simulation, Animation and Gaming which places it in uniquely distinctive position compared to the colleges listed in this proposal. This distinct program in SAG will allow EMU to compete against national universities as it simultaneously strives to distinguish itself within the fast growing fields of the video gaming market and simulation which are expanding globally and across disciplines.
RECOMMENDATION

ELECTRONIC PRIVACY POLICY REVISION

ACTION REQUESTED

It is recommended that the Board of Regents approve the attached revision of the University’s Electronic Privacy Policy – Chapter 15.1.

STAFF SUMMARY

The University’s Information Technology Department recently implemented a new University e-mail system – EagleMail. In conjunction with implementing this new system, over the past several months the Department has been updating Information Technology related policies and procedures. The Department and the Office of Legal Affairs have reviewed and are recommending a revision of the University’s Electronic Privacy Policy. The revision confirms the obligations of the University to maintain the integrity, continuity and security of its electronic information and communication infrastructure as well as the data contained or transmitted. The revised policy also clarifies the circumstances pursuant to which the University will monitor electronic communications (e.g. to maintain the security of the system, to ensure legal compliance, to prevent substantial personal injury or property damage). Upon Board approval of the revised policy, the Department plans to administratively implement a revised University Acceptable Use Policy that will be consistent with the revised Electronic Privacy Policy.

FISCAL IMPLICATIONS

None.

ADMINISTRATION RECOMMENDATION

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

Kenneth McKanders
University Executive Officer

November 7, 2008

Date
UNIVERSITY POLICY STATEMENT

The University must maintain the integrity, continuity and security of its electronic information and communication infrastructure as well as the data contained or transmitted by this infrastructure. This is for the benefit of all persons depending upon the continuous availability, security and integrity of the University electronic infrastructure and data.

A communications device, telephone, computer, workstation or other computing or electronic device owned by the University, and any other device attached to the University networks, holding University data, or used in conducting University business, is subject to scanning, monitoring and searching by the University:

- to maintain the security of the infrastructure and data, or
- when required by law, or
- to ensure legal compliance, or
- when reasonable grounds exist to believe an individual has caused a violation of law or published University policies, rules, regulations, procedures and information concerning the violation is transmitted or stored by the University information infrastructure or on an attached device, a device holding University data, or a device used for conducting University business, or
- when reasonable grounds exist to believe it is necessary to prevent substantial personal injury or property damage, or
- for billing purposes.

The University ordinarily does not monitor electronic communications of individuals during transmission or storage on University information infrastructure and will do so only for the reasons stated in this policy or other published University policies, rules, regulations and procedures not in conflict with this policy. No one shall monitor any communications, files or electronic activities of another for any reason not authorized herein. Violations of this policy and the lawful regulations and procedures established under the authority of this policy may result in appropriate disciplinary actions, as well as civil or criminal liability.

UNIVERSITY PRACTICE

University procedures and regulations are and shall be established which govern acceptable uses and maintain the integrity, continuity and security of University information technology resources and institutional data.
RESPONSIBILITY FOR IMPLEMENTATION

The Chief Information Officer shall create regulations and procedures, with the advice of Legal Affairs, to cause the implementation of this policy.

SCOPE OF POLICY COVERAGE

This policy shall cover all persons or entities accessing University information and technology resources.

Authority for Creation or Revision

Minutes of the Board of Regents: March 15, 2005, para. 6412M.
UNIVERSITY CALENDAR

ACTION REQUESTED

It is recommended that the Board of Regents approve the University Calendars for 2011/2012 and 2012/2013 as recommended by the Academic Calendar Committee.

STAFF SUMMARY

The Academic Calendar Committee develops the University Calendar as outlined in the Restructure of the Academic Calendar Committee memorandum dated October 25, 2001.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer
Provost and Vice President for Academic Affairs

11-7-08

Date
Aug. 19 (Fri.)
Aug. 22 (Mon.) by 5:00 PM
Last Day of classes for Summer semester
Grade Submission Deadline

Fall Semester 2011
Full-Term
Aug. 27 (Sat.)
Aug. 28-29 (Sun., Mon.)
Aug. 27-30 (Sat., Sun., Mon., Tues)
Aug. 31 (Wed.)
Sept. 5 Mon.
Nov. 22 (Tues.) by 10 PM
Nov. 23 (Wed.)
Nov. 24-27 (Thurs., Fri., Sat., Sun.)
Nov. 28 (Mon.)
Dec. 12 (Mon.)
Dec. 18 (Sun.)
Dec. 19 (Mon.) by 10 PM
Dec. 19 (Mon.)
Dec. 23-Jan. 2
Freshman Residence Hall Move-in Day
Upperclass Residence Hall Move-in Day
Freshman Orientation
Classes begin (**possibly Eid al-Fir)
Labor Day no Classes - University Closed
Residence Halls close
No classes - University Open.
Thanksgiving Recess - University Closed
Resumption of classes
Last Day of Classes
Final Examinations
Commencement
Residence Halls Close
Close of Fall Semester
University Closed

Part of Term 2.
Aug. 27 (Sat.)
Aug. 28-29 (Sun., Mon.)
Aug. 27-30 (Sat., Sun., Mon., Tues)
Aug. 31 (Wed.)
Sept. 5 Mon.
Oct. 25 (Tues.)
Nov. 22 (Tues.) by 10 PM
Nov. 23 (Wed.)
Nov. 24-27 (Thurs., Fri., Sat., Sun.)
Nov. 28 (Mon.)
Dec. 12 (Mon.)
Dec. 18 (Sun.)
Dec. 19 (Mon.) by 10 PM
Freshman Residence Hall Move-in Day
Upperclass Residence Hall Move-in Day
Freshman Orientation
Classes begin
Labor Day no Classes - University Closed
Last day of classes
Final Exams for Part of Term 2 will be held during the last scheduled class session
Residence Halls close
No classes - University Open.
Thanksgiving Recess - University Closed
Resumption of classes
Last Day of Classes
Final Examinations
Commencement
Residence Halls Close
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>Dec. 19 (Mon.)</td>
<td>Close of Fall Semester</td>
</tr>
<tr>
<td>Dec. 23-Jan. 2</td>
<td>University Closed</td>
</tr>
<tr>
<td><strong>Part of Term 3</strong></td>
<td></td>
</tr>
<tr>
<td>Sept. 21 (Wed.)</td>
<td>Beginning of classes</td>
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<tr>
<td>Nov. 8 (Tues.)</td>
<td>Last Day of classes</td>
</tr>
<tr>
<td></td>
<td>Final Exams for Part of Term 3 will be held during the last</td>
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<td></td>
<td>scheduled class session</td>
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<tr>
<td>Dec. 18 (Sun.)</td>
<td>Commencement</td>
</tr>
<tr>
<td>Dec. 19 (Mon.)</td>
<td>Residence Halls Close</td>
</tr>
<tr>
<td>Dec. 19 (Mon.)</td>
<td>Close of Fall Semester</td>
</tr>
<tr>
<td>Dec. 23-Jan. 2</td>
<td>University Closed</td>
</tr>
<tr>
<td><strong>Part of Term 4</strong></td>
<td></td>
</tr>
<tr>
<td>Oct. 26 (Wed.)</td>
<td>Beginning of classes</td>
</tr>
<tr>
<td>Nov. 22 (Tues.) by 10 PM</td>
<td>Residence Halls close</td>
</tr>
<tr>
<td>Nov. 23 (Wed.)</td>
<td>No Classes; University Open</td>
</tr>
<tr>
<td>Nov. 24-27 (Thurs., Fri., Sat., Sun.)</td>
<td>Thanksgiving Recess- University Closed</td>
</tr>
<tr>
<td>Nov. 28 (Mon.)</td>
<td>Resumption of Classes</td>
</tr>
<tr>
<td>Dec. 14 (Wed.)</td>
<td>Last Day of Classes</td>
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<tr>
<td></td>
<td>Final Exams for Part of Term 4 will be held during the last</td>
</tr>
<tr>
<td></td>
<td>scheduled class session</td>
</tr>
<tr>
<td>Dec. 18 (Sun.)</td>
<td>Commencement</td>
</tr>
<tr>
<td>Dec. 19 (Mon.)</td>
<td>Residence Halls Close</td>
</tr>
<tr>
<td>Dec. 19 (Mon.)</td>
<td>Close of Fall Semester</td>
</tr>
<tr>
<td>Dec. 23-Jan. 2</td>
<td>University Closed</td>
</tr>
<tr>
<td><strong>Winter Semester 2012</strong></td>
<td></td>
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<tr>
<td><strong>Full-Term</strong></td>
<td></td>
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<tr>
<td>Jan. 2 (Mon.)</td>
<td>University Closed</td>
</tr>
<tr>
<td>Jan. 3 (Tues.)</td>
<td>University Opens</td>
</tr>
<tr>
<td>Jan. 8 (Sun.)</td>
<td>Move-in Day and Winter Orientation</td>
</tr>
<tr>
<td>Jan. 9 (Mon.)</td>
<td>Beginning of Classes</td>
</tr>
<tr>
<td>Jan. 16 (Mon.)</td>
<td>MLK Jr. Day – No Classes; Campus-Wide Celebration</td>
</tr>
<tr>
<td>Feb. 24 (Fri.) by 10:00 PM</td>
<td>Residence Halls Close</td>
</tr>
<tr>
<td>Feb. 27 – March 4 (Mon., Tues., Wed., Thurs., Fri., Sat., Sun.)</td>
<td>Winter Recess- No Classes; Campus Open</td>
</tr>
<tr>
<td>March 5 (Mon.)</td>
<td>Resumption of Classes</td>
</tr>
<tr>
<td>April 6-8 (Fri. – Sun.)</td>
<td>Spring Recess – University Closed</td>
</tr>
<tr>
<td>April 23 (Mon.)</td>
<td>Last Day of Classes</td>
</tr>
<tr>
<td>April 24-30 (Tue., Wed., Thurs., Fri.)</td>
<td>Final Exams</td>
</tr>
<tr>
<td>Sat., Sun., Mon.)</td>
<td></td>
</tr>
</tbody>
</table>
April 29 (Sun)
April 30 (Mon.) by 10 PM
April 30 (Mon.)

Commencement
Residence Halls Close
Close of Winter Semester

Part of Term 2
Jan. 2 (Mon.)
Jan. 3 (Tues.)
Jan. 8 (Sun.)
Jan. 9 (Mon.)
Jan. 16 (Mon.)
Feb 21 (Tues.)

Feb. 24 (Fri.) by 10:00 PM
Feb. 27 – March 4 (Mon., Tues., Wed., Thurs., Fri., Sat., Sun.)
March 5 (Mon.)
April 6-8 (Fri. – Sun.)
April 23 (Mon.)
April 24-30 (Tue., Wed., Thurs., Fri., Sat., Sun., Mon.)

University Closed
University Opens
Move-in Day and Winter Orientation
Beginning of Classes
MLK Jr. Day – No Classes; Campus-Wide Celebration
Last Day of Classes
Final Exams for Part of Term 2 will be held during the last scheduled class session
Residence Halls Close
Winter Recess- No Classes; Campus Open
Resumption of Classes
Spring Recess – University Closed
Last Day of Classes
Final Exams

April 29 (Sun)
April 30 (Mon.) by 10 PM
April 30 (Mon.)

Commencement
Residence Halls Close
Close of Winter Semester

Part of Term 3
Feb. 1 (Wed.)
Feb. 24 (Fri.) by 10:00 PM
Feb. 27 – March 4 (Mon., Tues., Wed., Thurs., Fri., Sat., Sun.)
March 5 (Mon.)
March 27 (Tues.)

Beginning of Classes
Residence Halls Close
Winter Recess- No Classes; Campus Open
Resumption of Classes
Last Day of Classes
Final Exams for Part of Term 3 will be held during the last scheduled class session
Commencement
Residence Halls Close
Close of Winter Semester

Part of Term 4
March 5 (Mon)
April 6-8 (Fri. – Sun.)

Beginning of Classes
Spring Recess – University Closed
April 10 (Tues.)
April 20 (Fri)
April 24-30 (Tue., Wed., Thurs., Fri.)
   Sat., Sun., Mon.)
April 29 (Sun)
April 30 (Mon.) by 10 PM
April 30 (Mon.)

Last Day of Classes
Last Day of Classes
Final Exams
Commencement
Residence Halls Close
Close of Winter Semester

Spring Semester 2012
May 6 (Sun.)
May 7 (Mon.)
May 28 (Mon.)
June 18 (Mon.)
June 27 (Wed.)

Move-in Day
Beginning of Classes
Memorial Day – University Closed
Last Day of Classes – 6 Week
Last Day of Classes – 7½ Week
Final Exams will be held during
the last scheduled class session
Residence Halls Close
Close of Spring Semester

June 27 (Wed.) by 10:00 PM
June 27 (Wed)

Summer Session 2012
July 1 (Sun.)
July 2 (Mon.)
July 4 (Wed.)
Aug. 10 (Fri.)
Aug. 22 (Wed.)

Move-in Day
Beginning of Classes.
Independence Day – No Classes; University Closed
Last Day of Classes – 6 Week
Last Day of Classes – 7½ Week
Final Exams will be held during the last scheduled class session
Residence Halls Close
Close of Summer Semester

Aug. 22 (Wed.) by 10:00 PM
Aug. 22 (Wed.)

Post-Session 2012
Aug. 13 (Mon.)
Aug. 24 (Fri.)
Aug. 24 (Fri.)

Beginning of Classes
Last Day of Classes
Close of Post-Session

If the beginning of classes or final exams has been inadvertently scheduled on a recognized religious holiday, students of that faith will be excused. Prior to missing class, students must contact their professors with any concerns they have regarding material that will be missed.
# Eastern Michigan University: 2012-2013 University Calendar

*Approved by Academic Calendar Committee 7 March 2008*

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug. 22</td>
<td>Close of Summer Semester</td>
</tr>
<tr>
<td>Aug. 24</td>
<td>Grade Submission Deadline</td>
</tr>
<tr>
<td></td>
<td><strong>Fall Semester 2012</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Full-Term</strong></td>
</tr>
<tr>
<td>Sept. 1</td>
<td>Freshman Residence Hall Move-in Day</td>
</tr>
<tr>
<td>Sept. 2-3</td>
<td>Upperclass Residence Hall Move-in Day</td>
</tr>
<tr>
<td>Sept. 1-4</td>
<td>Freshman Orientation</td>
</tr>
<tr>
<td>Sept. 5</td>
<td>Classes begin</td>
</tr>
<tr>
<td>Nov. 20</td>
<td>Residence Halls close</td>
</tr>
<tr>
<td>Nov. 21</td>
<td>No classes - University Open.</td>
</tr>
<tr>
<td>Nov. 22-25</td>
<td>Thanksgiving Recess - University Closed</td>
</tr>
<tr>
<td>Nov. 26</td>
<td>Resumption of classes</td>
</tr>
<tr>
<td>Dec. 12</td>
<td>Last Day of Classes</td>
</tr>
<tr>
<td>Dec. 13-15</td>
<td>Final Examinations</td>
</tr>
<tr>
<td></td>
<td>Commencement</td>
</tr>
<tr>
<td>Dec. 16</td>
<td>Residence Halls Close</td>
</tr>
<tr>
<td>Dec. 19</td>
<td>Close of Fall Semester</td>
</tr>
<tr>
<td></td>
<td>University Closed</td>
</tr>
<tr>
<td>Oct. 23</td>
<td><strong>Part of Term 2</strong></td>
</tr>
<tr>
<td></td>
<td>Freshman Residence Hall Move-in Day</td>
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<tr>
<td></td>
<td>Upperclass Residence Hall Move-in Day</td>
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<tr>
<td></td>
<td>Freshman Orientation</td>
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<td>Classes begin</td>
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<tr>
<td></td>
<td>Last day of classes</td>
</tr>
<tr>
<td></td>
<td>Final Exams for Part of Term 2 will be held during the last scheduled class session</td>
</tr>
<tr>
<td></td>
<td>Commencement</td>
</tr>
<tr>
<td>Dec. 16</td>
<td>Residence Halls Close</td>
</tr>
<tr>
<td>Dec. 19</td>
<td>Close of Fall Semester</td>
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<tr>
<td></td>
<td>University Closed</td>
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<tr>
<td></td>
<td><strong>Part of Term 3</strong></td>
</tr>
<tr>
<td></td>
<td>Beginning of classes</td>
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<tr>
<td></td>
<td>Last Day of classes</td>
</tr>
<tr>
<td></td>
<td>Final Exams for Part of Term 3 will be held during the last scheduled class session</td>
</tr>
</tbody>
</table>

Enclosure 2
Dec. 16 (Sun)
Dec. 19 (Wed.) by 10 PM
Dec. 19 (Wed.)
TBA*

Commencement
Residence Halls Close
Close of Fall Semester
University Closed

Part of Term 4.
Oct. 24 (Wed.)
Nov. 20 (Tues.) by 10 PM
Nov. 21 (Wed.)
Nov. 22-25 (Thurs., Fri., Sat., Sun.)
Nov. 26 (Mon.)
Dec. 12 (Wed.)
Dec. 16 (Sun)
Dec. 19 (Wed.) by 10 PM
Dec. 19 (Wed.)
TBA*

Beginning of classes
Residence Halls close
No Classes; University Open
Thanksgiving Recess- University Closed
Resumption of Classes
Last Day of Classes
Final Examinations

Commencement
Residence Halls Close
Close of Fall Semester
University Closed

Winter Semester 2013
Full-Term
Jan. 2 (Wed.)
Jan. 6 (Sun.)
Jan. 7 (Mon)
Jan. 21 (Mon.)
March 1 (Fri.) by 10:00 PM
March 4-10 (Mon., Tues., Wed., Thurs., Fri., Sat., Sun.)
March 11 (Mon.)
March 29-31 (Fri. – Sun.)
April 19 (Fri.)
April 20, April 22-26 (Sat, Mon, Tues, Wed, Thurs, Fri.)
April 28 (Sun.)
April 26 (Fri.) by 10 PM
April 26 (Fri.)

University Opens
Move-in Day and Winter Orientation
Beginning of Classes **Orthodox Christmas
MLK Jr. Day – No Classes; Campus-Wide Celebration
Residence Halls Close
Winter Recess- No Classes; Campus Open
Resumption of Classes
Spring Recess – University Closed
Last Day of Classes
Final Exams

Commencement
Residence Halls Close
Close of Winter Semester

Part of Term 2.
Jan. 2 (Wed.)
Jan. 6 (Sun.)
Jan. 7 (Mon)
Jan. 21 (Mon.)

University Opens
Move-in Day and Winter Orientation
Beginning of Classes **Orthodox Christmas
MLK Jr. Day – No Classes; Campus-Wide Celebration
Feb 25 (Mon)

Last Day of classes
Final Exams for Part of Term 2 will be held during the last scheduled class session
Commencement
Residence Halls Close
Close of Winter Semester

April 28 (Sun.)
April 26 (Fri.) by 10 PM
April 26 (Fri.)

Part of Term 3,
Jan 22 (Tues.)
March 1 (Fri.) by 10:00 PM
March 4-10 (Mon., Tues., Wed., Thurs., Fri., Sat., Sun.)
March 11 (Mon.)
March 18 (Mon)

Beginning of Classes
Residence Halls Close
Winter Recess- No Classes; Campus Open
Resumption of Classes
Last Day of Classes
Final Exams for Part of Term 3 will be held during the last scheduled class session
Commencement
Residence Halls Close
Close of Winter Semester

April 28 (Sun.)
April 26 (Fri.) by 10 PM
April 26 (Fri.)

Part of Term 4,
Feb 25 (Tue)
March 1 (Fri.) by 10:00 PM
March 4-10 (Mon., Tues., Wed., Thurs., Fri., Sat., Sun.)
March 29-31 (Fri. – Sun.)
April 19 (Fri.)
April 20, April 22-26 (Sat, Mon, Tues, Wed, Thurs, Fri,)
April 28 (Sun.)
April 26 (Fri.) by 10 PM
April 26 (Fri.)

Beginning of Classes
Residence Halls Close
Winter Recess- No Classes; Campus Open
Spring Recess – University Closed
Last Day of Classes
Final Exams
Commencement
Residence Halls Close
Close of Winter Semester

Spring Semester 2013
May 5 (Sun.)
May 6 (Mon.)
May 27 (Mon.)
June 17 (Mon.)

Move-in Day
Beginning of Classes
Memorial Day – University Closed
Last Day of Classes – 6 Week

June 26 (Wed.)

Last Day of Classes – 7½ Week
Final Exams will be held during the last scheduled class session
June 26 (Wed.) by 10:00 PM
June 26 (Wed.)
Residence Halls Close
Close of Spring Semester

**Summer Session 2013**
June 30 (Sun.)
July 1 (Mon.)
July 4 (Thurs.)
July 8 (Mon.)
Aug 16 (Fri.)
Aug. 23 (Fri.)
Move-in Day
Beginning of Classes. 7 ½ weeks
Independence Day – No Classes; University Closed
Beginning of Classes 6 week
Last Day of Classes – 6 Week
Last Day of Classes – 7½ Week
Final Exams will be held during the last scheduled class session
Residence Halls Close
Close of Summer Semester

Aug. 23 (Fri.) by 10:00 PM
Aug. 23 (Fri.)

**Post-Session 2013**
Aug. 5 (Mon.)
Aug. 16 (Fri.)
Aug. 16 (Fri.)
Beginning of Classes
Last Day of Classes
Close of Post-Session

* EMU will be closed between the end of the fall semester and the opening of the winter semester, but the dates for 2012 fall semester are not yet available. The dates will be added once they are available.

*If the beginning of classes or final exams has been inadvertently scheduled on a recognized religious holiday, students of that faith will be excused. Prior to missing class, students must contact their professors with any concerns they have regarding material that will be missed.*
RECOMMENDATION

ATHLETIC AFFAIRS COMMITTEE

ACTION REQUESTED

Working agenda for November 18, 2008 and the September 16, 2008 minutes to be received and placed on file.

STAFF SUMMARY

The agenda for September 16, 2008 included the determination of the Pouring Rights Contract, our relationship with Nelligan Sports Properties. Men's Cross Country won three (3) consecutive MAC have been selected by the cross country coaches to repeat again as champions. We will host the MAC cross country championships November 1st at the Eagles' Crest. Women’s Cross Country finished 6th in a field of 13 at the Titan Invitational. Women’s Soccer was 3-2-2 including a 2-2 tie with U of M. Volleyball is currently 5-5 -the team received an American Volleyball Coaches Association Team Academic Award. And Football is 1-2 with 0-1 in the MAC.

The Good News from Athletics: We are pleased to announce our new Head Baseball Coach is Jay Alexander. Volleyball student-athlete senior Jill Wolosiansky was named MAC West Division Player of the Week. Women’s Gymnastics placed 7th in the nations as the team academically with a MAC leading 3.53 gpa. That was the ninth year in a row we have earned the top gpa in the conference. Dr. Melody Reifel Werner is one of only 16 compliance professionals in the country selected to participate in the national NCAA compliance forum. A Reese Cup and athletic accomplishment celebration took place on September 22nd.

The agenda for the November 18, 2008 will include:

- Student-Athlete APR and Graduation Rates
- Nelligan Sports Report
- Report on Athletics Development/Fundraising
- Good News from Athletics

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

A. Approval of September 16, 2008 Minutes

B. Student – Athlete APR and Graduation Rates

C. Nelligan Sports Report

D. Report on Athletics Development/Fundraising

E. Good News from Athletics
Eastern Michigan University  
Board of Regents  
ATHLETIC AFFAIRS COMMITTEE  
Minutes of September 16, 2008

MEMBERS:

Regents:  Regent Floyd Clack, Regent James Stapleton, Regent Philip Incarnati, Regent Roy Wilbanks, Regent Gary Hawks

Athletics:  Derrick Gragg, Director of Athletics

Regent Floyd Clack called the Athletic Affairs Committee to order at 12:49 p.m.

Approval of the June 17, 2008 Minutes, Moved, Second, Passed

Pouring Rights Contract:

Director Gragg was pleased to announce that we have signed on for a ten year contract with Pepsi. They have agreed to purchase 50,000 football tickets every other year 2008, 2010, 2012, 2014 and 2016 so we will be in compliance with NCAA. Regent Clack thanked Director Gragg for his involvement in reaching the agreement with Pepsi.

Nelligan Sports Update:

Director Gragg testified to our excellent working relationship with Nelligan. He explained how they are the premier sport market in the nation for nineteen (19) years now. Upper levels of management in our sports coordinate our marketing helping to bring in the dollars. John Lumm talked about numbers and automatic renewal after 5 years if certain revenue criteria are met. Michelle and Ebony from Franco Public Relation Group presented slides showing how promotion through radio, TV, prints etc. have been done this year. Melody Reifel Werner showed some of the ads that have been on FOX 2 news. And then she provided information on the out-of-state tuition waivers. Regent Wilbanks felt we should offer unlimited out-of-state tuition to those who are eligible. Also stated was it was important to keep the coaches in mind and the Board wants to stay in the 1A Conference. The policy will be brought forward at our next meeting. We now have first and second year student-athletes staying in campus housing, more than 3,000 are now living on campus. Bernice Lindke mentioned there are several academic national scholarships are out there as well, and can be used by the out-of-state athletes. Director Gragg assured everyone that we would get with Financial Aid and bring this proposal to our next meeting.

Fall Sports Update

Men’s Cross Country team which has won three consecutive MAC, has been selected by the cross country coaches to repeat again as champions. Team finished second overall this past weekend in the 13-team field Titan Invitational. We will compete next at the Notre Dame Invitational on October 3rd. We
are the host institution for the MAC cross country championships scheduled for November 1st at Eagle Crest.

Women’s Cross Country team finished sixth (6th) in a field of 13 at the Titan Invitational. Two freshmen were our team’s top performers, which bodes well for the future of that program.

Women’s Soccer 3-2-2, including a 2-2 tie with the University of Michigan in our opening game this season. The team begins MAC play on September 26th with four straight conference home matches. We hope that you will all support them.

Volleyball team is currently 5-5. The Volleyball team has received an American Volleyball Coaches Association Team Academic Award. This award honors the teams who have matched their dedication to the sport of volleyball with excellence in the classroom. This is at least the 3rd consecutive year the team has received this award.

Football – We are 1-2 overall and 0-1 in the MAC. We are all obviously disappointed with this past weekend’s performance. We need lots of help promoting us, please support the team. The Board of Regents has graciously supported the team. Division 1A sports is very important.

Good News from Athletics

- We are pleased to have Jay Alexander as our new head baseball coach. Prior to accepting this position, Jay was the head coach at Wayne State University where he was most recently named the GLIAC Coach of the Year after his team won the most games in school history and finished within just one game of qualifying for the Division II World Series. He was also named conference coach of the year in 2005. Jay is a native of Detroit who was an all conference baseball player at Wayne State. He began his career there as well and served as an assistant coach for his alma mater until he was elevated to head coach in 2002.

- Volleyball student-athlete senior Jill Wolosiansky was named MAC West Division Player of the Week. Wolosiansky turned in a stellar week as the Eagles posted a perfect 4-0 record, including capturing Georgia Southern University’s invitational tournament last week. Jill also has a perfect 4.0 gpa.

- The Women’s Gymnastics team, which placed second in the MAC last year, placed seventh (7th) in the nation as a team academically with a MAC leading 3.53 gpa. This was the ninth (9th) year in a row this team earned the top gpa in the conference.

- Dr. Melody Reifel Werner is one of only sixteen (16) compliance professionals in the country selected to participate in a national NCAA compliance forum September 29 and 30th in conjunction with this year’s Division IA Athletic Directors’ Association annual meeting. The invitation letter states that she was selected based on compliance expertise, experience, and stature within the field of athletics.

- The Department of Athletics will host a Reese Cup and athletic accomplishment celebration on Monday, September 22nd in the Convocation Center. We will recognize this past year’s outstanding athletic and academic achievements.
Athletic Affairs Committee adjourned by Regent Clack at 1:28 p.m.

Respectfully submitted,

Karen A. Hansen  
Administrative Secretary  
Intercollegiate Athletics

kah  
Minutes, September 16, 2008.doc
### Property: Eastern Michigan University

#### WEEKLY REPORT

**SUMMARY**

**2008-09**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
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<tr>
<td>2008-09 Budget</td>
<td>$400,000</td>
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<tr>
<td>% of Budget</td>
<td>51%</td>
</tr>
<tr>
<td>2008-09 Under Contract</td>
<td>$156,732</td>
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<tr>
<td>Adjusted agreements</td>
<td>$48,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$204,732</strong></td>
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<tr>
<td>08-09 Anticipated Renewals</td>
<td>$2,500</td>
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<tr>
<td>Other Renewals</td>
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<tr>
<td><strong>Total Outstanding Renewals</strong></td>
<td><strong>$2,500</strong></td>
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<tr>
<td>08-09 Renewals Sold</td>
<td>$25,786</td>
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<tr>
<td>08-09 New Business Sold</td>
<td>$70,647</td>
</tr>
<tr>
<td><strong>Total Sold</strong></td>
<td><strong>$96,433</strong></td>
</tr>
</tbody>
</table>
This report is based on NCAA Division I Academic Progress Rate (APR) data submitted by the institution for the 2004-05, 2005-06, 2006-07, and 2007-08 academic years. The multiyear rate will be reported publicly in 2009. Institutions are encouraged to forward this report to appropriate institutional personnel on campus.

[Note: All information contained in this report is for four academic years. Some squads may still have small sample sizes within certain sport groups. In accordance with the Family Educational Rights and Privacy Act's (FERPA's) interpretation of federal privacy regulations, institutions should not disclose statistical data contained in this report for cells made up of three or fewer students without student consent.]

<table>
<thead>
<tr>
<th>Sport</th>
<th>Multiyear Rate (N)</th>
<th>Multiyear Rate Upper Confidence Boundary</th>
<th>2007 - 2008 (N)</th>
<th>Eligibility/Graduation</th>
<th>Retention</th>
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<td>Women's Track, Indoor</td>
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</table>

* Denotes data representing three or fewer student-athletes. In accordance with FERPA's interpretation of federal privacy regulations, institutions should not disclose statistical data contained in this report in cells made up of three or fewer students without student consent.
N/A = No APR or not applicable.
N = Number of student-athletes represented.
## NCAA Division I 2007 - 2008 Academic Progress Rate Institutional Report

### Institution: Eastern Michigan University

**Date of Report: 11/06/2008**

<table>
<thead>
<tr>
<th>Sport</th>
<th>APR Multiyear Rate (N)</th>
<th>APR Upper Confidence Boundary</th>
<th>Eligibility/Graduation Multiyear Rate</th>
<th>Eligibility/Graduation 2007 - 2008</th>
<th>Retention Multiyear Rate</th>
<th>Retention 2007 - 2008</th>
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</thead>
<tbody>
<tr>
<td>Women's Track, Outdoor</td>
<td>924 (73)</td>
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<td>911 (15)</td>
<td>921</td>
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<td>906</td>
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<td>Women's Volleyball</td>
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<td>962</td>
<td>980</td>
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</tbody>
</table>

* Denotes data representing three or fewer student-athletes. In accordance with FERPA's interpretation of federal privacy regulations, institutions should not disclose statistical data contained in this report in cells made up of three or fewer students without student consent.

N/A = No APR or not applicable.

N = Number of student-athletes represented.
Sport-by-Sport APR Comparison:

Graphic Comparison of Multiyear APR

Institution: Eastern Michigan University
Date of Report: 11/06/2008
1. Graduation-Rates Data

a. All Students

<table>
<thead>
<tr>
<th></th>
<th>2001-02 Freshman Rate</th>
<th>Four-Class Average</th>
<th>2001-02 Student-Athlete Graduation Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>All Students</td>
<td>39%</td>
<td>39%</td>
<td>74%</td>
</tr>
<tr>
<td>Student-Athletes</td>
<td>54%</td>
<td>59%</td>
<td>74%</td>
</tr>
</tbody>
</table>

b. Student-Athletes

<table>
<thead>
<tr>
<th></th>
<th>2001-02 Freshman Rate</th>
<th>Four-Class Average</th>
<th>2001-02 Student-Athlete Graduation Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Am. Indian/AN</td>
<td>50%</td>
<td>33%</td>
<td>17%</td>
</tr>
<tr>
<td>Asian/PI</td>
<td>48%</td>
<td>75%</td>
<td>79%</td>
</tr>
<tr>
<td>Black</td>
<td>67%</td>
<td>64%</td>
<td>68%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>32%</td>
<td>31%</td>
<td>31%</td>
</tr>
<tr>
<td>White</td>
<td>48%</td>
<td>47%</td>
<td>47%</td>
</tr>
<tr>
<td>N-R Alien</td>
<td>67%</td>
<td>64%</td>
<td>64%</td>
</tr>
<tr>
<td>Other</td>
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<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>Total</td>
<td>43%</td>
<td>43%</td>
<td>43%</td>
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</table>

#Only student-athletes receiving athletics aid are included in this report.
## c. Student-Athletes by Sport Category

<table>
<thead>
<tr>
<th></th>
<th>Baseball</th>
<th>Men's Basketball</th>
<th>Men's CC/Track</th>
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</thead>
<tbody>
<tr>
<td><strong>Freshman Rate</strong></td>
<td>01-02 4-Class GSR</td>
<td>01-02 4-Class GSR</td>
<td>01-02 4-Class GSR</td>
</tr>
<tr>
<td>Am.Indian/AN</td>
<td>- - -</td>
<td>- - -</td>
<td>0-a 0-a 0-a</td>
</tr>
<tr>
<td>Asian/PI</td>
<td>- - -</td>
<td>- - -</td>
<td>- - -</td>
</tr>
<tr>
<td>Black</td>
<td>- 50-a 50-a</td>
<td>50-a 40-a 43-b</td>
<td>- 50-a 80-a</td>
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<tr>
<td>Hispanic</td>
<td>- 100-a 100-a</td>
<td>- - -</td>
<td>- - -</td>
</tr>
<tr>
<td>White</td>
<td>80-a 63-e 77-e</td>
<td>0-a 0-a 33-a</td>
<td>- 100-a 100-b</td>
</tr>
<tr>
<td>N-R Alien</td>
<td>100-a 100-a 100-a</td>
<td>- - -</td>
<td>- - 100-a</td>
</tr>
<tr>
<td>Other</td>
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<td>- - -</td>
<td>- - 0-a</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>83-b 65-e 77-e</td>
<td>25-a 20-b 40-b</td>
<td>0-a 60-a 83-d</td>
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**Football**

<table>
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<tr>
<td>Am.Indian/AN</td>
<td>0-a 0-a -</td>
<td>- -</td>
</tr>
<tr>
<td>Asian/PI</td>
<td>- - -</td>
<td>- -</td>
</tr>
<tr>
<td>Black</td>
<td>40-b 45-e 42-e</td>
<td>- 67-a 60-a</td>
</tr>
<tr>
<td>Hispanic</td>
<td>- - 0-a</td>
<td>- 0-a 0-a</td>
</tr>
<tr>
<td>White</td>
<td>43-b 48-e 70-e</td>
<td>14-b 54-e 69-e</td>
</tr>
<tr>
<td>N-R Alien</td>
<td>100-a 50-a 100-a</td>
<td>100-a 83-b 100-a</td>
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<tr>
<td>Other</td>
<td>- 50-a 50-a</td>
<td>100-a 50-a 100-a</td>
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<td><strong>Total</strong></td>
<td>42-d 45-e 52-e</td>
<td>33-b 57-e 70-e</td>
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**Women's Basketball**

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<tr>
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<tr>
<td>Asian/PI</td>
<td>- - -</td>
<td>- - 100-a</td>
</tr>
<tr>
<td>Black</td>
<td>0-a 0-a 67-a</td>
<td>100-a 67-a 100-a</td>
</tr>
<tr>
<td>Hispanic</td>
<td>- - -</td>
<td>- - -</td>
</tr>
<tr>
<td>White</td>
<td>100-a 75-b 75-c</td>
<td>100-a 88-b 100-b</td>
</tr>
<tr>
<td>N-R Alien</td>
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<td>- 100-a 100-a</td>
</tr>
<tr>
<td>Other</td>
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<td>- - 0-a</td>
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<tr>
<td><strong>Total</strong></td>
<td>50-a 67-b 73-c</td>
<td>100-a 79-c 95-d</td>
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**Women's CC/Track**

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<tr>
<td>Asian/PI</td>
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<td>- - 100-a</td>
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<td>Hispanic</td>
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<td>White</td>
<td>100-a 75-b 75-c</td>
<td>100-a 88-b 100-b</td>
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<td>N-R Alien</td>
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<td>- 100-a 100-a</td>
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<tr>
<td>Other</td>
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<td>- - 0-a</td>
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<tr>
<td><strong>Total</strong></td>
<td>50-a 67-b 73-c</td>
<td>100-a 79-c 95-d</td>
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**Men's Other**

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<td>0-a 50-a 100-a</td>
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<tr>
<td>Asian/PI</td>
<td>100-a 100-a 100-a</td>
<td>100-a 100-a 100-a</td>
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</tr>
<tr>
<td>White</td>
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<td>- - -</td>
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<tr>
<td>N-R Alien</td>
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<tr>
<td>Other</td>
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<td>- - -</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>33-b 57-e 70-e</td>
<td>61-e 65-e 89-e</td>
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</table>

Values for N (a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20)

d. Graduation Rates of Those Exhausting Eligibility (Student-Athletes # entering during 1992-93 through 2001-02)

Number Exhausting Eligibility = 376  Graduation Rate = 80

# Only student-athletes receiving athletics aid are included in this report.
2. Undergraduate-Enrollment Data (All full-time students enrolled Fall 2007-08)

a. All Students

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<th>Total</th>
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<td>N</td>
<td>N</td>
<td>N</td>
</tr>
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<td>65</td>
</tr>
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<td>138</td>
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<tr>
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<tr>
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<td>849</td>
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<td>Total</td>
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b. Student-athletes

<table>
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<th>Women</th>
<th>Total</th>
</tr>
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<tbody>
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<td>N</td>
<td>N</td>
<td>N</td>
</tr>
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<td>Am.Indian/AN</td>
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<td>6</td>
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</tr>
<tr>
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<td>101</td>
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<tr>
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<td>33</td>
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<tr>
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c. Student-Athletes # By Sports Category

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<th>Basketball</th>
<th>Baseball</th>
<th>CC/Track</th>
<th>Football</th>
<th>Other</th>
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<td>Men</td>
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<td></td>
</tr>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asian/PI</td>
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<td>0</td>
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<td>9</td>
<td>51</td>
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</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
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<td>2</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>White</td>
<td>2</td>
<td>33</td>
<td>10</td>
<td>30</td>
<td>53</td>
</tr>
<tr>
<td>N-R Alien</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>37</td>
<td>26</td>
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<td>60</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Basketball</th>
<th>CC/Track</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am.Indian/AN</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asian/PI</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Black</td>
<td>8</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>White</td>
<td>5</td>
<td>3</td>
<td>93</td>
</tr>
<tr>
<td>N-R Alien</td>
<td>2</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>16</td>
<td>138</td>
</tr>
</tbody>
</table>

#Only student-athletes receiving athletics aid are included in this report.
RECOMMENDATION

MONTHLY REPORT
FACULTY AFFAIRS COMMITTEE

ACTION REQUESTED

It is requested that the Faculty Affairs Committee Agenda for November 18, 2008 be received and placed on file and the Minutes of the September 16, 2008 meeting be received and placed on file.

STAFF SUMMARY

The topic for the November 18, 2008 Faculty Affairs Committee meeting will be determined in consultation with faculty leaders.

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

11-7-08
Date
EASTERN MICHIGAN UNIVERSITY
Board of Regents
Faculty Affairs Committee

November 18, 2008
10:30 – 11:15 p.m.
205 Welch Hall

AGENDA

Regular Agenda

Section 16 Monthly Report and Minutes *(Regent Okdie, Chair)*

Status Report

REPORT: “Operating Budgets: Impact on Academic Programs”

Presentation - AAUP

Open Discussion
FACULTY AFFAIRS COMMITTEE MINUTES

September 16, 2008
12:45-1:30 p.m., 205 Welch Hall

Attendees (seated at tables): H. Bunis, A. Coykendall, R. Larson, Provost and Executive Vice President Loppnow, R. Neely, Regent Okdie (Chair), Regent Parker, M. Rahman, A. Westman


Monthly Report and Minutes (Section 14)
Regent Okdie called for approval of the minutes of the April 1, 2008 meeting and the agenda of the September 16, 2008 meeting.

REPORT: "Discussion of Academic Programs"
Regent Okdie, introduced Russ Larson, Faculty Council President. Dr. Larson used his home department, English Language and Literature, to illustrate how programs at the University are interrelated. Please see the attached handouts he provided: 1) on department "Undergraduate Majors and Minors" and "Graduate Programs and Certificates," and 2) a chart of "Overlapping Courses for Three Sample Majors."

The list of graduate programs, on the first handout, illustrates those areas which are intrinsic to the department and also other items that apply only at the graduate level. While the two concentrations in the Master’s in Written Communications (Professional Writing and Teaching of Writing) could be broken up into two programs, they are treated as a single program. Two certificates offered parallel these two MA's. While not many students take the certificate programs, they serve the needs of a certain group and the courses required are all also offered as part of the MA's. The other certificate (Language Technology) is part of the MA in Linguistics. The certificate is interdisciplinary, with some courses coming from the MA and some from Computer Science. Again, this certificate only serves the needs of a small group of students, but the courses are all offered anyway, independently of the certificate. Generally, the certificates provide a credential to those who need it—thus, attracting more students to the University—while making use of courses that are already in place.

At the undergraduate level, linguistics, written communication, and literature courses are all offered as part of the English Department (as opposed to making up interdisciplinary programs) because of the emphasis on teacher training for the public schools. The minors mirror the majors and attract additional students to courses, while using existing resources. The major in English Language—which is half Linguistics and half Written Communication—meets the needs of a small set of students, but its elimination would not save the University money, as all the courses are offered as part of the two parent majors.

In terms of cost and cost savings, it becomes very difficult to separate out a program, as illustrated by this discussion. There is lot of interweaving of programs, majors, minor, and certificates and it becomes very difficult to eliminate programs as a way of saving money.
Howard Bunsis, President of the AAUP, gave a presentation focusing on data from the Higher Education Institutional Data Inventory (HEIDI). Please see the attached handout for details. He argued that while we should look at programs internally, we should also look externally at comparable institutions. After the presentation, Regent Okdie asked if Dr. Bunsis wanted to draw any inferences from the data. Dr. Bunsis stated that our energy should be focused on increasing enrollment and developing new programs to attract new students, not on cutting programs.

Regent Parker argued that evaluating programs does not necessarily mean cutting programs. She referred to Eastern’s figure of 80% FYE students as percentage of headcount and stated this is where strategic planning should start. We need to look at who we attract, what our programs should be now and five years from now, and how we can deliver programs in the most cost effective way.

Provost Loppnow stated that faculty has done an excellent job of keeping informed as to program opportunities and has continually vetted programs. He pointed out that Eastern ranks number one in certificates in the HEIDI data and that this has been a low cost, market sensitive way in which the faculty has gone about attracting students. He stated that we are currently examining the way our data is reported to HEIDI, as some dramatic differences in comparison to other institutions must be reflecting the use of different metrics.

Regent Okdie inquired about the change of venue that had been discussed for the next Board meeting. Provost Loppnow explained the idea of having Board members drop in on a faculty member’s class, where the instructor has offered this opportunity. Dr. Bunsis and Dr. Larson agreed that this would give the regents a better perspective on the University. Provost Loppnow explained that a sample of classes would be involved. Over the course of an hour and fifteen minutes, individual classes would be visited for a half hour to forty-five minutes, after which there would be a meeting in one of the classroom buildings to discuss and reflect on the experience. Regent Okdie and Regent Parker agreed they would be amenable to this arrangement. It was agreed this would take place for the November Board meeting.

Regent Okdie thanked all assembled, and adjourned the meeting at 1:30.

Respectfully submitted,

Winifred Martin, Administrative Secretary
Academic Affairs
DEPARTMENT OF ENGLISH LANGUAGE AND LITERATURE

Undergraduate Majors and Minors

Major in Language, Literature and Writing
  Minor in Language, Literature and Writing
Major in Language, Literature and Writing for Teachers
  Minor in Language, Literature and Writing for Teachers
Major in Literature
  Minor in Literature
Major in Linguistics
  Minor in Linguistics
Major in English Language
  Minor in English Language
Major in Written Communication: Professional Communication
Major in Written Communication: Technical Writing
  Minor in Writing
Major in Creative Writing
  Minor in Creative Writing
Major in Journalism
  Minor in Journalism
Interdisciplinary Major in Public Relations
Interdisciplinary Major in Children’s Literature and Drama/Theatre for the Young
  Minor in Children’s Literature

Graduate Programs and Certificates

MA in Children’s Literature

MA in Creative Writing

MA in English Studies for Teachers

MA in Linguistics
  Certificate in Language Technology

MA in Literature

MA in Written Communication: Professional Writing
MA in Written Communication: Teaching of Writing
  Certificate in Teaching of Writing
  Certificate in Professional Writing
<table>
<thead>
<tr>
<th>Major</th>
<th>ENGL 300</th>
<th>ENGL 201</th>
<th>ENGL 328</th>
<th>LING 401 or 402 or 421</th>
<th>LITR 361 or 363</th>
<th>LITR 312 or 314 or 315 or 316 or 317</th>
<th>LITR 309 or 310 or 360</th>
<th>LITR 405 or 413 or 450</th>
<th>LITR 411 or 420 or 421 or 422 or 430 or 440 or 470</th>
<th>LITR 400, or 443, or 480</th>
<th>Electives: CHL 455, ENGL 323, ENGL 324, ENGL 326, ENGL 335, JRNL 215, LING 205, LING 340, LITR 210 LITR 251</th>
<th>ENGL 408</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language, Literature, and Writing For Teachers (major)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Electives: CHL 455, ENGL 323, ENGL 324, ENGL 326, ENGL 335, JRNL 215, LING 205, LING 340, LITR 210 LITR 251</td>
<td>ENGL 408</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Language, Literature, and Writing</td>
<td>X</td>
<td>X</td>
<td>328 or 417</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>One course from restricted electives not already taken or LITR 210 or LITR 251</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Literature</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>One course from restricted electives not already taken or LITR 210 or LITR 251</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Analysis of Academic Programs at EMU

EMU-AAUP
September 16, 2008

Roadmap

- The data comes from HEIDI (Higher Education Institutional Data Inventory)
- It is a snapshot from 2003-07.
- The questions we would like to answer:
  - What is EMU?
  - Is EMU programmatically different from other state institutions?
  - What will EMU become?
Number of Students (Headcount)

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSU</td>
<td>44,937</td>
<td>44,542</td>
<td>44,836</td>
<td>45,166</td>
<td>45,135</td>
</tr>
<tr>
<td>UM AA</td>
<td>38,618</td>
<td>38,671</td>
<td>39,166</td>
<td>39,825</td>
<td>39,569</td>
</tr>
<tr>
<td>WSU</td>
<td>31,167</td>
<td>33,091</td>
<td>33,314</td>
<td>33,137</td>
<td>32,979</td>
</tr>
<tr>
<td>WMU</td>
<td>29,732</td>
<td>29,178</td>
<td>27,829</td>
<td>26,234</td>
<td>24,825</td>
</tr>
<tr>
<td>CMU</td>
<td>24,594</td>
<td>24,466</td>
<td>24,550</td>
<td>24,562</td>
<td>24,033</td>
</tr>
<tr>
<td>GVSU</td>
<td>20,407</td>
<td>21,429</td>
<td>22,063</td>
<td>22,565</td>
<td>23,295</td>
</tr>
<tr>
<td>EMU</td>
<td>24,605</td>
<td>24,419</td>
<td>23,836</td>
<td>23,463</td>
<td>22,800</td>
</tr>
<tr>
<td>OU</td>
<td>16,059</td>
<td>16,676</td>
<td>16,902</td>
<td>17,339</td>
<td>17,737</td>
</tr>
<tr>
<td>Ferris</td>
<td>11,074</td>
<td>11,822</td>
<td>11,803</td>
<td>12,628</td>
<td>12,560</td>
</tr>
<tr>
<td>NMU</td>
<td>8,004</td>
<td>9,326</td>
<td>9,331</td>
<td>9,500</td>
<td>9,688</td>
</tr>
<tr>
<td>SVSU</td>
<td>9,189</td>
<td>9,168</td>
<td>9,446</td>
<td>9,599</td>
<td>9,542</td>
</tr>
<tr>
<td>UM Dear</td>
<td>8,725</td>
<td>9,022</td>
<td>8,831</td>
<td>8,613</td>
<td>8,565</td>
</tr>
<tr>
<td>MTU</td>
<td>6,526</td>
<td>6,565</td>
<td>6,531</td>
<td>6,508</td>
<td>6,545</td>
</tr>
<tr>
<td>UM Flint</td>
<td>6,434</td>
<td>6,152</td>
<td>6,188</td>
<td>6,422</td>
<td>6,481</td>
</tr>
<tr>
<td>LSSU</td>
<td>3,230</td>
<td>3,256</td>
<td>2,888</td>
<td>2,919</td>
<td>2,876</td>
</tr>
<tr>
<td>TOTALS</td>
<td>284,357</td>
<td>267,712</td>
<td>287,314</td>
<td>288,350</td>
<td>266,631</td>
</tr>
</tbody>
</table>

Let's focus on these 6 MI Public Universities.

- 3 have increasing enrollment: GVSU, OU and Ferris.
- 2 have decreasing enrollment: WMU, and EMU.
- 1 is relatively constant: CMU.
Number of Programs

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMU</td>
<td>268</td>
<td>259</td>
<td>265</td>
<td>265</td>
<td>259</td>
<td>0.4%</td>
</tr>
<tr>
<td>WMU</td>
<td>263</td>
<td>263</td>
<td>257</td>
<td>243</td>
<td>243</td>
<td>-7.6%</td>
</tr>
<tr>
<td>OU</td>
<td>173</td>
<td>169</td>
<td>176</td>
<td>178</td>
<td>200</td>
<td>15.6%</td>
</tr>
<tr>
<td>CMU</td>
<td>172</td>
<td>172</td>
<td>176</td>
<td>179</td>
<td>181</td>
<td>5.2%</td>
</tr>
<tr>
<td>Ferris</td>
<td>169</td>
<td>176</td>
<td>177</td>
<td>186</td>
<td>179</td>
<td>5.9%</td>
</tr>
<tr>
<td>GVSU</td>
<td>90</td>
<td>92</td>
<td>94</td>
<td>94</td>
<td>97</td>
<td>7.8%</td>
</tr>
<tr>
<td>State Totals</td>
<td>1,125</td>
<td>1,131</td>
<td>1,145</td>
<td>1,145</td>
<td>1,159</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

- The 3 universities with increasing enrollment have increased the number of programs.
- The 2 universities with decreasing enrollment have cut programs or are stagnant.
- Is this all coincidence? Is it a property of large public institutions?

Students Per Program

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>GVSU</td>
<td>227</td>
<td>233</td>
<td>235</td>
<td>240</td>
<td>240</td>
</tr>
<tr>
<td>CMU</td>
<td>143</td>
<td>142</td>
<td>139</td>
<td>137</td>
<td>133</td>
</tr>
<tr>
<td>WMU</td>
<td>113</td>
<td>111</td>
<td>108</td>
<td>108</td>
<td>102</td>
</tr>
<tr>
<td>OU</td>
<td>93</td>
<td>98</td>
<td>96</td>
<td>97</td>
<td>89</td>
</tr>
<tr>
<td>EMU</td>
<td>95</td>
<td>94</td>
<td>90</td>
<td>89</td>
<td>88</td>
</tr>
<tr>
<td>Ferris</td>
<td>66</td>
<td>67</td>
<td>67</td>
<td>67</td>
<td>70</td>
</tr>
<tr>
<td>State Totals</td>
<td>87</td>
<td>88</td>
<td>87</td>
<td>86</td>
<td>87</td>
</tr>
</tbody>
</table>

- GVSU appears to have compressed a large number of students into a small number of programs.
- Can we compare numbers of “programs” down the column?
- If so, does EMU really have nearly 3x more “programs” than GVSU?
- Let’s look inside EMU’s numbers......
### EMU Details

<table>
<thead>
<tr>
<th>EMU Numbers</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's</td>
<td>123</td>
<td>123</td>
<td>123</td>
<td>123</td>
<td>123</td>
</tr>
<tr>
<td>Post Bac.</td>
<td>45</td>
<td>45</td>
<td>69</td>
<td>69</td>
<td>45</td>
</tr>
<tr>
<td>Master's</td>
<td>64</td>
<td>64</td>
<td>64</td>
<td>64</td>
<td>64</td>
</tr>
<tr>
<td>Post MS</td>
<td>24</td>
<td>24</td>
<td>6</td>
<td>6</td>
<td>24</td>
</tr>
<tr>
<td>Doctoral</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>258</td>
<td>259</td>
<td>265</td>
<td>265</td>
<td>259</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EMU Detail Percentages</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's</td>
<td>48%</td>
<td>47%</td>
<td>46%</td>
<td>46%</td>
<td>47%</td>
</tr>
<tr>
<td>Post Bac.</td>
<td>17%</td>
<td>17%</td>
<td>26%</td>
<td>26%</td>
<td>17%</td>
</tr>
<tr>
<td>Master's</td>
<td>25%</td>
<td>25%</td>
<td>24%</td>
<td>24%</td>
<td>25%</td>
</tr>
<tr>
<td>Post MS</td>
<td>9%</td>
<td>9%</td>
<td>2%</td>
<td>2%</td>
<td>9%</td>
</tr>
<tr>
<td>Doctoral</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

- Why do the numbers keep flip-flopping?
- Does EMU have 45 standalone Post Bachelors programs?
- No. Nearly all are Teacher Certification programs that exactly mirror an existing Bachelor's program.
- Does EMU have 24 different Post MS degree "programs"?

### Other 14 Michigan Publics

<table>
<thead>
<tr>
<th>Total State Percentages (Without EMU)</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's</td>
<td>49%</td>
<td>50%</td>
<td>50%</td>
<td>49%</td>
<td>48%</td>
<td>49%</td>
<td>48%</td>
<td>50%</td>
</tr>
<tr>
<td>Post Bac.</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Master's</td>
<td>29%</td>
<td>29%</td>
<td>29%</td>
<td>29%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>29%</td>
</tr>
<tr>
<td>Post MS Cert</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Doctor's</td>
<td>15%</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
<td>13%</td>
<td>13%</td>
<td>13%</td>
<td>12%</td>
</tr>
<tr>
<td>Other (Assoc.)</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

- It appears no one else in the State counts these Post Bachelors and Post Masters programs separately as EMU does.
- In order to compare EMU with other universities, should we remove 69 "programs"?
## Bachelor Degrees Conferred Per CIP Program Code

<table>
<thead>
<tr>
<th>Bachelor Degrees</th>
<th>Number of Degrees</th>
<th>Number of CIP Codes</th>
<th>Degrees Per CIP Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>WMU</td>
<td>4,527</td>
<td>27</td>
<td>168</td>
</tr>
<tr>
<td>CMU</td>
<td>3,530</td>
<td>24</td>
<td>147</td>
</tr>
<tr>
<td>GVSU</td>
<td>3,448</td>
<td>24</td>
<td>144</td>
</tr>
<tr>
<td>OU</td>
<td>2,112</td>
<td>18</td>
<td>117</td>
</tr>
<tr>
<td>EMU</td>
<td>2,945</td>
<td>26</td>
<td>113</td>
</tr>
<tr>
<td>Ferris</td>
<td>1,846</td>
<td>22</td>
<td>75</td>
</tr>
<tr>
<td><strong>State TOTALS</strong></td>
<td><strong>18,208</strong></td>
<td><strong>141</strong></td>
<td><strong>129</strong></td>
</tr>
</tbody>
</table>

- All the universities look similar in terms of number of CIP (Classification of Instructional Program) codes. OU is an outsider.
- The total number of Bachelor degrees granted tracks the number of students (in terms of ranking from highest to lowest).

---

## Master's Degrees Conferred Per CIP Program Code

<table>
<thead>
<tr>
<th>Masters Degrees</th>
<th>Number of Degrees</th>
<th>Number of CIP Codes</th>
<th>Degrees Per CIP Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>GVSU</td>
<td>913</td>
<td>10</td>
<td>21</td>
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<tr>
<td>CMU</td>
<td>1,252</td>
<td>19</td>
<td>66</td>
</tr>
<tr>
<td>OU</td>
<td>951</td>
<td>18</td>
<td>59</td>
</tr>
<tr>
<td>EMU</td>
<td>1,156</td>
<td>21</td>
<td>55</td>
</tr>
<tr>
<td>WMU</td>
<td>1,281</td>
<td>29</td>
<td>44</td>
</tr>
<tr>
<td>Ferris</td>
<td>171</td>
<td>6</td>
<td>29</td>
</tr>
<tr>
<td><strong>State TOTALS</strong></td>
<td><strong>5,718</strong></td>
<td><strong>101</strong></td>
<td><strong>57</strong></td>
</tr>
</tbody>
</table>

- Does GVSU offer half the number of CIP codes as everyone else? Do they offer a less diverse array of programs?
- No. For example, their MS in Education includes different concentrations in all the sciences, but none appear in the CIP codes.
- EMU records each MS degree in its CIP code.
What Type of University Should EMU Be?

- A “Lehman Brothers” University for the few, where we risk specializing in just a few programs?
  - Which ones? What if we get it wrong? DOT.COMs?
  - We also see universities that are stagnant or cutting programs appear to be suffering losses in enrollment.

- A University of opportunity for the citizens of Michigan?
  - Can a diverse array of programs “smooth-out” the rough times?
  - Can we attract new students with new programs?

- Something else?
ACTION REQUESTED

It is recommended that the Board of Regents receive and place on file the minutes from the September 16, 2008 Finance, Audit and Investment Committee meeting and the Informational Reports and Financial Updates and Working Agenda for the November 18, 2008 meeting.

STAFF SUMMARY

September 16, 2008 Meeting
Regular Agenda items discussed at the September 16 Finance, Audit and Investment Committee were Staff Separations/Retirements and Staff Appointments as of August 31, 2008 as well as the Informational Reports and Financial Updates as of July 31, 2008. The Committee also reviewed the University’s Consolidated Financial Statements for the year ending June 30, 2008 and received a presentation from Plante & Moran on the annual financial statement audit.

November 18, 2008 Meeting
Reports presented are Grants and Contracts for period September 1, 2008 through October 31, 2008, the ICT Strategic Initiatives Progress as of October 2008 and the Informational Reports and Financial Updates as of September 30, 2008.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

______________________________  ________________________
University Executive Officer Date
CONSENT AGENDA

Section 1: Recommendation Staff Appointments

The University recommended to the Board of Regents to approve 26 staff appointments for the reporting period of June 7, 2008 through August 31, 2008.

Section 2: Recommendation Staff Separations/Retirements

The University recommended to the Board of Regents to approve 35 separations and retirements for the reporting period of June 7, 2008 through August 31, 2008.

INFORMATIONAL REPORTS

Section 15: Recommendation Monthly Reports – Finance, Audit and Investment Committee, Informational Reports and Informational Presentations

John Lumm noted that the Grants and Contracts report indicated that awards totaling $4.1M were received during the June 1 – August 31 period. For the full 2007-08 fiscal year through June 30, 2008, grant and contract awards totaled $10.6M, an increase of $440,000 (4.3%) over 2006-07. Proposals for all of 2007-08 totaled $33.8M, up 14% from 2006-07.

He also stated that based on the dollar value, 65% of the 2007-08 awards were federal, 15% were from business and industry, and 20% were from foundations and state/local governments. For the first two months of fiscal year 2008-09, awards of $3.0M have been received, up 6% from the same period a year ago. Proposals totaling $16.7M have been submitted in the first two months of 2008-09 compared with $6.4M in July and August of last year.

John reported that under Strategic Initiatives Progress a new University e-mail system will be implemented. A successful pilot was conducted in July with 129 faculty, staff, and students. Campuswide presentations and training sessions are in process and the conversion is scheduled for October 3. Additional features will be rolled out in a second phase scheduled to take place in the Winter semester.

The University’s Computer Refresh program is on track, and upgrades to our Enterprise Resource Planning (ERP) System are continuing (Banner and Oracle). Wireless printing capability is now available for students allowing them to print from their personal laptops connected to EMU’s wireless network.

As of July 31, 2008, EMU’s cash and investments balance was $78.7M, consistent with budget. The total included $68.7M in Auction Rate Notes (ARN’s) and $10.0M in cash and Money Market Funds. Unrestricted net assets on July 31 were $62.7M reflecting revenues for the first month of the fiscal year.
(July) of $17.8M and expenditures of $13.0M. General Fund expenditures in July were $10.4M or 4% of the annual budget of $262.7M, consistent with July of 2007.

Based on data at the end of April, Credit Hour Status projections were that Fall 2008 credit hour and enrollment levels would be down from Fall 2007 by 8.3% and 6.3% respectively. Actual Fall results indicate that credit hours are down 3.0% and enrollment 3.3%. Campus has embraced the 5,000 credit hour challenge and we remain committed to stabilizing enrollment/credit hours during Winter and Spring semesters and ending the year-to-year declines. Housing data indicates, as of September 8, the number of students in residence halls totals 2,926 compared with 2,951 from last Fall. The number of students in University-owned apartments is 385, up from 321 a year ago.

**Section 16: Recommendation**

**Consolidated Financial Statements and Supplementary Information as of June 30, 2008 and 2007**

The University recommended that the Board of Regents approve and place on file the University’s audited fiscal year 2008 Financial Statement.

Respectfully submitted,

Tammy Morle
CONSENT AGENDA

Section 1: Recommendation: Staff Appointments Report (Action Required)

Section 2: Recommendation: Staff Separations/Retirements Report (Action Required)

REGULAR AGENDA

Section 17: Recommendation: Informational Reports and Financial Updates (Action Required)
- Minutes from September 16, 2008
- Finance, Audit and Investment Committee Agenda
- Executive Summary
- Grants and Contracts
- Strategic Initiatives Progress Report
- Financial Update

Section 18: Recommendation: Capital Outlay Budget Request (Action Required)

Section 19: Recommendation: TIAA-CREF Retirement Plan – Pension Protection Act Administration (Action Required)


Section 21: Recommendation: Budget Adjustment (Action Required)

Consent Agenda – Staff Appointments and Separations/Retirements

- 12 staff appointments and 6 staff separations/retirements for the period September 1, 2008 through October 24, 2008 are recommended for Board approval.

Grants and Contracts (September 1, 2008 through October 31, 2008)

- Grant and contract awards totaling $4.9M were received during the months of September and October.
- On a YTD basis through October 31, awards for fiscal year 2008-09 totaled $7.9M, an increase of $2.2M (39%) over the same period in 2007-08. YTD proposals submitted in 2008-09 totaled $21.1M, up 85% from 2007-08.
- Based on the dollar value, 85% of the 2008-09 YTD awards were federal, 12% were from foundations and state/local governments, and 3% were from business and industry.

Information Technology – Strategic Initiatives Progress Report

- Phase 1 of the University’s new e-mail system (EagleMail) was implemented successfully on October 3. More than 30,000 EagleMail accounts were established and Phase 1 functionality included e-mail, briefcase, personal address book and calendar, tasks, and basic synchronization with mobile devices.
- Phase 2 of EagleMail will expand functionality with shared calendars and documents. Phase 2 will be launched during the First Quarter of 2009.
- EMU’s Computer Refresh program is on track with over 300 systems ordered and upgrades to our Enterprise Resource Planning (ERP) System are continuing (Banner and Oracle).

Financial Update – Balance Sheet (as of September 30, 2008)

- EMU’s cash and investments balance on September 30 was $90.9M, consistent with budget and equivalent to 109 days cash on hand. The September 30 total included $68.3M in Auction Rate Notes and $22.6M in cash and Money Market Funds. The University’s YTD annualized portfolio return through September 30 was 3.02%.
- During the month of October, all of the University’s Auction Rate Notes were re-purchased by Comerica Securities at their full par value. Presently, the University’s approximately $90M in cash is placed in secure, liquid investments (Treasury bills, Money Market Funds, and CD’s).
- Student accounts receivable totaled $31.9M at September 30, $4.9M (18%) over the September 30, 2007 level. We have been monitoring the receivables closely and by October 31, accounts receivables were $21.1M, $1.1M (5%) over the October 31, 2007 level.
- The University’s unrestricted net assets at September 30 were $91.0M, consistent with budget. Total net assets at September 30 were $274.4M, also consistent with budget.
Financial Update – Operating Budgets (First Quarter through September 30, 2008)

- **Revenues** for the first three months of the fiscal year in both the General ($90.5M) and Auxiliary ($9.9M) funds were consistent with budget.
- **YTD General Fund expenditures** for the first quarter of fiscal year 2008-09 were $61.2M or 23.3% of the annual $262.7M budget, consistent with the first quarter of 2007-08.
- General Fund expenditures YTD are in line with budget in total, but one cost element (interest expense) is over budget and one (utilities expense) is under budget. The higher interest cost reflects the capital market challenges and the lower utilities costs is a result of reductions in natural gas prices.
- **YTD Auxiliary Fund expenditures** through the first quarter were $8.2M or 23.2% of the annual expenditure budget.
- The **YTD operating surpluses** for both the General and Auxiliary Funds of $29.3M and $1.7M, respectively, are consistent with budget and reflect normal seasonality.
# GRANTS AND CONTRACTS
## FY 2008 PROGRESS REPORT
November 18, 2008

### TABLE I: PROPOSALS

<table>
<thead>
<tr>
<th>Proposals by Activity:</th>
<th>FY2009 Activity through 10/31</th>
<th>FY2008 Activity through 10/31</th>
<th>FY2007 Activity through 10/31</th>
<th>FY2009 vs. FY2008 Actual to Date Var.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>Dollar Value to Date</td>
<td>No.</td>
<td>Dollar Value to Date</td>
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<td>Research &amp; Development</td>
<td>38</td>
<td>$17,407,073</td>
<td>43</td>
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<td>Service</td>
<td>26</td>
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<td>25</td>
<td>$611,164</td>
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<tr>
<td>Instructional Support &amp; Other</td>
<td>7</td>
<td>$385,131</td>
<td>6</td>
<td>$272,073</td>
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<tr>
<td>Total Proposals</td>
<td>80</td>
<td>$21,086,149</td>
<td>97</td>
<td>$11,376,463</td>
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</table>

### TABLE II: AWARDS

<table>
<thead>
<tr>
<th>Awards by Activity:</th>
<th>FY2009 Activity through 10/31</th>
<th>FY2008 Activity through 10/31</th>
<th>FY2007 Activity through 10/31</th>
<th>FY2009 vs. FY2008 Actual to Date Var.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>Dollar Value</td>
<td>No.</td>
<td>Dollar Value</td>
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<tr>
<td>Research &amp; Development</td>
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<td>$3,811,485</td>
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<td>$1,193,177</td>
<td>8</td>
<td>$362,623</td>
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<td>Total Awards</td>
<td>58</td>
<td>$7,886,659</td>
<td>89</td>
<td>$5,666,952</td>
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</table>

### Awards by Funding Source:

<table>
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<tr>
<th></th>
<th>FY2009 Activity through 10/31</th>
<th>FY2008 Activity through 10/31</th>
<th>FY2007 Activity through 10/31</th>
<th>FY2009 vs. FY2008 Actual to Date Var.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>Dollar Value</td>
<td>No.</td>
<td>Dollar Value</td>
</tr>
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<td>Federal</td>
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<td>State</td>
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<td>$8,883</td>
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<td>Foundations*</td>
<td>4</td>
<td>$424,850</td>
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<td>Business &amp; Industry</td>
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<td>Local Govt. &amp; Other Non-Profits*</td>
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<td>$206,724</td>
<td>21</td>
<td>$398,153</td>
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<tr>
<td>Total Awards</td>
<td>58</td>
<td>$7,886,659</td>
<td>89</td>
<td>$5,666,952</td>
</tr>
</tbody>
</table>

*Grants reported jointly with the EMU Foundation:

- Michigan Women's Foundation: $3,500
- Ann Arbor Area Community Foundation: $76,350
- Herrick Foundation: $320,000
- Community Foundation of Southeast Michigan: $25,000
- National League for Nursing: $6,400

**TOTAL** $431,250
<table>
<thead>
<tr>
<th>Title</th>
<th>Grantor/Contractor</th>
<th>Director</th>
<th>Administrator</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>21st Century Community Learning Centers - Brighter Futures Year 2</td>
<td>Michigan Department of Education</td>
<td>Lynn Malinoff</td>
<td>Lynn Malinoff</td>
<td>$749,694</td>
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<td>Development of Biological Agents Destructive and Protective Clothing</td>
<td>Subhas Ghosh</td>
<td>Subhas Ghosh</td>
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<td>for Combat Soldiers and Security Personnel, Phase II</td>
<td>U.S. Army ARDEC</td>
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<td>Comprehensive Wrap-Around Social Services for High-Risk Teen Parents</td>
<td>Karen Carney</td>
<td>Karen Carney</td>
<td>$536,509</td>
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<tr>
<td>and Their Families</td>
<td>Derrick Fries</td>
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<td>U.S. Department of Justice</td>
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<td>TEEN CERT: Student Citizen Response Train-the-Trainees Program:</td>
<td>Gerald Lawver</td>
<td>Gerald Lawver</td>
<td>$300,000</td>
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<td>Continuation Funding</td>
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<td>U.S. Department of Homeland Security</td>
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<td>NSF: Interop:LEGO</td>
<td>Helen Aristar-Dry</td>
<td>Helen Aristar-Dry</td>
<td>$200,368</td>
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<td>National Science Foundation</td>
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<td>WEMU Community Service Grant, 2008-2009</td>
<td>Arthur Timko</td>
<td>Arthur Timko</td>
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<tr>
<td>Corporation for Public Broadcasting</td>
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<td>A Meta-Analysis of the Effectiveness of Small-Group Instruction</td>
<td>Sema Kalaian</td>
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<td>Compared to Lecture Based Instruction in Science, Technology,</td>
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<tr>
<td>Engineering, and Mathematics</td>
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<td>National Science Foundation</td>
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<tr>
<td>Michigan Level of Functioning Project - Year 13, 2008-2009</td>
<td>Vannie Hodges</td>
<td>David Clifford</td>
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<td>Michigan Department of Community Health</td>
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<tr>
<td>Prototyping Strategies for the Fluidication of Genetic Interactions</td>
<td>Benjamin Keller</td>
<td>Benjamin Keller</td>
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<td>in Complex Disease Etiology (part of UM project, “National Center</td>
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<tr>
<td>for Integrative Biomedical Research)</td>
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<tr>
<td>University of Michigan</td>
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<tr>
<td>Development Proposal for Polymeric Technologies for Coating Concrete</td>
<td>Ronald Lewarchik</td>
<td>Jamil Baghiachi</td>
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<td>InCoat, LLC</td>
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<td>Acoustic Monitoring of Bat Activity at Two Proposed Wind Farms</td>
<td>Allen Kurta</td>
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<td>$77,908</td>
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<td>near Ludington, Mason County, Michigan</td>
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<td>Sargent and Lundy, LLC, Chicago IL</td>
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<tr>
<td>Title</td>
<td>Grantor/Contractor</td>
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<tr>
<td>Novel Targets in Thrombosis and Atherosclerosis 2008-09</td>
<td>Cory Emal</td>
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<td>The B-Side: The Business Side of Youth - Building Capacity</td>
<td>Jessica Alexander</td>
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<td>Community Foundation for Southeast Michigan</td>
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<td>Public Value/Economic Impact Study for the Ohio Historical Society</td>
<td>Theodore Ligibel</td>
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<td>University of Toledo</td>
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<td>Phase II- Developing an Instrument to Measure Baccalaureate Nursing Student</td>
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<td>National League for Nursing</td>
<td>Martha Tanicula</td>
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<td>GEAR UP - Program Income - Summer 2008 Food Service Program</td>
<td>Russell Olwell</td>
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<td>Cuddeback Cemetery, Paw Paw, Michigan</td>
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<td>BS&amp;A Software, Bath MI</td>
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<tr>
<td>Tractor Parts</td>
<td>Erik Lokensgard</td>
<td>Daniel Fields</td>
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<td>Learn and Serve Mini-Grant</td>
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<td>Margaret Harless</td>
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<td>Michigan Campus Compact</td>
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<td>2008 Learn &amp; Serve Challenge Mini-grants</td>
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<td>Margaret Harless</td>
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22 Grants/Contracts for a total of: $3,280,792
### EMU Matching Funds Required

<table>
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<tr>
<th>Title</th>
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<th>Administrator</th>
<th>EMU In-kind</th>
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<td>2008-2009 Great Start Readiness Program (formerly Michigan School Readiness Program)</td>
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<td>Mark Jackson</td>
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<td>Getting on the Right Track---Trackers Program (Michigan 4-S program)</td>
<td>Michigan Department of Career Development KCP State GEAR-UP Program 2008-2009</td>
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<td>Eastern Michigan University and Lutheran Social Services of Michigan Partnership Program: Foster Care Youth Write Their Way to a Promising Future - Year 3</td>
<td>Melissa Motschall</td>
<td>Peggy Wiercick</td>
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**GRANTS AND CONTRACTS**

**EMU MATCHING FUNDS AWARD REPORT TO THE BOARD OF REGENTS 11/18/2008**

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*Note: The table above represents a summary of grants and contracts awarded by Eastern Michigan University, including the funding agency, director, administrator, in-kind and cash amounts, sponsor, and total amount. The report is dated 11/18/2008 and covers the fiscal year 2009 (FY 2009).*
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<th>EMU Cash</th>
<th>Sponsor</th>
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10 Grants/Contracts for a total of: $1,074,686 $21,000 $1,629,614 $2,725,300
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<th>Amount Budgeted</th>
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GRANTS AND CONTRACTS
ACTIVITY REPORT FOR SEPTEMBER 2008
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<th>Amount Budgeted</th>
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**Quantity of Awards:** 11  
**Sum of Awards:** $2,181,893  
**Quantity of Pending:** 50  
**Quantity of Denied:** 4
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<th>EMU Unit</th>
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<th>Date of Action</th>
<th>Amount Budgeted</th>
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<td>20090120</td>
<td>Steiner Tractor Parts</td>
<td>School of Engineering Technology</td>
<td>Awarded</td>
<td></td>
<td>$1,100</td>
</tr>
<tr>
<td>20080913</td>
<td>U.S. Department of Justice</td>
<td>Special Education</td>
<td>Awarded</td>
<td></td>
<td>$536,609</td>
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<tr>
<td>20081126</td>
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</tr>
<tr>
<td>20090135</td>
<td>University of Toledo</td>
<td>Geography &amp; Geology</td>
<td>Awarded</td>
<td></td>
<td>$14,000</td>
</tr>
<tr>
<td>20080409</td>
<td>American Cancer Society</td>
<td>School of Nursing</td>
<td>Denied</td>
<td></td>
<td>$1,252,744</td>
</tr>
<tr>
<td>20080315</td>
<td>Clarkson University</td>
<td>School of Health Promotion and Human Performance</td>
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<td>$288,493</td>
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<tr>
<td>20080802</td>
<td>Clarkson University</td>
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<tr>
<td>20081103</td>
<td>Department of Defense</td>
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<td>$335,783</td>
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</table>

GRANTS AND CONTRACTS
ACTIVITY REPORT FOR OCTOBER 2008
<table>
<thead>
<tr>
<th>Proposal #</th>
<th>Funding Agency</th>
<th>EMU Unit</th>
<th>Award Status Date of Action</th>
<th>Amount Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>20080610</td>
<td>Health Resources &amp; Services Administration</td>
<td>School of Nursing</td>
<td>Denied</td>
<td>$950,628</td>
</tr>
<tr>
<td>20080918</td>
<td>Michigan Department of Community Health</td>
<td>School of Nursing</td>
<td>Denied</td>
<td>$149,941</td>
</tr>
<tr>
<td>20080915</td>
<td>National Association for Gifted Children</td>
<td>Teacher Education</td>
<td>Denied</td>
<td>$2,500</td>
</tr>
<tr>
<td>20080911</td>
<td>National Institutes of Health</td>
<td>School of Nursing</td>
<td>Denied</td>
<td>$408,553</td>
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<td>Spencer Foundation</td>
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<td>American Chemical Society</td>
<td>Chemistry</td>
<td>Pending</td>
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<tr>
<td>20080414</td>
<td>City of Detroit</td>
<td>Center for Regional &amp; National Security</td>
<td>Pending</td>
<td>$19,613</td>
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<tr>
<td>20090211</td>
<td>Clark Associates</td>
<td>School of Social Work</td>
<td>Pending</td>
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<tr>
<td>20081015</td>
<td>Detroit Public Schools</td>
<td>Foreign Languages &amp; Bilingual Studies</td>
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<td>20090202</td>
<td>Doha International Institute for Family Studies &amp; Development</td>
<td>Sociology, Anthropology and Criminology</td>
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<td>20081218</td>
<td>Guidance Center - Virtual Center for Excellence</td>
<td>School of Social Work</td>
<td>Pending</td>
<td>$208,061</td>
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<tr>
<td>20090102</td>
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<td>International Research and Exchange Board</td>
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<td>20080514</td>
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<td>Michigan Department of Community Health</td>
<td>Gerontology</td>
<td>Pending</td>
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<tr>
<td>20081116</td>
<td>Michigan Department of Labor and Economic Growth</td>
<td>Center for Organizational Risk Reduction</td>
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<tr>
<td>20090125</td>
<td>Michigan Department of State Police</td>
<td>School of Technology Studies</td>
<td>Pending</td>
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<tr>
<td>20090128</td>
<td>Michigan Department of State Police</td>
<td>School of Technology Studies</td>
<td>Pending</td>
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</tr>
<tr>
<td>Proposal #</td>
<td>Funding Agency</td>
<td>EMU Unit</td>
<td>Award Status</td>
<td>Date of Action</td>
</tr>
<tr>
<td>-------------</td>
<td>---------------------------------</td>
<td>-----------------------------------------------</td>
<td>--------------</td>
<td>----------------</td>
</tr>
<tr>
<td>20090129</td>
<td>Michigan Department of State Police</td>
<td>School of Technology Studies</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090130</td>
<td>Michigan Department of State Police</td>
<td>School of Technology Studies</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090131</td>
<td>Michigan Department of State Police</td>
<td>School of Technology Studies</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090201</td>
<td>National Aeronautics and Space Administration</td>
<td>Physics &amp; Astronomy</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090407</td>
<td>National Endowment for the Humanities</td>
<td>ILIT</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20080106</td>
<td>National Institutes of Health</td>
<td>School of Nursing</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20080710</td>
<td>National Institutes of Health</td>
<td>Sociology, Anthropology and Criminology</td>
<td>Pending</td>
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</tr>
<tr>
<td>20080218</td>
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<td>Sociology, Anthropology and Criminology</td>
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<td>20081112</td>
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<td>Computer Science</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20081216</td>
<td>National Science Foundation</td>
<td>Chemistry</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090104</td>
<td>National Science Foundation</td>
<td>Biology</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090105</td>
<td>National Science Foundation</td>
<td>Biology</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090106</td>
<td>National Science Foundation</td>
<td>Chemistry</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090116</td>
<td>National Science Foundation</td>
<td>Geography &amp; Geology</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090208</td>
<td>National Science Foundation</td>
<td>School of Technology Studies</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090303</td>
<td>National Science Foundation</td>
<td>School of Health Promotion and Human Performance</td>
<td>Pending</td>
<td></td>
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<tr>
<td>20090315</td>
<td>Pediatric Orthopaedic Society of North America</td>
<td>Psychology</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20081119</td>
<td>Pfizer Foundation</td>
<td>Communication &amp; Theatre Arts</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20080916</td>
<td>Resource Information Associates, Inc. (Pontiac)</td>
<td>IGRE</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20080917</td>
<td>Resource Information Associates, Inc. (Pontiac)</td>
<td>IGRE</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20081109</td>
<td>Resource Information Associates, Inc. (Pontiac)</td>
<td>IGRE</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20081110</td>
<td>Resource Information Associates, Inc. (Pontiac)</td>
<td>IGRE</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20060902</td>
<td>Robert Woods Johnson Foundation</td>
<td>School of Health Sciences</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20080902</td>
<td>Strategic Environmental Research and Development</td>
<td>School of Engineering Technology</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20081123</td>
<td>U.S. Department of Agriculture</td>
<td>School of Engineering Technology</td>
<td>Pending</td>
<td></td>
</tr>
<tr>
<td>20090112</td>
<td>United Way for Southeastern Michigan</td>
<td>School of Social Work</td>
<td>Pending</td>
<td></td>
</tr>
</tbody>
</table>

GRANTS AND CONTRACTS
ACTIVITY REPORT FOR OCTOBER 2008
<table>
<thead>
<tr>
<th>Proposal #</th>
<th>Funding Agency</th>
<th>EMU Unit</th>
<th>Award Status</th>
<th>Date of Action</th>
<th>Amount Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>20090212</td>
<td>University of Michigan</td>
<td>School of Health Promotion and Human Performance</td>
<td>Pending</td>
<td></td>
<td>$277,854</td>
</tr>
<tr>
<td>20090306</td>
<td>University of Michigan</td>
<td>Computer Science</td>
<td>Pending</td>
<td></td>
<td>$27,450</td>
</tr>
<tr>
<td>20081201</td>
<td>University of Texas at San Antonio</td>
<td>Psychology</td>
<td>Pending</td>
<td></td>
<td>$58,071</td>
</tr>
<tr>
<td>20080813</td>
<td>US Department of Defense-Assistant Secretary for Networks (ASN) and Information Integration (NII) Chief Information Officer</td>
<td>School of Technology Studies</td>
<td>Pending</td>
<td></td>
<td>$453,992</td>
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<tr>
<td>20081005</td>
<td>Wayne State University</td>
<td>Chemistry</td>
<td>Pending</td>
<td></td>
<td>$128,599</td>
</tr>
</tbody>
</table>

Quantity of Awards: 21
Sum of Awards: $2,728,513

Quantity of Pending: 50
Quantity of Denied: 9
Division of Information Technology

STRATEGIC INITIATIVES PROGRESS REPORT

November 2008

Technology Project

Implement the EagleMail Collaboration Suite:

- Phase 1 of EagleMail was implemented successfully on October 3, 2008.
- Phase 1 included e-mail, briefcase, personal address book, personal calendar, tasks, and basic synchronization with mobile devices.
- More than 30,000 EagleMail accounts were established for currently and recently enrolled students, faculty and staff, and others.
- Communication team kept the university community informed about the status of the project and activities to help them use EagleMail (see http://www.emich.edu/email/ and http://www.emich.edu/training/email/content/index.php).
- Phase 2 of EagleMail will deal with shared facilities (e.g., calendars and documents) and will ‘go live’ during the first quarter of 2009.

Computer Refresh Program

- With few exceptions, departments have submitted the appropriate forms for refreshing computer equipment for their employees
- To date 333 systems have been ordered. We anticipate ordering a total of about 550 systems that faculty and staff require for their work.

Enterprise Resource Planning (ERP) System

- Banner and Oracle Upgrades: Banner General 7.4/7.5 upgrades (and associated Banner Modules) are progressing through testing at this time, and are expected to be implemented during the weekend of October 24, 2008. Planning for the third quarter Oracle Security Patch is currently underway with an expected implementation date in November 2008.
## Cash

<table>
<thead>
<tr>
<th>Date Settled</th>
<th>Mature/ Call Date</th>
<th>Account Balance</th>
<th>Annualized FYTD Actual</th>
<th>Prior Month Annual. FYTD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Dollars</td>
<td>Pct. Total</td>
<td>Total Return</td>
</tr>
<tr>
<td><strong>EMU</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comerica Bank/U.S. Bank</td>
<td>n/a n/a</td>
<td>$1,201,360.52  1.32%</td>
<td>2.9300%</td>
<td>3.0900%</td>
</tr>
<tr>
<td><strong>Eagle Crest</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citizen's Bank</td>
<td>n/a n/a</td>
<td>$397,164.31  0.44%</td>
<td>0.0000%</td>
<td>0.0000%</td>
</tr>
<tr>
<td><strong>Total Cash</strong></td>
<td></td>
<td>$1,598,524.83  1.76%</td>
<td></td>
<td></td>
</tr>
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</table>

## Investments

### Money Market Funds

<table>
<thead>
<tr>
<th>Name</th>
<th>Frequency</th>
<th>Date</th>
<th>Rate</th>
<th>Maturity</th>
<th>Balance</th>
<th>Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dreyfus Institutional Preferred</td>
<td>Daily</td>
<td>n/a</td>
<td>2.7258%</td>
<td>$21,015,076.26</td>
<td>2.7192%</td>
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</tr>
<tr>
<td><strong>Total Money Market Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td>$21,015,076.26</td>
<td>2.7192%</td>
<td></td>
</tr>
</tbody>
</table>

### 28 Day Auction Rate Notes (Putable)

<table>
<thead>
<tr>
<th>Name</th>
<th>Rate</th>
<th>Maturity</th>
<th>Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northstar Ed. Financial (AAA)</td>
<td>2.7590%</td>
<td>2.7590%</td>
<td></td>
</tr>
<tr>
<td>Northstar Ed. Financial (AAA)</td>
<td>3.1090%</td>
<td>3.1090%</td>
<td></td>
</tr>
<tr>
<td>Kentucky Higher Ed. (AAA)</td>
<td>3.0090%</td>
<td>3.0090%</td>
<td></td>
</tr>
<tr>
<td>Utah Student Loan (AAA)</td>
<td>2.1220%</td>
<td>3.1590%</td>
<td></td>
</tr>
<tr>
<td>Illinois Student Loan (AAA)</td>
<td>2.1520%</td>
<td>2.1520%</td>
<td></td>
</tr>
<tr>
<td>Education Funding South (Aaa)</td>
<td>4.4910%</td>
<td>4.4910%</td>
<td></td>
</tr>
<tr>
<td>Pennsylvania Student Loan (AAA)</td>
<td>1.1570%</td>
<td>1.1380%</td>
<td></td>
</tr>
<tr>
<td>Penn Higher Ed (AAA)</td>
<td>1.2330%</td>
<td>1.2330%</td>
<td></td>
</tr>
<tr>
<td>Nel Net Student Loan (AAA)</td>
<td>3.2760%</td>
<td>3.2760%</td>
<td></td>
</tr>
<tr>
<td>Iowa Student Loan (AAA)</td>
<td>0.0000%</td>
<td>0.0000%</td>
<td></td>
</tr>
<tr>
<td>Brazos (TX) Student Loans (AAA)</td>
<td>3.8000%</td>
<td>3.8000%</td>
<td></td>
</tr>
<tr>
<td>New Hampshire Higher Ed (AAA)</td>
<td>0.0000%</td>
<td>0.0000%</td>
<td></td>
</tr>
<tr>
<td>Illinois Student Loan (AAA)</td>
<td>3.9710%</td>
<td>3.9710%</td>
<td></td>
</tr>
<tr>
<td>Vermont Student Loan (AAA)</td>
<td>2.9240%</td>
<td>0.0000%</td>
<td></td>
</tr>
<tr>
<td>Brazos (TX) Student Loans (AAA)</td>
<td>2.8040%</td>
<td>3.9720%</td>
<td></td>
</tr>
<tr>
<td>Connecticut Student Loan (AAA)</td>
<td>2.9240%</td>
<td>2.9240%</td>
<td></td>
</tr>
<tr>
<td>Access to Loans for Learning (AAA)</td>
<td>5.1760%</td>
<td>4.4860%</td>
<td></td>
</tr>
<tr>
<td>Indiana Student Loan (AAA)</td>
<td>4.2480%</td>
<td>3.9860%</td>
<td></td>
</tr>
<tr>
<td>College Loan Corp (AAA)</td>
<td>4.6640%</td>
<td>3.9860%</td>
<td></td>
</tr>
<tr>
<td>Access to Loans for Learning (AAA)</td>
<td>5.1760%</td>
<td>4.4860%</td>
<td></td>
</tr>
<tr>
<td>Brazos (TX) Student Loans (AAA)</td>
<td>4.4400%</td>
<td>3.9860%</td>
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<tr>
<td><strong>Total Auction Rate Notes</strong></td>
<td>3.1193%</td>
<td>2.9101%</td>
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</table>

### Short-Term (0-5 Year) Bond Funds

<table>
<thead>
<tr>
<th>Name</th>
<th>Frequency</th>
<th>Rate</th>
<th>Maturity</th>
<th>Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Group Ultra Short-Term Fund (Ultrashort)</td>
<td>Monthly</td>
<td>n/a</td>
<td>0.00%</td>
<td>0.0000%</td>
</tr>
<tr>
<td>Vanguard Short-Term Investment-Grade Func</td>
<td>Monthly</td>
<td>n/a</td>
<td>0.3138%</td>
<td>0.3138%</td>
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<tr>
<td><strong>Total Short Term Funds</strong></td>
<td></td>
<td></td>
<td>0.3138%</td>
<td>0.3138%</td>
</tr>
</tbody>
</table>

### Total Investments

<table>
<thead>
<tr>
<th>Name</th>
<th>Rate</th>
<th>Maturity</th>
<th>Return</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Investments</strong></td>
<td></td>
<td></td>
<td>2.4436%</td>
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</table>

### Total Cash And Investments

<table>
<thead>
<tr>
<th>Name</th>
<th>Rate</th>
<th>Maturity</th>
<th>Return</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Cash And Investments</strong></td>
<td></td>
<td></td>
<td>2.4444%</td>
</tr>
</tbody>
</table>
Eastern Michigan University
Student Accounts Receivable Activity
As of September 30, 2008

September 2008
Total $31,936,167

September 2007
Total $27,059,703
Eastern Michigan University  
Student Accounts Receivable Activity  
July 1, 2008 - September 30, 2008

Accounts Receivable Balance June 30, 2008 per EMU Financial Statements  

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Revenue</td>
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</tr>
<tr>
<td>Tuition</td>
<td>61,970,172</td>
</tr>
<tr>
<td>Fees</td>
<td>16,496,563</td>
</tr>
<tr>
<td>Summer 2008 Tuition and Fees Collected in 07-08</td>
<td>5,612,389</td>
</tr>
<tr>
<td>Summer 2008 Tuition and Fees Collected in 08-09</td>
<td>4,067,195</td>
</tr>
<tr>
<td>Room / Board</td>
<td>10,532,419</td>
</tr>
<tr>
<td>Misc.</td>
<td>1,455,516</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>100,134,255</strong></td>
</tr>
</tbody>
</table>

| Financial Aid                                                    |            |
| Federal Pell Grants                                              | (6,225,365)|
| FFELP Loans                                                      | (4,712,602)|
| Federal Direct Loans                                             | (37,078,953)|
| Perkins Loans                                                    | (644,670)|
| Federal SEOG Grants                                              | (555,030)|
| Michigan Grant & Scholarships                                    | (971,285)|
| Alternative Loans                                                | (4,960,916)|
| Institutional Grants                                             | (11,069,888)|
| **Total Financial Aid**                                          | **(66,218,709)** |

| Payments                                                         |            |
| Cash                                                             | (10,373,443)|
| Web Check                                                        | (13,351,950)|
| Credit Card                                                      | (2,555,056)|
| Third Party                                                      | (3,939,050)|
| **Total Payments**                                               | **(30,219,499)** |

| Grad Assistants, Doctoral Fellowships and Waivers                | (2,375,133) |

| Collection Agency Assignments                                    | (212,584)  |

| Refunds of Credits to Students                                   | 25,985,917  |

| **Total Activity**                                               | **27,094,246** |

| Less Income for Summer 2008 Collected in 07-08                   | 5,612,389    |

Accounts Receivable Balance September 30, 2008  

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>31,936,167</td>
</tr>
</tbody>
</table>
## Accounts Receivable Balance June 30, 2007 per EMU Financial Statements

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
</tr>
<tr>
<td>Tuition</td>
<td>58,084,535</td>
</tr>
<tr>
<td>Fees</td>
<td>16,110,590</td>
</tr>
<tr>
<td>Summer 2007 Tuition and Fees Collected in 06-07</td>
<td>4,552,332</td>
</tr>
<tr>
<td>Summer 2007 Tuition and Fees Collected in 07-08</td>
<td>4,567,489</td>
</tr>
<tr>
<td>Room / Board</td>
<td>9,927,499</td>
</tr>
<tr>
<td>Misc.</td>
<td>1,459,603</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>94,702,048</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Aid</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Pell Grants</td>
<td>(6,459,604)</td>
</tr>
<tr>
<td>FFELP Loans</td>
<td>(39,881,529)</td>
</tr>
<tr>
<td>Perkins Loans</td>
<td>(735,026)</td>
</tr>
<tr>
<td>Federal SEOG Grants</td>
<td>(667,126)</td>
</tr>
<tr>
<td>Michigan Grant &amp; Scholarships</td>
<td>(1,340,685)</td>
</tr>
<tr>
<td>Alternative Loans</td>
<td>(4,849,785)</td>
</tr>
<tr>
<td>Institutional Grants</td>
<td>(9,087,929)</td>
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<tr>
<td><strong>Total Financial Aid</strong></td>
<td><strong>(63,021,683)</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Payments</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>(11,907,914)</td>
</tr>
<tr>
<td>Web Check</td>
<td>(12,389,142)</td>
</tr>
<tr>
<td>Credit Card</td>
<td>(2,592,924)</td>
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<tr>
<td>Third Party</td>
<td>(3,833,941)</td>
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<tr>
<td><strong>Total Payments</strong></td>
<td><strong>(30,723,922)</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Grad Assistants, Doctorial Fellowships and Waivers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(2,203,622)</td>
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</table>

<table>
<thead>
<tr>
<th>Collection Agency Assignments</th>
<th>772,114</th>
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<tbody>
<tr>
<td><strong>Refunds of Credits to Students</strong></td>
<td><strong>22,280,510</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Total Activity for July 2006 - September 2007</th>
<th>21,805,446</th>
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</thead>
<tbody>
<tr>
<td>Less Income for Summer 2007 Collected in 06-07</td>
<td>4,552,332</td>
</tr>
<tr>
<td><strong>Accounts Receivable Balance September 30, 2007</strong></td>
<td><strong>27,059,703</strong></td>
</tr>
</tbody>
</table>
### EASTERN MICHIGAN UNIVERSITY

**SCHEDULE OF NET ASSETS**

*As of September 30, 2008*

<table>
<thead>
<tr>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Auxiliary Fund</th>
<th>Expendable Activities</th>
<th>Restricted Loan</th>
<th>Plant Fund</th>
<th>Agency Fund</th>
<th>Consolidated Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$3,254,955</td>
<td>28,681,212</td>
<td>6,767,226</td>
<td>1,783,363</td>
<td>346,615</td>
<td>48,177,754</td>
<td>1,000,676</td>
</tr>
<tr>
<td><strong>Current Assets:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and short-term investments</td>
<td>$25,950,202</td>
<td>$5,101,424</td>
<td>$6,767,226</td>
<td>$1,783,363</td>
<td>$346,615</td>
<td>48,177,754</td>
<td>$1,000,676</td>
</tr>
<tr>
<td>Student Accounts receivable, net of allowance</td>
<td>28,681,212</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Accounts receivable, net</td>
<td>4,079,436</td>
<td>356,570</td>
<td>650,764</td>
<td>1,619,181</td>
<td>395,096</td>
<td>173,547</td>
<td>0</td>
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<tr>
<td>Inventories</td>
<td>748,798</td>
<td>0</td>
<td>768,834</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Deposits and prepaid expenses</td>
<td>837,508</td>
<td>28,387</td>
<td>371,540</td>
<td>0</td>
<td>0</td>
<td>288,822</td>
<td>0</td>
</tr>
<tr>
<td>Accrued interest receivable</td>
<td>45,420</td>
<td>3,799</td>
<td>0</td>
<td>0</td>
<td>382</td>
<td>14,247</td>
<td>0</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td>$60,342,576</td>
<td>$5,490,180</td>
<td>$8,558,364</td>
<td>$3,402,544</td>
<td>$742,093</td>
<td>$48,654,370</td>
<td>$1,000,676</td>
</tr>
<tr>
<td><strong>Noncurrent Assets:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Loans receivable, net</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>11,788,398</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50,337</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Capital Assets, net</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>314,658,041</td>
<td>0</td>
</tr>
<tr>
<td>Unamortized Bond Expenses, net</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,240,099</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total noncurrent assets</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50,337</td>
<td>11,788,398</td>
<td>315,898,140</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$60,342,576</td>
<td>$5,490,180</td>
<td>$8,558,364</td>
<td>$3,452,881</td>
<td>$12,530,491</td>
<td>$364,552,510</td>
<td>$1,000,676</td>
</tr>
</tbody>
</table>

| Current Liabilities: | | | | | | | |
| Current portion of long-term debt | $877,837 | $6,989 | 1,275,191 | 51,048 | 0 | 780,613 | 0 | 2,994,378 |
| Accounts payable and accrued liabilities | 3,034,452 | 0 | 0 | 0 | 0 | 0 | 0 | 3,034,452 |
| Payroll taxes and accrued fringe benefits | 6,346,768 | 6,901 | 417,235 | 38,310 | 0 | 1,240,099 | 0 | 6,809,214 |
| Unearned fees and deposits | 155,075 | 47,382 | 4,128,780 | 43,906 | 0 | 140,560,000 | 0 | 156,069,864 |
| Insurance and other claims payable | 994,652 | 0 | 435,531 | 0 | 0 | 1,430,183 | 0 | 5,375,819 |
| **Total current liabilities** | $11,408,784 | $63,272 | $6,256,737 | $133,764 | 0 | $6,570,813 | $1,000,676 | $25,434,046 |

| Noncurrent Liabilities: | | | | | | | |
| Accrued Compensated Absences | 4,437,254 | 263 | 266,430 | 7,675 | 0 | 0 | 0 | 4,713,622 |
| Long-term debt | 0 | 0 | 0 | 0 | 140,560,000 | 0 | 140,560,000 |
| Federal Portion of Perkins Program | 0 | 0 | 0 | 0 | 0 | 10,796,242 | 0 | 10,796,242 |
| **Total noncurrent liabilities** | $4,437,254 | 263 | 266,430 | 7,675 | 0 | 10,796,242 | 140,560,000 | 0 | 156,069,864 |
| **Total liabilities** | $15,846,038 | $63,535 | $6,525,167 | $141,439 | $10,796,242 | $147,130,813 | $1,000,676 | $181,503,910 |

| NET ASSETS: | | | | | | | |
| Invested in capital assets, net of related debt | $4,496,538 | 5,426,645 | 2,033,197 | 0 | 168,308,041 | 0 | 168,308,041 |
| **Total net assets** | $4,496,538 | $5,426,645 | $2,033,197 | $3,311,442 | $1,734,249 | $39,085,930 | 0 | $4,449,538 |
| **Total Liabilities and net assets** | $60,342,576 | $5,490,180 | $8,558,364 | $3,452,881 | $12,530,491 | $364,552,510 | $1,000,676 | $455,927,678 |
### EASTERN MICHIGAN UNIVERSITY

#### BUDGET STATUS REPORT FY 2009

As of Sept 30, 2008

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Tuition and Fees</td>
<td>$177,800,000</td>
<td>$177,800,000</td>
<td>$88,495,067</td>
<td>$88,495,067</td>
<td>$(89,304,933)</td>
<td>49.77%</td>
<td>49.77%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departmental Activities</td>
<td>$1,980,600</td>
<td>$1,980,600</td>
<td>$1,132,744</td>
<td>$1,132,744</td>
<td>$(847,856)</td>
<td>57.19%</td>
<td>57.19%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auxiliary Grants and contracts</td>
<td>$34,987,262</td>
<td>$9,840,004</td>
<td>$8,940,004</td>
<td>$(25,147,258)</td>
<td>28.12%</td>
<td>28.12%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>$550,000</td>
<td>$550,000</td>
<td>$136,235</td>
<td>$136,235</td>
<td>$(413,765)</td>
<td>24.77%</td>
<td>24.77%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$1,592,455</td>
<td>$1,592,455</td>
<td>$427,797</td>
<td>$427,797</td>
<td>$(1,164,658)</td>
<td>26.86%</td>
<td>26.86%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Approved Funding</strong></td>
<td>$181,923,055</td>
<td>$34,987,262</td>
<td>$216,910,317</td>
<td>$90,1,914,023</td>
<td>49.58%</td>
<td>28.12%</td>
<td>46.12%</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$99,107,042</td>
<td>$99,107,042</td>
<td>$17,304,811</td>
<td>$17,304,811</td>
<td>$(81,802,231)</td>
<td>17.46%</td>
<td>17.46%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public service</td>
<td>$1,346,821</td>
<td>$1,346,821</td>
<td>$218,608</td>
<td>$218,608</td>
<td>$(1,158,213)</td>
<td>14.00%</td>
<td>14.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic support</td>
<td>$3,580,112</td>
<td>$3,580,112</td>
<td>$773,820</td>
<td>$773,820</td>
<td>$(2,806,293)</td>
<td>21.61%</td>
<td>21.61%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student services</td>
<td>$41,531,061</td>
<td>$11,291,016</td>
<td>$5,457,928</td>
<td>$5,457,928</td>
<td>$(13,672,031)</td>
<td>45.23%</td>
<td>45.23%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>$24,963,048</td>
<td>$13,672,031</td>
<td>$11,291,016</td>
<td>$11,291,016</td>
<td>$(33,172,543)</td>
<td>45.23%</td>
<td>45.23%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Operating Expense</strong></td>
<td>$248,045,098</td>
<td>$29,576,335</td>
<td>$277,621,433</td>
<td>$55,4,572,928</td>
<td>22.35%</td>
<td>18.45%</td>
<td>21.93%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Net operating revenues</strong></td>
<td>$80,751,000</td>
<td>$52,894,000</td>
<td>$27,857,000</td>
<td>$27,857,000</td>
<td>$(2,095,500)</td>
<td>25.00%</td>
<td>25.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net nonoperating revenues</strong></td>
<td>$28,210,822</td>
<td>$5,457,928</td>
<td>$22,752,894</td>
<td>$22,752,894</td>
<td>$(13,672,031)</td>
<td>45.23%</td>
<td>45.23%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Transfers</strong></td>
<td>$14,627,026</td>
<td>$5,457,928</td>
<td>$9,135,401</td>
<td>$9,135,401</td>
<td>$(2,095,500)</td>
<td>25.00%</td>
<td>25.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Transfers</strong></td>
<td>$14,627,026</td>
<td>$5,457,928</td>
<td>$9,135,401</td>
<td>$9,135,401</td>
<td>$(2,095,500)</td>
<td>25.00%</td>
<td>25.00%</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase (Decrease) in Net Assets</strong></td>
<td>$1,931</td>
<td>$1,931</td>
<td>$3,987,917</td>
<td>$3,987,917</td>
<td>$3,987,917</td>
<td>34.45%</td>
<td>34.45%</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Total net nonoperating rev (exp)**: $66,123,974

**Increase (Decrease) in Net Assets**: $1,931

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$262,674,055</td>
<td>$29,576,335</td>
<td>$262,674,055</td>
<td>$262,674,055</td>
<td>$(25,147,258)</td>
<td>28.12%</td>
<td>28.12%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$262,672,124</td>
<td>$34,987,262</td>
<td>$262,672,124</td>
<td>$262,672,124</td>
<td>$(25,147,258)</td>
<td>28.12%</td>
<td>28.12%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Net Assets</strong></td>
<td>$1,931</td>
<td>$1,931</td>
<td>$3,987,917</td>
<td>$3,987,917</td>
<td>$3,987,917</td>
<td>34.45%</td>
<td>34.45%</td>
<td>34.45%</td>
<td>34.45%</td>
<td>34.45%</td>
</tr>
</tbody>
</table>
## Eastern Michigan University

### Budget State Report FY 2009

As of Sept 30, 2008

<table>
<thead>
<tr>
<th>Budget</th>
<th>Actual *</th>
<th>Variance</th>
<th>Percentage Of Budget To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General Fund</td>
<td>Auxiliary</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>Budget</td>
<td>Budget</td>
<td>Budget</td>
</tr>
<tr>
<td>Expenditures By Category:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Faculty Salaries</strong></td>
<td>$69,439,178</td>
<td>$69,439,178</td>
<td>$10,693,436</td>
</tr>
<tr>
<td><strong>Staff Salaries</strong></td>
<td>52,826,719</td>
<td>59,470,375</td>
<td>11,646,840</td>
</tr>
<tr>
<td><strong>Other Personal Services</strong></td>
<td>1,164,092</td>
<td>1,361,500</td>
<td>272,197</td>
</tr>
<tr>
<td><strong>Student Help</strong></td>
<td>6,881,264</td>
<td>9,486,861</td>
<td>1,605,597</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>46,100,113</td>
<td>49,094,984</td>
<td>3,994,871</td>
</tr>
<tr>
<td><strong>Sub-Total Compensation</strong></td>
<td>176,413,366</td>
<td>189,214,896</td>
<td>32,801,530</td>
</tr>
<tr>
<td><strong>Cost of Goods Sold</strong></td>
<td>4,284,664</td>
<td>4,284,664</td>
<td>779,286</td>
</tr>
<tr>
<td><strong>SS&amp;M/Travel/Equipment (Revised)</strong></td>
<td>37,314,093</td>
<td>45,565,048</td>
<td>9,023,765</td>
</tr>
<tr>
<td><strong>Utilities</strong></td>
<td>9,037,447</td>
<td>11,911,120</td>
<td>1,273,773</td>
</tr>
<tr>
<td><strong>Financial Aid</strong></td>
<td>23,754,000</td>
<td>25,119,513</td>
<td>1,265,513</td>
</tr>
<tr>
<td><strong>Distribution to EMU Foundation</strong></td>
<td>1,526,192</td>
<td>1,500,000</td>
<td>26,192</td>
</tr>
<tr>
<td><strong>Transfers</strong></td>
<td>14,827,026</td>
<td>20,550,691</td>
<td>5,726,691</td>
</tr>
<tr>
<td><strong>Sub-Total Operating Expense</strong></td>
<td>$86,258,758</td>
<td>$100,957,228</td>
<td>$18,698,470</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$262,672,124</td>
<td>$291,114,944</td>
<td>$29,114,944</td>
</tr>
</tbody>
</table>

**Actual Transfers thru September:**

Debt Service | 2,095,000
Gen Fee - Asset Preservation | 4,100,000
Auxiliary Adm Fee | (850,800)
Convocation | 270,050
Gen Fee/Misc | 148,544

**5,762,794**
Eastern Michigan University  
Auxiliary Activities - Budget Vs Actual  
As of 09/30/2008

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
<th>Variance</th>
<th>Budget</th>
<th>Actual</th>
<th>Variance</th>
<th>Budget</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residence Halls</td>
<td>$11,290,623</td>
<td>$5,791,819</td>
<td>$5,498,804</td>
<td>$11,290,623</td>
<td>$4,006,283</td>
<td>$7,284,340</td>
<td>$-</td>
<td>$1,785,536</td>
<td>$1,785,536</td>
</tr>
<tr>
<td>Dining</td>
<td>12,272,132</td>
<td>1,984,567</td>
<td>10,287,565</td>
<td>12,546,391</td>
<td>2,298,597</td>
<td>10,247,794</td>
<td>(274,259)</td>
<td>(314,030)</td>
<td>(39,771)</td>
</tr>
<tr>
<td>Apartments</td>
<td>2,097,827</td>
<td>311,087</td>
<td>1,786,740</td>
<td>2,186,670</td>
<td>583,685</td>
<td>1,602,975</td>
<td>(88,843)</td>
<td>(272,608)</td>
<td>(183,765)</td>
</tr>
<tr>
<td>Rental Property</td>
<td>96,000</td>
<td>11,842</td>
<td>84,158</td>
<td>(37,670)</td>
<td>7,637</td>
<td>(45,307)</td>
<td>133,670</td>
<td>4,205</td>
<td>(129,465)</td>
</tr>
<tr>
<td>Total Housing &amp; Dining</td>
<td>$25,756,582</td>
<td>$8,099,315</td>
<td>$17,657,267</td>
<td>$25,986,014</td>
<td>$6,896,212</td>
<td>$19,089,802</td>
<td>(229,432)</td>
<td>1,203,103</td>
<td>1,432,535</td>
</tr>
<tr>
<td>Health Services</td>
<td>858,621</td>
<td>172,625</td>
<td>685,996</td>
<td>985,438</td>
<td>115,719</td>
<td>869,719</td>
<td>(126,817)</td>
<td>56,906</td>
<td>183,723</td>
</tr>
<tr>
<td>Children’s Institute</td>
<td>589,146</td>
<td>134,541</td>
<td>454,605</td>
<td>556,456</td>
<td>136,599</td>
<td>419,857</td>
<td>32,690</td>
<td>(2,058)</td>
<td>(34,748)</td>
</tr>
<tr>
<td>Rec/IM</td>
<td>559,584</td>
<td>234,528</td>
<td>325,056</td>
<td>554,188</td>
<td>99,277</td>
<td>454,911</td>
<td>5,396</td>
<td>135,251</td>
<td>129,855</td>
</tr>
<tr>
<td>Eastern Echo</td>
<td>465,733</td>
<td>76,165</td>
<td>389,568</td>
<td>465,733</td>
<td>56,015</td>
<td>409,718</td>
<td>0</td>
<td>20,150</td>
<td>20,150</td>
</tr>
<tr>
<td>Licensing</td>
<td>57,000</td>
<td>7,271</td>
<td>49,729</td>
<td>57,000</td>
<td>15,747</td>
<td>41,253</td>
<td>0</td>
<td>(8,476)</td>
<td>(8,476)</td>
</tr>
<tr>
<td>Computer Sales</td>
<td>603,325</td>
<td>34,118</td>
<td>569,207</td>
<td>602,295</td>
<td>176,926</td>
<td>425,369</td>
<td>1,030</td>
<td>(142,808)</td>
<td>(143,838)</td>
</tr>
<tr>
<td>Parking and Campus Shuttle</td>
<td>2,967,720</td>
<td>1,104,696</td>
<td>1,863,024</td>
<td>2,967,720</td>
<td>578,506</td>
<td>2,389,214</td>
<td>0</td>
<td>526,190</td>
<td>526,190</td>
</tr>
<tr>
<td>EagleCrest and Convocation Center</td>
<td>3,642,289</td>
<td>51,170</td>
<td>3,591,119</td>
<td>3,325,156</td>
<td>147,013</td>
<td>3,178,143</td>
<td>317,133</td>
<td>(95,843)</td>
<td>(412,976)</td>
</tr>
<tr>
<td>Total Other</td>
<td>9,743,418</td>
<td>1,815,114</td>
<td>7,928,304</td>
<td>9,513,986</td>
<td>1,325,802</td>
<td>8,188,184</td>
<td>229,432</td>
<td>489,312</td>
<td>259,880</td>
</tr>
<tr>
<td>Total Auxiliaries</td>
<td>$35,500,000</td>
<td>$9,914,429</td>
<td>$25,585,571</td>
<td>$35,500,000</td>
<td>$8,222,014</td>
<td>$27,277,986</td>
<td>$-</td>
<td>$1,692,415</td>
<td>$1,692,415</td>
</tr>
</tbody>
</table>
RECOMMENDATION
FY 2010 CAPITAL OUTLAY BUDGET REQUEST

ACTION REQUESTED:
It is recommended that the Board of Regents approve the FY 2010 Capital Outlay Budget Request. The renovation of Strong Hall has been identified as the University’s top capital project.

STAFF SUMMARY:
Strong Hall is part of the College of Arts and Science, specifically housing the Geology and Geography and the Physics and Astronomy departments. It is located directly northeast of the Mark Jefferson Science Building. Built in 1941, Strong Hall has not received any significant improvements or renovations since its construction.

The project will include renovation of the entire existing structure that will include faculty offices, classrooms, lecture halls, and student commons areas. Renovation of the existing 87,500 gross square feet, spread across 3 floor levels, will include reconfiguration of existing space to modernize classroom and lab space as well as new technology; flexible use spaces for both research and instruction; common student use spaces; fire suppression system; replacement of architectural, structural, mechanical and electrical systems; and additional upgrading to comply with ADA standards.

The modernized and reconfigured space will provide the students with much needed gathering space for impromptu meetings with faculty and other classmates. These improvements will also provide flexibility in classroom configuration to adapt to the changing instructional environment.

This project, along with the construction of the Mark Jefferson Science Complex, demonstrates the university’s commitment to the sciences and would result in first class science facilities on EMU’s campus.

Attached is the Strong Hall Project Narrative.

FISCAL IMPLICATIONS:
The estimated cost to renovate Strong Hall is $38 million. The University’s cost share is $9.5 million or 25% of the total project cost.

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

___________________________________________ ________________________
University Executive Officer Date
STRONG HALL PROJECT NARRATIVE

Strong Hall is part of the College of Arts and Science, specifically housing the Geology & Geography and the Physics & Astronomy departments. It is part of the Science Complex at EMU in conjunction with the Mark Jefferson building. Strong Hall was built in 1941 and it has not received a significant improvement or renovation since its construction. Based on use, age, and the wear, Strong now has several deficiencies:

- Interior systems and finishes have long exceeded their life cycle;
- Mechanical systems are obsolete and in need of replacement;
- Plumbing systems are in need of replacement;
- Electrical systems are in need of replacement;
- Energy inefficient original windows and other building envelope maintenance issues;
- Inadequate technology infrastructure;
- Inadequate handicap accessibility;
- Outdated and overcrowded classrooms and laboratory space;
- Outdated departmental and faculty offices.

The project will include renovation of the entire existing structure that will include faculty offices, classrooms, lecture halls, and student commons areas. Renovation of the existing 87,500 gross square feet, spread across 3 floor levels, will include reconfiguration of existing space to modernize classroom and lab space as well as new technology; flexible use spaces for both research and instruction; common student use spaces; fire suppression system; replacement of architectural, structural, mechanical and electrical systems; and additional upgrading to comply with ADA standards.

The modernized and reconfigured space will provide the students with much needed gathering space for impromptu meetings with faculty and other classmates. These improvements will also provide flexibility in classroom configuration to adapt to the changing instructional environment.

The total project is estimated to cost $38,000,000 broken down in the following components:

- Renovation $19,500,000
- Technology $ 500,000
- Fees, Contingencies, Permits and Administrative Costs $ 9,000,000
- Owner Costs $ 9,000,000
- Total $38,000,000

It is estimated that the project can begin as early as January 2009, and would be completed within 36 months.

The estimated additional annual operating costs are estimated to be unchanged due to the offset of energy efficiencies with added technology infrastructure. These costs are funded from the University’s General Fund. There will be no impact on student tuition and fees.
Strong Hall Other Alternatives Considered

Demolition and replacement of Strong Hall was considered and abandoned for several reasons. Primarily, the reason for renovation in lieu of replacement is the ongoing renovation and addition to Mark Jefferson Science Complex. That project will connect the west end of Strong to the Science Complex which therefore severely diminishes the option of replacing Strong. Furthermore, the cost implications of replacement versus renovation were considered during the preliminary programming and it is expected that replacement may cost up to 25% more than the renovation. Lastly, the University’s effort to maintain sustainable practices support the revitalization of existing facilities.

Strong Hall is centrally located on campus, close to residence halls, other academic facilities, including the science complex, library, and parking. There is no other space on central campus that can accommodate the collaboration needed with the rest of the science complex and integrated courses of study. Relocating the building to another site loses its centrality to the core campus and would require additional parking and new infrastructure for utilities at costs that far exceed renovation costs. The building’s structure is in good condition and therefore warrants renovation rather than a new building. Strong Hall would still have to be renovated or razed should a new edifice be constructed.

Eastern Michigan University is the second oldest campus in the State of Michigan, with the University of Michigan being the oldest institution. The state’s investment in buildings and infrastructure should be preserved when possible and financially feasible to do so. The construction costs associated with a new building were carefully studied and found not to be fiscally prudent given the constraints on available state and institutional funds for capital projects. We believe, when possible, existing buildings that are structurally sound should be renovated and modernized as opposed to razing buildings for new structures.
RECOMMENDATION

TIAA-CREF RETIREMENT PLAN – PENSION PROTECTION ACT
ADMINISTRATIVE REQUIREMENTS

ACTION REQUESTED:

It is recommended that the Board of Regents authorize the President to take such action and execute such documents necessary to ensure that University’s 403(b) Defined Contribution Retirement Plan and 403(b) Supplemental Plan are in compliance with the Pension Protection Act and IRS 403(b) regulations, which are effective January 1, 2009.

STAFF SUMMARY:

The Pension Protection Act and the final regulations of the 403(b) of the Internal Revenue Code require that the University implement several administrative changes to its TIAA-CREF Retirement Plan and Supplemental Plan to remain in legal compliance. Plan revisions must be enacted by December 31, 2008.

As outlined in the attached Q&A, the vast majority of plan participants will not be impacted by these changes. The new regulations require that the University create written Plan Documents for each of its retirement-related plans. TIAA-CREF has provided a template for plan documents which is being reviewed by the University’s outside legal counsel Miller, Canfield, Paddock and Stone and the University’s Office of Legal Affairs. The Plan documents will be finalized prior to the December 31, 2008 deadline.

The new regulations also require more University oversight and tracking of loans, hardship withdrawals, and 15 year catch-up contributions under the Supplemental Plan. While these plan options remain available to plan participants, the new regulations will necessitate changes to the processes of administrating obtaining them. The new regulations expand rollover and hardship provisions to include non-spousal beneficiaries.

FISCAL IMPLICATIONS:

The new regulations will not impact ongoing costs of the University’s Retirement Plans and one-time costs are included in the University’s 2008-09 General Fund Budget.

ADMINISTRATIVE RECOMMENDATION:

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

_________________________________________                               _____________
University Executive Officer        Date
New 403(b) regulations were finalized in July 2007. They replaced original ones from 1964 and will take effect on January 1, 2009.

**Will the employees’ retirement plan through TIAA-CREF change?**

No.

**Will the employer’s contributions remain the same?**

Yes.

**What will change?**

- All 403(b) plans, including non-ERISA plans must be in writing. Written plans will have to include material plan provisions, such as plan eligibility, benefits (including timing and form of distributions available), limits on contributions, distribution rules and a list of annuity contracts and mutual funds offered under the plan. The plan sponsor can adopt a single plan document which incorporates other needed documents. EMU needs to work with the vendors to ensure their written plan reflects the provisions of all the 403(b) contracts & custodial accounts. Governmental and non-ERISA plans are not required to have written plan documents through December 31, 2008.

- Employers must limit direct transfers from all 403(b) accounts to authorized funding vehicles only. Transfers to funding vehicles that are not authorized payroll slot vendors will not be permitted after Sept. 24, 2007. This has already been in place.

- Employers must require a triggering event prior to all in-service distributions from 403(b) plans (such as disability, severance from employment or the participant reaching age 59 ½.) Under the final regulations, employer contributions to a 403(b) annuity will be subject to withdrawal restrictions for contracts issued after December 31, 2008.

- The new regulations do not permit employees to self-certify that loan or hardship requirements are satisfied. This only applies to voluntary employee contributions. Hardship withdrawals can be made only if the institution verifies that there is a financial hardship. Loans must also be approved by the institution. The regulations make it clear that the determination of whether an employee has had a hardship that would entitle them to receive a distribution is the Employer’s ultimate responsibility. It is the employer’s responsibility to establish procedures
to administer loan or hardship requests. The Employer also has the option to
disallow loans or hardship withdrawals. The employer remains responsible for
determining whether each loan complies with plan loan rules, IRC 72(p)
requirements and for enforcing loan repayments. Employers are responsible for
determining whether or not employees have incurred an “immediate & heavy
financial need.”

- The ordering rule for catch-up contributions has changed. If a participant is
eligible for both the special 15 years of service catch-up and the age 50 catch-up,
but does not tax defer the maximum amount permitted, the final regulations
confirm that the special 15 year catch-up is to be used first.

What will remain the same?

403(b) plans will continue to be available only to 501(c) (3) organizations, state colleges
and universities and public schools.

403(b) tax deferred annuity plans (TDA plans) will continue to be exempt from
nondiscrimination tests and will continue to be subject to only to the “universal
availability” rule.

Employers will continue to be able to make contributions to former employees for up to
five years after separation from employment.

The 15 year rule will continue to permit long service employees to make catch-up
contributions. The ordering rule makes it difficult for employers to monitor. Prior to the
regulations there was no guidance as to which catch-up to count first. Employers may
elect to remove this “catch-up” provision. Having a 457(b) plan available to EMU
employees makes this possible since employees are able to defer much more than the 15
year catch rule.

What is the employer’s responsibility regarding the investment options?

This is not part of the regulations but a good idea to establish an investment
policy/committee to provide oversight.

Does the employee have to monitor all 403(b) supplemental plan loans and hardship
withdrawals?

Yes, the employer must have procedures in place. EMU is working on these.

Do the vendors have to share information with the Employer?

Yes, in order for the employer to monitor withdrawals.
How can the Employer minimize risk?

The employer can establish procedures to monitor withdrawals or the employer can eliminate certain types of withdrawals.

**Pension Protection Act (PPA) of 2006 permits new options for participants & beneficiaries.**

Non-Spousal Rollover Provision – permits non-spouse beneficiaries to roll over the benefits that they inherit into their own IRA.

Hardship or Unforeseen Emergency Distributions – permits the participant to make unforeseen emergency withdrawals in the case of hardships or unforeseen emergencies of the participant’s designated beneficiary.

It is believed that these provisions will be made mandatory when the Technical Corrections to the Pension Protection Act is enacted by Congress. EMU has enacted these provisions.

November 6, 2008
RECOMMENDATION

PRAY-HARROLD ARCHITECT/ENGINEERING CONTRACT

ACTION REQUESTED

It is recommended that the Board of Regents grant signatory authority to President Susan W. Martin to sign a contractual agreement with an architect/engineering firm for professional architectural and engineering design services for the modernization/renovation of the University’s Pray-Harrold Building.

STAFF SUMMARY

In late September 2008 the State of Michigan awarded Eastern Michigan University (EMU) a $31.5 million capital appropriation for the modernization/renovation of the Pray-Harrold Building. The University’s Plant Operations and Development Department has issued a Request for Proposal (RFP) for Architectural/Engineering services and responses to the RFP are due on November 24, 2008. After the evaluation of the RFP responses and the selective interviews of firms, the University will be prepared to award a contract for architectural/engineering services. The recommendation authorizes the University’s President to sign a contractual agreement with the architectural/engineering firm that is awarded the contract.

FISCAL IMPLICATIONS

The estimated costs of these services is $2.4 million. These expenses will be paid from the Pray-Harrold project budget.

RECOMMENDATION

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

Kenneth McKanders
University Executive Officer

November 7, 2008
Date
RECOMMENDATION

BUDGET ADJUSTMENT

ACTION REQUESTED

It is recommended that the Board of Regents grant authority to President Susan W. Martin to take such action necessary to reduce the expenditure budget that was approved by the Board as part of the 2008-09 General Operating, Auxiliary and Capital Budgets. The President shall consult with the Board Chair, Vice Chair and the Chair of the Board’s Finance Audit and Investment Committee regarding proposed expenditure budget reductions.

STAFF SUMMARY

On July 30, 2008 the Board of Regents approved the University’s fiscal year 2008-09 General Operating, Auxiliary, and Capital Budgets in the amounts of $262.7 million, $35.5 million and $32.0 million respectively. The approved budgets were based on projected revenues as specifically described in the budget documents. As a result of an anticipated reduction in State of Michigan revenues, the Governor is considering issuing an Executive Order that may reduce 2008-09 higher education appropriations. University revenues may be further reduced if Winter Semester enrollment does not meet budget assumptions. This recommendation authorizes the President to take such actions necessary to reduce the fiscal year expenditure budget in the event revenues decline due to a Governor’s Executive Order and/or enrollment shortfall.

FISCAL IMPLICATIONS

The recommendation authorizes the President to reduce the fiscal year expenditure budget in the event revenues decline due to a reduction in State of Michigan appropriations and/or enrollment shortfall.

RECOMMENDATION

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

________________________
University Executive Officer

________________________
Date
RECOMMENDATION


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, 2008.

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, 2008. 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 $46,619,891. This represents a 7.9 percent decrease from the June 30, 2007 market value, which was $50,611,186. Contributions during 2007-2008 were $7,903,817, of which $7,133,992 represented cash gifts. Contributions designated toward endowed scholarships, endowments and planned gifts managed by the Foundation totaled $1,956,670.

During this fiscal year, the endowment portfolio experienced an investment return of negative 6.4 percent. The total return since inception on September 30, 1992, of 9.3 percent surpasses the benchmark of 8.5 percent.

Current expendable gifts and gifts-in-kind distributed to and received directly by Eastern Michigan University for programs and scholarships totaled $3,360,080 for the year ended June 30, 2008. Of that total, $2,387,194 was transferred to EMU by the EMU Foundation; $769,825 represents gifts of property and equipment that were received by EMU directly; and $203,061 represents cash gifts that were received by EMU directly. In addition, funding received from endowed scholarships and endowments totaled $1,053,923.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer    Date