

AGENDA
Oakland University
Board of Trustees Formal Session
December 9, 2011, 10:00 a.m.
Auditorium, Elliott Hall of Business & Information Technology
Presiding: Chair Henry Baskin

A. Call to Order – Chair Henry Baskin

B. Roll Call – Secretary Victor A. Zambardi

C. Faculty Recognition – Chair Henry Baskin

D. Consent Agenda for Consideration/Action – Chair Henry Baskin

Tab 1. Consent Agenda

Tab 2. Minutes of the Board of Trustees Formal Session of October 31, 2011

Tab 3. University Personnel Actions

Tab 4. Acceptance of Gifts and Pledges to Oakland University for the Period of October 1 through November 30, 2011

Tab 5. Acceptance of Grants and Contracts to Oakland University for the Period of October 1, 2011 through November 30, 2011

Tab 6. Final Undergraduate School and Graduate School Reports – Summer II, 2011 – August 20, 2011

Tab 7. Amendment to Collective Bargaining Agreement between Oakland University and Oakland University Chapter, American Association of University Professors (AAUP)

E. New Items for Consideration/Action

Tab 8. Agreement between Oakland University and the Oakland University Professional Support Association (OUPSA) July 1, 2011 – June 30, 2014 – John W. Beaghan / Ronald P. Watson

Tab 9. Agreement between Oakland University and the Oakland University Campus Maintenance and Trades (OUCMT) November 1, 2011 – October 31, 2014 – John W. Beaghan / Ronald P. Watson

Tab 10. Golf and Learning Center Operating Budget for Fiscal Year Ending December 31, 2012 – John W. Beaghan / William M. Rogers

Tab 11. Meadow Brook Hall Operating Budget for Calendar Year Ending December 31, 2012 – Geoffrey C. Upward

Tab 12. Constituent Relationship Management Software – Mary Beth Snyder

F. Other Items for Consideration/Action that May Come Before the Board

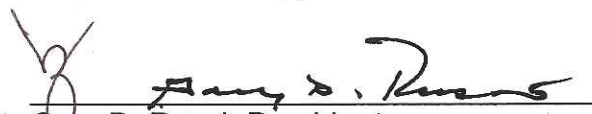
G. Adjournment

Agendum
Oakland University
Board of Trustees Formal Session
December 7, 2011

CONSENT AGENDA
A Recommendation

1. **Division and Department:** Office of the President
2. **Introduction:** The following recommendation is presented for Board of Trustees consideration on a Consent Agenda. If any member of the Board wishes to remove any item from the Consent Agenda for discussion, the request should be made to the Chair. The remaining items will then be considered on the Consent Agenda, with a separate discussion on the item removed.
3. **Previous Board Action:** The Board of Trustees considers Consent Agendas for approval on a regular basis at its Formal Sessions.
4. **Budget Implications:** Budget implications are described in each respective item in the Consent Agenda.
5. **Educational Implications:** Educational implications are described in each respective item in the Consent Agenda.
6. **Personnel Implications:** Personnel implications are described in each respective item in the Consent Agenda.
7. **University Reviews/Approvals:** The Consent Agenda items were reviewed as indicated in each respective agenda item
8. **Recommendation:**
RESOLVED, that the Board of Trustees approve the items listed below as set forth in the respective agenda resolutions:
 - a. Minutes of the Board of Trustees Formal Session of October 31, 2011
 - b. University Personnel Actions
 - c. Acceptance of Gifts and Pledges to Oakland University for the Period of October 1 through November 30, 2011
 - d. Acceptance of Grants and Contracts to Oakland University for the Period of October 1, 2011 through November 30, 2011
 - e. Final Undergraduate School and Graduate School Reports – Summer II, 2011 – August 20, 2011
 - f. Amendment to Collective Bargaining Agreement between Oakland University and Oakland University Chapter, American Association of University Professors (AAUP)
9. **Attachments:** None.

Recommended on 12-7, 2011
to the Board for Approval


Gary D. Russi, President

**Minutes of the Formal Session
of the
Oakland University Board of Trustees
October 31, 2011**

Present: Chair Henry Baskin; Vice Chair Michael R. Kramer; and Trustees Monica E. Emerson, Richard A. Flynn, Jacqueline S. Long, Ronald E. Robinson, Mark E. Schlusser and Jay B. Shah

Also Present: President Gary D. Russi; Senior Vice President Virinder K. Moudgil; Vice Presidents Eric D. Barritt, John W. Beaghan, Rochelle A. Black, and Mary Beth Snyder; Vice President and Secretary to the Board of Trustees Victor A. Zambardi; and Student Liaisons Emily R. Tissot and Maxwell M. VanRaaphorst

A. Call to Order

Chair Henry Baskin called the meeting to order at 2:00 p.m. in the Auditorium of Elliott Hall of Business and Information Technology.

B. Roll Call

Mr. Victor A. Zambardi, Vice President for Legal Affairs, General Counsel and Secretary to the Board of Trustees, conducted a roll call and all of the Board members were present.

C. Reports

Treasurer's Report

Mr. John W. Beaghan, Vice President for Finance and Administration, presented the Treasurer's Report as set forth in the agenda item.

D. Consent Agenda for Consideration/Action

Consent Agenda

Minutes of the Board of Trustees Formal Session of August 2, 2011 and Special Formal Session of October 7, 2011

University Personnel Actions

RESOLVED, that the Board of Trustees approve the personnel actions below.

I. New Appointments

Effective August 1, 2011

Lucia, Victoria C., Assistant Professor of Biomedical Sciences without tenure (tenure-track) (\$85,000), Oakland University William Beaumont School of Medicine.

Effective August 15, 2011

Beres, Janith M., Special Instructor in Nursing (\$61,783) (New appointment filling a vacant authorized position).

Brown, Miles C., Instructor of Music (\$49,200) (New appointment filling a vacant authorized position).

Cantir, Cristian A., Instructor of Political Science (\$52,000) (New appointment filling a vacant authorized position).

Chen, Tianxu, Assistant Professor of Management (\$95,000) (New appointment filling a vacant authorized position).

Condron, Dennis J., Assistant Professor of Sociology (\$59,000) (New appointment filling a newly authorized position).

Craig, Mary E., Special Instructor in Biological Sciences (\$65,000) (New appointment filling a vacant authorized position).

Crocket, Stephanie A., Assistant Professor of Education (\$55,000) (New appointment filling a vacant authorized position).

Deubel, Tara F., Assistant Professor of Anthropology (\$57,000) (New appointment filling a vacant authorized position).

Dorko, Lori A., Special Instructor in Accounting (\$75,000) (New appointment filling a vacant authorized position).

Greer, Katie S., Assistant Professor of Library (\$50,000) (New appointment filling a vacant authorized position).

Guest, Anthony R., Assistant Professor of Theatre (\$52,000) (New appointment filling a vacant authorized position).

Hastmann, Tanis J., Assistant Professor of Health Sciences (\$56,000) (New appointment filling a newly authorized position).

Jain, Sachin, Assistant Professor of Education (\$60,000) (New appointment filling a vacant authorized position).

Kaiser, Angela A., Assistant Professor of Social Work (\$55,000) (New appointment filling a newly authorized position).

Kashiwagi-Wood, Akiko, Assistant Professor of Japanese (\$54,000) (New appointment filling a newly authorized position).

Lorca, Daniel S., Assistant Professor of Spanish (\$53,000) (New appointment filling a vacant authorized position).

Melnick, Ross D., Assistant Professor of English (\$52,000) (New appointment filling a vacant authorized position).

Meyers, Erin A., Assistant Professor of Communication (\$52,000) (New appointment filling a vacant authorized position).

Naser, Md. Abu, Assistant Professor of Journalism (\$52,000) (New appointment filling a vacant authorized position).

Rutledge, Amy M., Special Instructor in Management Information Systems (\$62,000) (New appointment filling a vacant authorized position).

Shu, Tao, Assistant Professor of Engineering (\$77,000) (New appointment filling a vacant authorized position).

Steffy, Daniel E., Assistant Professor of Mathematics (\$62,500) (New appointment filling a vacant authorized position).

Sule, Venice T., Assistant Professor of Education (\$61,000) (New appointment filling a newly authorized position).

Tang, Jing, Assistant Professor of Engineering Biology (\$77,000) (New appointment filling a newly authorized position).

Tivis, Tierra B., Assistant Professor of Education (\$55,000) (New appointment filling a newly authorized position).

Vaughan, Michael Hunter, Assistant Professor of English (\$54,000) (New appointment filling a vacant authorized position).

Vonk, Jennifer M., Assistant Professor of Psychology (\$60,000) (New appointment filling a newly authorized position).

Walwema, Josephine N., Assistant Professor of Writing (\$52,000) (New appointment filling a vacant authorized position).

Wang, Yuejian, Assistant Professor of Physics (\$65,000) (New appointment filling a vacant authorized position).

Wigent, Catherine A., Assistant Professor of Education (\$55,000) (New appointment filling a vacant authorized position).

Wloch, Marta, Assistant Professor of Chemistry (\$60,000) (New appointment filling a vacant authorized position).

Zeigler-Hill, Virgil L., Assistant Professor of Psychology (\$60,000) (New appointment filling a vacant authorized position).

Zuo, Li, Assistant Professor of Biological Sciences (\$62,000) (New appointment filling a vacant authorized position).

II. Administrative Appointments

Schott-Baer, F. Darlene, Interim Vice Provost for Graduate Education and Professor of Nursing, with tenure. Effective October 1, 2011, pursuant to the Employment Agreement between F. Darlene Schott-Baer and Oakland University that was reviewed and approved by the Office of the Vice President for Legal Affairs and is in compliance with the law and University policies and regulations and conforms to the legal standards and policies of the Vice President for Legal Affairs and General Counsel.

Smith, Lorenzo M., Associate Dean, School of Engineering and Computer Sciences, and Associate Professor of Engineering, with tenure. Effective August 15, 2011, pursuant to the Employment Agreement between Lorenzo M. Smith and Oakland University that was reviewed and approved by the Office of the Vice President for Legal Affairs and is in compliance with the law and University policies and regulations and conforms to the legal standards and policies of the Vice President for Legal Affairs and General Counsel.

Department Chairs

<u>Chair</u>	<u>Department</u>	<u>Term</u>
Aloi, Daniel N.	Electrical & Computer Engineering	August 15, 2011 – August 14, 2014 (1 st term)
Brown, Nancy M.	Teacher Development & Educational Studies	August 15, 2011 – August 14, 2014 (1 st term)
Hawley, Lisa D.	Counseling	August 15, 2011 – August 14, 2014 (2 nd term)
Mourelatos, Zissimos P.	Mechanical Engineering	August 15, 2011 – August 14, 2014 (1 st term)
Pavonetti, Linda M.	Reading & Language Arts	August 15, 2011 – August 14, 2014 (1 st term)
Swift, Carol A.	Human Development & Child Study	August 15, 2011 – August 14, 2014 (5 th term)
Van Til, Robert P.	Industrial & Systems Engineering	August 15, 2011 – August 14, 2014 (1 st term)

III. Oakland University William Beaumont School of Medicine New Appointments, effective October 31, 2011

The following standard appointments in the Oakland University William Beaumont School of Medicine are for three years, commencing on August 2, 2011, and are renewable. These standard appointments are without salary support from Oakland University and are not tenured positions. Appointees must maintain active status on the staff of Beaumont Hospital; meet all applicable School of Medicine participation requirements, and maintain the continued support of their Department Chairs, who are responsible for assessing their performance. Appointees' standard appointments may also be terminated at any time, upon the recommendation of their Department Chair or, for reasons that are at the exclusive discretion of the Dean of the School of Medicine:

Abrou, Ayad, Assistant Professor, Internal Medicine
Burks, Frank N., Assistant Professor, Urology
Chaiyasate, Kongkrit, Assistant Professor, Surgery
Daniel, Iris B., Assistant Professor, Family Medicine
Donaldson, Peter R., Assistant Professor, Orthopedic Surgery
Fahim, Daniel, Assistant Professor, Surgery
Fragoso, Jose' M., Adjunct Assistant Professor, Diagnostic Radiology
Gilpin, Nicholas, Assistant Professor, Internal Medicine
Gupta, Navdeep, Assistant Professor, Internal Medicine
Hack, William D., Adjunct Assistant Professor, Diagnostic Radiology
Heinsimer, James A., Assistant Professor, Internal Medicine
Hubers, Michael, Assistant Professor, Orthopedic Surgery
Karimipour, Darius, Assistant Professor, Internal Medicine
Khayyata, Said H., Assistant Professor, Pathology
Knapke, Donald, Assistant Professor, Orthopedic Surgery
Matlen, Jerry A., Assistant Professor, Orthopedic Surgery
Merson, Richard M., Associate Professor, Physical Medicine & Rehabilitation
Nasir, Mohsen, Assistant Professor, Internal Medicine
Park, Daniel K., Assistant Professor, Orthopedic Surgery
Rifat, Sami F., Associate Professor, Family Medicine
Rolnick, Michael I., Associate Professor, Physical Medicine & Rehabilitation
Rontal, Eugene, Associate Professor, Otolaryngology (Surgery)
Sadowski, Jason, Assistant Professor, Orthopedic Surgery
Scapini, David, Assistant Professor, Otolaryngology (Surgery)
Schultz, Cheryl Culver, Adjunct Assistant Professor, Diagnostic Radiology
Singla, Rohit, Assistant Professor, Diagnostic Radiology
Speck, John, Assistant Professor, Internal Medicine
Sripada, Subra, Adjunct Assistant Professor, Biomedical Sciences
Sullivan, Jr., Mack H., Assistant Professor, Surgery
Vaupel, Zachary M., Assistant Professor, Orthopedic Surgery
Yerman, Howard, Assistant Professor, Otolaryngology (Surgery)
Young, Esther, Assistant Professor, Internal Medicine
Ysunza, Antonio, Visiting Associate Professor, Otolaryngology (Surgery)

IV. Emeritus Appointments

Farragher, Edward J., Professor Emeritus of Finance, effective October 31, 2011.

Mabee, Barbara U., Professor Emerita of German, effective October 31, 2011.

Willoughby, Floyd G., Professor Emeritus of Management, effective October 31, 2011.

V. Change of Status

Connery, Brian A., from Professor of English and Interim Director International Education to Director, International Education-Study Abroad and Professor of English, Department of English, effective June 24, 2011.

Dinda, Sumit, from Assistant Professor of Medical Laboratory Sciences to Assistant Professor of Biomedical Diagnostic and Therapeutic Sciences, effective September 1, 2011.

Giberson, Tomas R., from Associate Professor of Education to Acting Department Chair of Human Resource Development and Associate Professor of Education, effective August 15, 2011 through August 14, 2012.

Landis-Piwowar, Kristin, from Assistant Professor of Medical Laboratory Sciences to Assistant Professor of Biomedical Diagnostic and Therapeutic Sciences, effective September 1, 2011.

Lepkowski, Frank J., from Interim Dean University Library to Associate Dean of University Library and Associate Professor of Library, with tenure, effective August 15, 2011.

Long, Michael P., from Department Chair of Human Resource Development and Associate Professor of Education to Associate Professor of Education, effective August 15, 2011.

Polis, Michael P., from Department Chair of Industrial and Systems Engineering and Professor of Engineering to Professor of Engineering, Department of Industrial and Systems Engineering, effective August 15, 2011.

Schwartz, Robert M., from Interim Department Chair of Reading & Language Arts and Professor of Education to Professor of Education, effective August 15, 2011.

Tracy, Dyanne M., from Department Chair of Teacher Development & Educational Studies\Professor of Education to Professor of Education, effective August 15, 2011.

Williams, Joanne L., from Professor of Medical Laboratory Sciences to Professor of Biomedical Diagnostic and Therapeutic Sciences, effective September 1, 2011.

Acceptance of Gifts and Pledges to Oakland University for the Period of July 1 through September 30, 2011

RESOLVED, that the Board of Trustees accept the gifts and pledges to Oakland University identified in the Gifts and Pledges Report, Attachment A, for the period of July 1 through September 30, 2011.

(A copy of Attachment A is on file in the Board of Trustees Office.)

Acceptance of Grants and Contracts to Oakland University for the Period of July 1, 2011 through September 30, 2011

RESOLVED, that the Board of Trustees accept the grants and contracts to Oakland University identified in the Grants and Contracts Report, Attachment A, for the period of July 1, 2011 through September 30, 2011.

(A copy of Attachment A is on file in the Board of Trustees Office.)

Final Undergraduate School and Graduate School Reports – Summer I 2011 – June 22, 2011

RESOLVED, that the Board of Trustees approves granting the degrees more fully described in the Final Undergraduate School Report and the Final Graduate School Report, each dated June 22, 2011.

(A copy of the Final Undergraduate School and Graduate School Reports – Summer I 2011 – June 22, 2011 is on file in the Board of Trustees Office.)

Fiscal Year 2013 Five-Year Capital Outlay Plan and Fiscal Year 2013 Capital Outlay Project Request

RESOLVED, that the Board of Trustees approves the submission of the attached Fiscal Year 2013 Five-Year Capital Outlay Plan and Fiscal Year 2013 Capital Outlay Project Request to the State of Michigan, State Budget Office, as representative of Oakland University's capital budget needs.

(A copy of the Fiscal Year 2013 Five-Year Capital Outlay Plan and Fiscal Year 2013 Capital Outlay Project Request to the State of Michigan, State Budget Office is on file in the Board of Trustees Office.)

Approval of Honorary Degree for R. Hugh Elliott

RESOLVED, that the Board of Trustees awards the honorary degree of Doctor of Science, *Honoris Causa*, to R. Hugh Elliott.

Trustee Richard A. Flynn, seconded by Trustee Michael R. Kramer, moved approval of the Consent Agenda, and the motion was unanimously approved by those present.

E. New Items for Consideration/Action

Authorizing Resolution – General Revenue Bonds, Series 2012

Mr. Beaghan presented the Authorizing Resolution – General Revenue Bonds, Series 2010 recommendation as set forth in the agenda item.

RESOLUTION OF THE BOARD OF TRUSTEES OF
OAKLAND UNIVERSITY
AUTHORIZING THE ISSUANCE AND DELIVERY OF
GENERAL REVENUE BONDS AND PROVIDING FOR
OTHER MATTERS RELATING THERETO

WHEREAS, the Board of Trustees of Oakland University (the “Board”) is a constitutional body corporate established pursuant to Article VIII, Section 6 of the Michigan Constitution of 1963, as amended, with general supervision of Oakland University (the “University”) and the control and direction of all expenditures from the University’s funds; and

WHEREAS, in the exercise of its constitutional duties and in order to properly serve the needs of students attending the University, the Board proposes to undertake the acquisition, construction, installation and equipping of the capital improvements described in Exhibit A hereto (collectively, the “Projects”); and

WHEREAS, the Board has previously issued and has outstanding certain series of General Revenue Bonds (the “Outstanding Bonds”), and has incurred certain other debt obligations payable from and secured by a lien on General Revenues (as hereinafter defined) (such other debt obligations, together with the Outstanding Bonds, are collectively referred to herein as the “Outstanding Obligations”); and

WHEREAS, it may be appropriate and economical to refund all or part of the Outstanding Obligations (the portion of the Outstanding Obligations, if any, to be refunded to be determined by an Authorized Officer (hereinafter defined) and being herein called the “Bonds to be Refunded”); and

WHEREAS, the financing of all or a portion of the Projects and the refunding of the Bonds to be Refunded, if any, through the issuance of General Revenue Bonds will serve proper and appropriate public purposes; and

WHEREAS, in the exercise of its constitutional duties, and in order to prudently control and direct expenditures from the University’s funds, the Board determines it is necessary and desirable to authorize the issuance of General Revenue Bonds (the “Bonds”) in order to provide funds that, together with other available funds, will be used to pay all or part of the costs of the Projects and the refunding of the Bonds to be Refunded, if any, and to pay costs incidental to the issuance of the Bonds and the refunding; and

WHEREAS, it may be desirable and in the best interests of the University to secure all or part of the principal and interest on the bonds by bond insurance, a letter of credit or other form or credit enhancement from an insurance company, bank or other credit enhancement provider; and

WHEREAS, a trust indenture (the "Trust Indenture") or loan agreement (the "Loan Agreement") must be entered into by and between the Board and a trustee (the "Trustee") or a direct placement lender, in either case to be designated by an Authorized Officer, pursuant to which the Bonds will be issued and secured; and

WHEREAS, the indentures authorizing the Outstanding Bonds create certain conditions for the issuance of General Revenue Bonds secured by a pledge of General Revenues on a parity basis with the Outstanding Obligations; and

WHEREAS, the Vice President for Finance and Administration of the University shall, on or prior to the delivery of the Bonds, certify that the conditions for issuing the Bonds, secured on a parity basis by General Revenues with the Outstanding Obligations, have been met; and

WHEREAS, it is necessary to authorize the President and the Vice President for Finance and Administration of the University (each an "Authorized Officer") or either of them individually, to negotiate the sale of the Bonds with an underwriter or group of underwriters to be selected by an Authorized Officer (collectively, the "Underwriter") or with a direct placement lender to be selected by an Authorized Officer (the "Purchaser"), and to enter into one or more bond purchase agreements with the Underwriter or Purchaser (collectively, the "Bond Purchase Agreement") setting forth the terms and conditions upon which the Underwriter or Purchaser will agree to purchase the Bonds and the interest rates thereof and the purchase price therefor, or, in the alternative, to select the Underwriter for all or any portion of the Bonds and to establish the terms for such Bonds through a competitive bidding process pursuant to a notice of sale; and

WHEREAS, in order to be able to market the Bonds at the most opportune time, it is necessary for the Board to authorize the Authorized Officers, or either of them individually, to negotiate, execute and deliver on behalf of the Board, the Trust Indenture or Loan Agreement, the Bond Purchase Agreement, one or more remarketing agreements with the Underwriter or other parties (collectively, the "Remarketing Agreement"), and other related documents, to publish any notice of sale required for the sale of any portion of the Bonds, to establish the specific terms of the Bonds and to accept the offer of the Underwriter or Purchaser to purchase the Bonds, all within the limitations set forth herein; and

WHEREAS, the Board has full power under its constitutional authority for supervision of the University, and control and direction of expenditures from the University funds, to acquire, construct, furnish and equip the Projects, to refund the Bonds to be Refunded, to pay all or a portion of the costs of the Projects and of the refunding by issuance of the Bonds, and to pledge General Revenues for payment of the Bonds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF OAKLAND UNIVERSITY, AS FOLLOWS:

1. **Approval of the Projects and the Refundings.** The Board hereby approves each of the "Projects" as set forth on Exhibit A attached hereto, and authorizes the Authorized Officers, or either of them, to select the portions of the Projects to be financed, in whole or in part, from the proceeds of the Bonds, and to fund, as appropriate, the remaining portion of the costs of the Projects from available funds of the University or from other available funds, and to proceed with the acquisition, equipping and construction of the Projects. The Board further approves the refunding of the Bonds to be Refunded and authorizes the Authorized Officers, or either of them, to select the portion, if any, of the Outstanding Obligations to constitute the Bonds to be Refunded, in order to produce interest costs savings, more favorable debt service schedules, or more flexible documentation, as shall be determined by an Authorized Officer, and to cause to be called for redemption the Bonds to be Refunded as are appropriate and consistent with the foregoing objectives.

2. **Authorization of the Bonds and Related Agreements; Terms of the Bonds; Related Matters.** The Board hereby authorizes the issuance, execution and delivery of the Bonds in one or more series, to be designated GENERAL REVENUE BONDS, SERIES 2012 (with appropriate alternative or additional series designations) in the aggregate principal amount to be established by an Authorized Officer, but not to exceed the amount necessary to produce proceeds of \$50,000,000, plus an amount necessary to fund capitalized interest on the Bonds as an Authorized Officer deems appropriate and an amount necessary to accomplish the refunding of the Bonds to be Refunded. The Bonds shall be dated as of the date or dates established by an Authorized Officer.

The proceeds of the Bonds shall be used to pay all or a portion of the costs of the Projects, as shall be determined by an Authorized Officer, all or a portion of the costs of refunding the Bonds to be Refunded, if any, as shall be determined by an Authorized Officer, and costs incidental to the issuance of the Bonds and the refunding, including the cost of bond insurance, if any, and funding capitalized interest on the Bonds for such period, if any, in each instance as an Authorized Officer deems appropriate. The Bonds shall be serial bonds or term bonds, which may be subject to redemption requirements, or both, as shall be established by an Authorized Officer, but the first maturity or mandatory redemption date shall be not earlier than April 1, 2012 and the final maturity shall be not later than December 31, 2042. The Bonds may bear no interest or may bear interest at stated fixed rates for the respective maturities thereof as shall be established by an Authorized Officer, but the weighted average yield (computed using the stated coupon and the stated original offering price) for the Bonds shall not exceed 7.5% per annum for tax-exempt Bonds and not in excess of 10.0% per annum for taxable Bonds. The Bonds may be issued in whole or in part as capital appreciation bonds, which for their term or any part thereof bear no interest but appreciate in principal amount over time at compounded rates (not in excess of 7.5% per annum for tax-exempt Bonds or 10.0% per annum for taxable Bonds) to be determined by an Authorized Officer. Alternatively, all or part of the Bonds may bear interest at a variable rate of interest for all or a portion of their term, and the variable rate of interest shall not exceed the lesser of the maximum

rate permitted by law or the maximum rate, if any, to be specified in the Trust Indenture or Loan Agreement. The Bonds may be subject to redemption or call for purchase prior to maturity at the times and prices and in the manner as shall be established by an Authorized Officer, provided that the redemption premium shall not exceed 3.0% of the principal amount being redeemed, unless the redemption price is based on a "make-whole" formula, in which case the premium shall not exceed 40% of the principal amount being redeemed. Interest on the Bonds shall be payable at such times as shall be specified by an Authorized Officer. The Bonds shall be issued in fully registered form in denominations, shall be payable as to principal and interest in the manner, shall be subject to transfer and exchange, and shall be executed and authenticated, and may be issued in book-entry-only form, all as shall be provided in the Trust Indenture or Loan Agreement. The Bonds shall be sold to the Underwriter or Purchaser pursuant to the Bond Purchase Agreement or through a competitive bidding process pursuant to a notice of sale for a price to be established by an Authorized Officer (but the Underwriter's or Purchaser's discount, exclusive of net original issue discount, shall not exceed 1.5% of the principal amount thereof) plus accrued interest, if any, from the dated date of the Bonds to the date of delivery thereof.

In relation to the debt service on the Bonds, or in relation to all or any portion of the debt service on the Outstanding Bonds, either of the Authorized Officers may, at any time, on behalf of and as a corporate act and deed of the Board, enter into an interest rate swap, cap, forward starting swap, rate lock, option, swaption or similar agreement or agreements (collectively, the "Swap Agreement") with a counter-party or counter-parties to be selected by the Authorized Officer. Such Swap Agreement shall provide for payments between the Board and the counter-party related to interest on all or a portion of the Bonds or the Outstanding Bonds, or to indexed or market established rates. If the Swap Agreement is entered into in connection with the issuance of the Bonds, the expected effective interest rates on the Bonds, taking into account the effect of the Swap Agreement, shall be within the limitations set forth herein. Any Swap Agreement in the form of an option, rate lock, swaption or forward starting swap, may, if the Bonds to which such agreement relates are not ultimately issued, be required to be terminated, with a possibility of a resulting termination payment due by the University. In addition, either Authorized Officer is authorized to modify or terminate any existing interest rate swap or similar agreement entered into in connection with any of the Outstanding Bonds, if the Authorized Officer determines such action is economic and in the best interests of the Board, based on the advice of the Board's financial advisor.

Any or all of the Bonds may be made subject to tender for purchase at the option of the holder thereof. The obligation of the Board to purchase any Bonds subject to tender options may be made payable from General Revenues, from available cash reserves of the University, subject to such limitations as may be specified in the Trust Indenture or Loan Agreement, or from a letter of credit, line of credit or other liquidity device (the "Liquidity Device"), or any combination thereof, all as shall be determined by an Authorized Officer and provided for in the Trust Indenture or Loan Agreement. Any reimbursement obligation for draws under the Liquidity Device shall be a limited and not a general obligation of the Board, payable from and secured by a pledge of General Revenues. Either Authorized Officer is authorized to execute and deliver at any time,

for and on behalf of the Board, any agreements or instruments necessary to obtain, maintain, renew or replace, and provide for repayments under any Liquidity Device deemed by such officer to be required for the purposes of this Resolution. Purchase obligations shall not be considered principal of or interest on the Bonds.

3. **Limited Obligation of the Board; Security.** The Bonds, and the obligations of the Board under the Swap Agreement or Liquidity Device, if any, shall be limited and not general obligations of the Board payable from and secured by a lien on the General Revenues and moneys, securities or other investments from time to time on deposit in certain funds created pursuant to the Trust Indenture or Loan Agreement, or agreements entered into in connection with the Swap Agreement or Liquidity Device. Except as otherwise determined by an Authorized Officer, as provided below, the lien on General Revenues shall be on a parity basis with the liens on General Revenues securing the Outstanding Obligations.

As used herein and in the Trust Indenture and related documents, "General Revenues" shall be defined generally to include all fees, deposits, charges, receipts and income from all or any part of the students of the University, whether activity fees, tuition, instructional fees, tuition surcharges, general fees, health fees or other special purpose fees; all gross income, revenues and receipts from the ownership, operation and control of the Board's housing, dining and auxiliary facilities; all unrestricted receipts from departmental or educational activities; all unrestricted grants, gifts, donations and pledges and receipts therefrom; all unrestricted recoveries of indirect costs; and all unrestricted investment income, *but excluding* all of the following: (a) student activity fees approved by student referendum and not reported in the University's current funds; (b) any deposits required by law or contract to be held in escrow; (c) any gifts, grants, donations or pledges and receipts therefrom restricted as to use in a manner inconsistent with payment of amounts due on the Bonds and any obligations secured on a parity with the Bonds; (d) appropriations to the University from the State Legislature; (e) any income, revenues or receipts of whatever kind or nature attributed by the University to the University's constituent school of medicine, which at this time is privately funded, and not reported in the University's current funds; and (f) up to an amount equal to an aggregate of 5% of General Revenues each fiscal year collected annually from the levy of a special fee hereafter established by the Board and designated by the Board to be excluded from General Revenues.

No recourse shall be had for the payment of the principal amount of or interest or premium on the Bonds, or for the payment of any amounts owing under the Swap Agreement or the Liquidity Device, if any, or any claim based thereon, against the State of Michigan, the Board (except as provided herein) or any member or agent of the Board (including, without limitation, any officer or employee of the University), as individuals, either directly or indirectly, nor shall the Bonds and interest with respect thereto, or any obligations of the Board in connection with the Swap Agreement or Liquidity Device, if any, become a lien on or be secured by any property, real, personal or mixed, of the State of Michigan or the Board, other than General Revenues and the moneys, securities or other investments from time to time on deposit in certain funds established as pledged pursuant to the Trust Indenture or Loan Agreement, or agreements entered into in connection with the Swap Agreement or Liquidity Device, if any.

Any pledge of General Revenues, and funds specified in the Trust Indenture or Loan Agreement, or agreements entered into in connection with the Swap Agreement or Liquidity Device, if any, shall be valid and binding from the date of issuance and delivery of the Bonds or such agreements, and all moneys or properties subject thereto that are thereafter received shall immediately be subject to the lien of the pledge without physical delivery or further act. The lien of said pledge shall be valid and binding against all parties (other than the holders of any other bonds, notes or debt obligations secured by a parity first lien on General Revenues) having a claim in tort, contract or otherwise against the Board, irrespective of whether such parties have notice of the lien.

Notwithstanding anything herein to the contrary, any obligations of the Board under the Swap Agreement or any agreement with respect to the Liquidity Device may, if determined appropriate by an Authorized Officer, be payable and secured on a subordinated basis to the Bonds and other General Revenue obligations of the Board, or may be payable from General Revenues but be unsecured.

4. **Additional Bonds.** The right is reserved to issue additional bonds, notes or other obligations payable from and secured on a parity basis with the Bonds and the Outstanding Obligations from the General Revenues, upon compliance with the terms and conditions as shall be set forth in the Trust Indenture or Loan Agreement.

5. **Selection of Trustee; Terms of Documents; Bond Insurance.** Either Authorized Officer is hereby authorized and directed, in the name and on behalf of the Board and as its corporate act and deed, to select the Trustee, if any, and to negotiate the terms of and execute and deliver the Trust Indenture or Loan Agreement. The Trust Indenture or Loan Agreement may contain such covenants of the Board and terms as such Authorized Officers deem appropriate, including, but not limited to, covenants with respect to the establishment of General Revenues at levels expressed as a percentage of debt service on the Bonds or all General Revenue Bonds, and with respect to the issuance of additional bonds, notes or other obligations payable from and secured by General Revenues. In addition, either Authorized Officer is hereby authorized, empowered and directed to negotiate, if necessary and expedient for the issuance of the Bonds, for the acquisition of bond insurance and to execute and deliver an insurance commitment or other documents or instruments required in connection with such insurance.

6. **Sale of the Bonds; Selection of Underwriter or Purchaser; Terms of Purchase.** Either Authorized Officer is hereby authorized and directed, in the name of and on behalf of the Board and as its corporate act and deed, to select the Underwriter or Purchaser and to negotiate execute and deliver the Remarketing Agreement, if any, and the Bond Purchase Agreement with the Underwriter or Purchaser setting forth the terms of the Bonds and the sale thereof, in such form as an Authorized Officer may approve, all within the limitations set forth herein. In the alternative, if determined by an Authorized Officer, selection of the Underwriter and the setting of the terms for all or any portion of the Bonds may be made through a competitive sale or bidding process, and any Authorized Officer is authorized to accept the winning bid or offer of the Underwriter for the purchase of such Bonds.

7. **Execution and Delivery of Bonds.** Either Authorized Officer is hereby authorized, empowered and directed, in the name and on behalf of the Board, and as its corporate act and deed, to execute the Bonds by placing his or her facsimile or manual signature thereon, and to deliver the Bonds to the Underwriter or Purchaser in exchange for the purchase price therefor, as provided in the Bond Purchase Agreement.

8. **Notice of Sale; Official Statement.** Either Authorized Officer is hereby authorized to cause the preparation and publication of a notice of sale, if necessary, and the preparation of a Preliminary Official Statement and an Official Statement with respect to the Bonds, and to execute and deliver the Official Statement. The Underwriter is authorized to circulate and use, in accordance with applicable law, the Preliminary Official Statement, if any, and the Official Statement in connection with the offering, marketing and sale of the Bonds.

9. **Additional Acts Required.** The Authorized Officers, the Vice President for Legal Affairs, General Counsel and Secretary of the Board, and any other appropriate officers and authorized personnel of the Board or the University, as determined by the Vice President for Legal Affairs and General Counsel, are hereby authorized to perform all acts and deeds, and to execute and deliver, for and on behalf of the Board, all instruments and documents required by this Resolution, the Trust Indenture or Loan Agreement, or the Bond Purchase Agreement, necessary, expedient and proper in connection with the issuance, sale and delivery of the Bonds, as contemplated hereby, including, if deemed appropriate, an escrow deposit agreement with an escrow agent to be selected by an Authorized Officer, and to designate and empower the escrow agent or Underwriter to subscribe for United States Treasury Obligations (State and Local Government Series) as may be necessary in connection with any refunding authorized hereby. Any reference to an officer of the Board or the University herein shall include any interim or acting officer appointed by the Board. Any action required under the Trust Indenture or Loan Agreement, the Bond Purchase Agreement, any Swap Agreement, the Remarketing Agreement, any agreement or instrument entered into in connection with the Liquidity Device or any other agreement or instrument related to the Bonds, either in connection with the issuance of the Bonds or in connection with the ongoing administration of the financing program related to the Bonds, may be taken by and on behalf of the Board by an Authorized Officer.

In the event that future legislation allows the economic and efficient use of financing structures for the Bonds authorized hereby which are different from or alternative to traditional tax-exempt bond structures, through related tax credits available to the Board or the holders of such Bonds, or assignees thereof, all or any portion of the Bonds may, subject to the applicable parameters set forth herein, be issued as Bonds for which federal tax credits are payable to the Board or Bonds for which the federal income tax credits are allowed to the holder of the Bonds, if an Authorized Officer determines that such issuance is economic and in the best interests of the Board, and in connection therewith, either of the Authorized Officers is authorized to make, for and on behalf of and as the act of the Board, any and all designations or elections (revocable or irrevocable), to make any tax covenants in connection with the issuance of such Bonds, to execute and deliver any agreements, certificates or other instruments to or with the federal

government or any agency thereof, and to take any other actions necessary for such Bonds and the Board to receive any benefits, funds or federal subsidies available.

10. **Continuing Disclosure Undertaking.** In accordance with the requirements of Rule 15c2-12 of the United States Securities and Exchange Commission, the Board is required in connection with the issuance of the Bonds to enter into a Disclosure Undertaking for the benefit of the holders and beneficial owners of the Bonds. Either Authorized Officer is authorized to cause to be prepared and to execute and deliver, on behalf of the Board, a Disclosure Undertaking.

11. **Approval by Vice President for Legal Affairs and General Counsel.** The Board authorizes and directs that, prior to the execution by either Authorized Officer or other officer or representative of the Board or the University, of documents, certificates or instruments authorized by this Resolution, the Vice President for Legal Affairs and General Counsel of the University shall have reviewed and approved any and all such documents, certificates and instruments, upon, as appropriate, the advice of or consultation with the University's bond counsel.

12. **Conflicting Resolutions.** All resolutions or parts of resolutions or other proceedings of the Board in conflict herewith are hereby repealed insofar as such conflict exists.

Dr. Gary D. Russi, President, asked Ms. Rochelle A. Black, Vice President for Governmental Relations, to comment on Chair Baskin's question regarding how certain the State will fulfill its financial commitment. Ms. Black stated it has never happened in the history that the State would not fund its share of the project and urged the University to move quickly.

Mr. Jerry Rupley, Miller Canfield, commented there is nothing in writing committing the State, there is no contractual obligation, and once construction is approved at the State level, universities are authorized to spend their own money and the State will not issue its bonds through the State Building Authority until universities have expended their own money. Mr. Rupley commented further that it would be unprecedented for the State not to fund its share of the project.

Chair Baskin asked Mr. Beaghan if the University can afford \$30M without impacting a huge tuition increase. Mr. Beaghan commented there has been a tuition increase every year since he has been at the University and anticipates there will be a tuition increase proposed for next year.

Trustee Kramer asked about naming rights for the building to get endowed funds.

Mr. Eric D. Barritt, Vice President for Community Engagement, commented he is anticipating making the School of Engineering and Computer Science building part of the next campaign for the University and he has already started working with individuals, corporations and foundations to secure funding.

Mr. Beaghan introduced the Engineering Center Committee: Trustees Ronald E. Robinson and Jay B. Shah; Vice President for Academic Affairs and Provost Virinder K. Moudgil; Dean of the School of Engineering and Computer Sciences Louay Chamra; Associate Dean of the School of Engineering and Computer Science Lorenzo Smith; Associate Vice President for Facilities Management Terry Stollsteimer; Director of Capital Planning and Design Steve Zmich; and himself. The Committee was charged with advising on the schematic design process.

Dr. Moudgil called on Dean Chamra to discuss the Engineering Center proposed schematic design, how the building will meet their needs and naming opportunities for the building and individual labs.

Chair Baskin acknowledged the work done and great deal of time spent by Trustees Robinson and Shah.

Dean Chamra addressed Chair Baskin's comment on Trustee Mark E. Schluskel's mention at the last meeting of an engineering and medical school collaboration. He is doing a lot of collaboration with Beaumont Hospital and physicians. He just received a NIH grant for \$800,000 for medical equipment for the engineering school.

Trustee Robinson commented he is satisfied with the contributions of the school and other committee members. He asked Dean Chamra to speak to the future growth of the engineering school and how quickly we will be at capacity and the research side of the use of the building. Dean Chamra commented the school can accommodate the increase in faculty and students and has already seen growth in research up to \$7.9M.

Trustee Robinson asked about recruitment of high school students. Dean Chamra stated both he and faculty members are already conducting outreach to high schools and middle schools.

Dean Chamra thanked Trustees Robinson and Shah for their time, commitment and expertise.

Trustee Monica E. Emerson commended Dean Chamra on his commitment in involving middle schools and outreach to the underrepresented community.

Mr. Beaghan introduced Kari Blanchett, Public Financial Management, who is acting as the University's debt advisor, and Jerry Rupley acting as bond counsel.

Ms. Blanchett and Mr. Rupley addressed the Board regarding their role in the project and advised on the research on their recommendations.

Ms. Blanchett indicated her role is to serve as extension of OU staff, and go through the whole financing process, assist in putting a professional team together including the underwriter, prepare the debt capacity analysis, debt structure, manage the financing timeline, assist with preparing and reviewing the documentation, managing the rating process, and assist with the pricing of the bonds. Ms. Blanchett indicated the University

has an A-1 rating and commended the University on having a strong rating and this is contributed to the stability in leadership and the strong financial management of the University.

Trustee Schluskel asked what would be the University's debt capacity after finishing the Engineering Center and Ms. Blanchett responded the University will have debt capacity up to \$80-\$90M. Ms. Blanchett indicated debt capacity is determined by looking at different numbers and where that debt will put you with various ratios. Mr. Beaghan stated debt capacity is also determined depending on the project.

Mr. Rupley indicated debt capacity is not a hard and fast scientifically produced number. If the University is willing to go down in rating, the University would have a much greater debt capacity and it is a tradeoff. In response to Trustee Robinson's question regarding the State's commitment, Mr. Rupley commented the State is never committed until they have issued their debt and that would be after the University has expended its funds. The bonds are payable as general revenue bonds. The bond holders evaluate the capacity of the University to pay this from its overall general revenues and the bond holders expect, as well as the University, that the State will meet its commitments to its universities with respect to the funding of the capital requirements once they have reached the stage of the process that they will approve it.

In response to Trustee Shah's question regarding revenue bonds, Mr. Rupley stated yes constitutionally it has to be a revenue bond. Over the years the concept of securing bonds with general revenues for the public universities in Michigan was created and that includes all the revenue the universities receive with the exception of restricted gifts and state appropriations.

After a thorough discussion, Trustee Kramer, seconded by Trustee Flynn, moved approval of the recommendation, and the motion was unanimously approved by those present.

Schematic Design for the Engineering Center

Dr. Moudgil and Mr. Beaghan presented the Schematic Design for the Engineering Center recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees approves the Engineering Center Schematic Design (Attachment B, as may be immaterially amended during continuing design and construction phases of the project); and, be it further

RESOLVED, that the Board of Trustees authorizes the Vice President for Finance and Administration to proceed with the completion of design for the Engineering Center, and perform all acts and deeds required by this resolution, consistent with the project scope, Schematic Design, and budget (budget is inclusive of all design, construction, furnishings, equipment, and project management), not to exceed \$74,551,739; and, be it further

RESOLVED, that the Board of Trustees approves the submission of the Engineering Center Schematic Design to the State Budget Office for approval.

Trustee Schlussel commented regarding land use planning perspective and asked if SmithGroup has taken a look at the long range aspects of what the campus will look like and is it is being coordinated to maximize the beauty of the University.

Mr. Beaghan stated in the siting of the building between Dodge, Elliott and Kresge, SmithGroup has already presented us with ideas for what we will do when there might be future buildings in that area and what we might do for interaction between the buildings, pathways and landscaping.

Mr. Beaghan called on Dean Chamra and Mr. Paul Urbanak from SmithGroup to comment on Trustee Schlussel's question regarding the plan and how do the buildings relate to each other making the environment attractive to students, faculty and the surrounding environment.

Dean Chamra stated what we are trying to do with the Engineering Center is put it in a location to create student activity area in the center of campus, create an environment to keep students in that area.

Mr. Urbanak stated the campus was looked at as a whole, looked at the spaces between the buildings as important as the buildings themselves, look at creating spaces, ideas and options, aesthetics, to develop best option.

Trustee Schlussel asked how this building impacts on the reality of OU years from now and look within a global perspective and to keep in mind what we can do to achieve a greater good for the University.

Mr. Urbanak stated there is a master plan they are following and it is strategically placed adjacent to Dodge Hall of Engineering, also its association with the School of Business and the immediate adjacency to the Library.

Mr. Urbanak responded to Mr. Max VanRaaphorst, Student Liaison, regarding room for students to study and food service and the answer is yes to both.

After a thorough discussion, Trustee Schlussel, seconded by Trustee Jacqueline S. Long, moved approval of the recommendation, and the motion was unanimously approved by those present.

(A copy of Attachment B is on file in the Board of Trustees Office.)

Appointment of the Dean of the Oakland University School of Nursing

Dr. Moudgil on presented the Appointment of the Dean of the Oakland University School of Nursing recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees appoints Dr. Kerri D. Schuiling to the position of Dean of the School of Nursing, in accordance with and subject to the terms and conditions of the Employment Agreement between Dr. Kerri D. Schuiling and Oakland University.

After discussion, Trustee Shah, seconded by Trustee Long, moved approval of the recommendation, and the motion was unanimously approved by those present.

Bachelor of Science in Biomedical Sciences

Dr. Moudgil called on Dr. Ronald Sudol, Dean, College of Arts and Sciences and Dean to present the Bachelor of Science in Biomedical Sciences recommendation as set forth in the agenda item.

Dean Sudol called on Dr. Arik Dvir, Chair, Biological Sciences, to further discuss the Bachelor of Science in Biomedical Sciences.

RESOLVED, that the Board of Trustees authorizes the College of Arts and Sciences to offer a Bachelor of Science in Biomedical Sciences; and, be it further

RESOLVED, that the Bachelor of Science in Biomedical Sciences be reviewed annually by the Provost to determine academic quality and fiscal viability and whether the program should be continued.

After discussion, Trustee Flynn, seconded by Trustee Long, moved approval of the recommendation, and the motion was unanimously approved by those present.

Real Estate Lease Agreement -- Oakland Schools

Dr. Moudgil called on Dr. Louis B. Gallien, Dean, School of Education and Human Services, to present the Real Estate Lease Agreement – Oakland Schools recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees authorizes the Senior Vice President for Academic Affairs and Provost to execute the lease agreement; and, be it further

RESOLVED, that the lease agreement be reviewed and approved by the Office of the Vice President of Legal Affairs and General Counsel prior to execution, and be in compliance with the law and University policies and regulations, and conform to legal standards and policies of the Vice President for Legal Affairs and General Counsel

After discussion, Trustee Kramer, seconded by Trustee Schlusser, moved approval of the recommendation, and the motion was unanimously approved by those present.

Financial Statements, June 30, 2011 and 2010

Mr. Beaghan called on Mr. Randy Morse, Partner, Andrews Hooper & Pavlik, P.L.C., to present the Financial Statements, June 30, 2011 and 2010 recommendation as set forth in the agenda item.

Mr. Morse introduced Mr. Roger Hitchcock, Partner, Andrews Hooper & Pavlik, P.L.C. Mr. Hitchcock's role is to complete an independent review of the financial statements.

RESOLVED, that the Board of Trustees accept the Financial Statements, June 30, 2011, and 2010, which were audited by the public accounting firm of Andrews Hooper & Pavlik P.L.C.

After discussion, Trustee Robinson, seconded by Trustee Shah, moved approval of the recommendation, and the motion was unanimously approved by those present.

Schedule of Expenditures of Federal Award Programs in Accordance with OMB Circular A-133 Year Ended June 30, 2011

Mr. Beaghan called on Mr. Morse to present the Schedule of Expenditures of Federal Award Programs in Accordance with OMB Circular A-133 Year Ended June 30, 2011 recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees accept the Schedule of Expenditures of Federal Award Programs in Accordance with OMB Circular A-133 Year Ended June 30, 2011, which was audited by the public accounting firm of Andrews Hooper & Pavlik P.L.C.

After discussion, Trustee Robinson, seconded by Trustee Shah, moved approval of the recommendation, and the motion was unanimously approved by those present.

Agreement between Oakland University and Police Officers Labor Council (POLC) July 1, 2011 – June 30, 2014

Mr. Beaghan called on Mr. Ronald P. Watson, Assistant Vice President for University Human Resources, to present the Agreement between Oakland University and Police Officers Labor Council (POLC) July 1, 2011 – June 30, 2014 recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees approves the Agreement Between Oakland University and the Police Officers Labor Council (POLC), July 1, 2011 – June 30, 2014.

After discussion, Trustee Flynn, seconded by Trustee Kramer, moved approval of the recommendation, and the motion was unanimously approved by those present.

**ACCEPTANCE OF GIFTS AND PLEDGES TO
OAKLAND UNIVERSITY FOR THE PERIOD OF
OCTOBER 1 THROUGH NOVEMBER 30, 2011**

A Recommendation

1. **Division and Department:** University Relations.
2. **Introduction:** Every gift makes a difference at Oakland University. Gifts strengthen the University's ability to deliver excellence to our students and our community, both now and in the future, and make strong programs extraordinary by supporting education and technological advancements, as well as current programs. Gifts also make a lasting impact on lives young and old, when they help fund the cost of a college education.

The Board of Trustees (Board) has authorized the President, or his or her designee, to receive and acknowledge gifts to the University, but such gifts must be reported to the Board not less often than quarterly for acceptance on behalf of the University.

At this time, we request that the Board accept the gifts and pledges reported on the attached Gifts and Pledges Report, Attachment A, on behalf of the University.
3. **Previous Board Action:** The Board accepts gifts to Oakland University on a regular basis at its Formal Sessions.
4. **Budget Implications:** Gifts to the University supplement budgets, whether the gift is restricted to a specific area, or unrestricted.
5. **Educational Implications:** Some gifts are designated to fund specific academic programs.
6. **Personnel Implications:** Some gifts may be used for salary or support.
7. **University Reviews/Approvals:** All gifts are processed by the Office of Advancement Information Services and are reviewed by the Vice President for Community Engagement, division of University Relations, prior to submission to the Board to ensure compliance with federal and state laws and regulations and University policies and procedures when applicable, with assistance from the Office of the Vice President for Legal Affairs when requested.

Acceptance of Gifts and Pledges to Oakland University
for the Period of October 1 through November 30, 2011
Oakland University
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8. Recommendation:

RESOLVED, that the Board of Trustees accept the gifts and pledges to Oakland University identified in the attached Gifts and Pledges Report, Attachment A, for the period of October 1 through November 30, 2011.

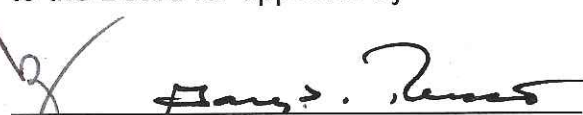
9. Attachments: A. Gifts and Pledges Report.

Submitted to the President
on December 7, 2011 by



Eric Barritt
Vice President, Community Engagement

Recommended on 12-7, 2011
to the Board for approval by



Gary D. Russi
President

ADDITIONAL AGENDA MATERIALS LIST
FOR THE DECEMBER 10, 2011
BOARD OF TRUSTEES FORMAL SESSION

Tab 4. Acceptance of Gifts and Pledges to Oakland University for the Period of October 1 through November 30, 2011

- To view the attachment to this item, please contact Rhonda Saunders at (248) 370-3112 or saunders@oakland.edu

Agreement between Oakland University and Police Officers Association of Michigan (POAM) October 1, 2011 – September 30, 2014

Mr. Beaghan called on Mr. Watson to present the Agreement between Oakland University and Police Officers Labor Council (POLC) July 1, 2011 – June 30, 2014 recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees approves the agreement between Oakland University and the Police Officers Association of Michigan (POAM), October 1, 2011 through September 30, 2014.

After discussion, Trustee Flynn, seconded by Trustee Kramer, moved approval of the recommendation, and the motion was unanimously approved by those present.

F. Other Items for Consideration/Action that May Come Before the Board

Dr. Carl Byerly, Founder, Michigan Schools for the Arts, addressed the Board regarding the Michigan Schools for the Arts Charter School. A copy of Dr. Byerly's comments is on file in the Board of Trustees Office. Chair Baskin requested additional information to the Board.

Benjamin Eveslage, Student Board President, addressed the Board regarding the Imam Feisal Abdul Rauf Speaking Engagement. A copy of Mr. Eveslage's comments is on file in the Board of Trustees Office.

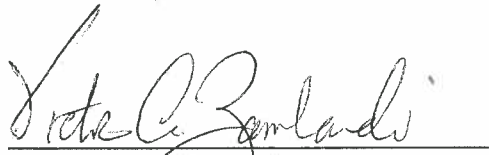
Alexa Van Vliet, President, Gay Straight Alliance, addressed the Board regarding the progress on full-time coordinator for Gender & Sexuality Center. A copy of Ms. Van Vliet's comments is on file in the Board of Trustees Office.

Nancy Strachan, Vice President, Michigan Education Association, addressed the Board regarding the OUCMT. A copy of Ms. Strachan's comments is on file in the Board of Trustees Office.

G. Adjournment

Chair Baskin adjourned the meeting at 4:10 p.m.

Submitted,



Victor A. Zambardi
Secretary to the Board of Trustees

Approved,

Henry Baskin
Chair, Board of Trustees

**Agendum
Oakland University
Board of Trustees Formal Session
December 9, 2011**

**UNIVERSITY PERSONNEL ACTIONS
A Recommendation**

1. **Division and Department:** Academic Affairs, Office of the Senior Vice President for Academic Affairs and Provost.
2. **Introduction:** The following sets of personnel actions require Board of Trustees (Board) approval. In addition, twice a year, the administration reports to the Board other personnel actions as information items.
3. **Previous Board Action:** The Board routinely approves personnel actions at its Formal Sessions.
4. **Budget Implications:** Changes in salary due to the promotion/change in faculty rank have been supported by the Board through the approval of Agreements between Oakland University and the Oakland University Chapter of the American Association of University Professors.
5. **Educational Implications:** Seasoned and knowledgeable faculty enhance the training and education of students. Recognition of a faculty member's long-standing dedication to the mission of the institution reinforces a culture that is devoted to excellence in teaching, research, creative endeavor and service.
6. **Personnel Implications:** The personnel implications are as outlined in the recommendation below.
7. **University Reviews/Approvals:** Academic personnel actions are reviewed by faculty committees and academic deans, and are subject to the approval of the Senior Vice President for Academic Affairs and Provost. Administrative personnel actions are reviewed by University Human Resources and when appropriate, by the Office of the Vice President for Legal Affairs.
8. **Recommendation:**

RESOLVED, that the Board of Trustees approve the personnel actions below.

**University Personnel Actions
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I. Administrative Appointments

Harper, Graeme, Director of the Honors College and Professor of English, with tenure. Effective August 29, 2011, pursuant to the Employment Agreement between Graeme Harper and Oakland University that was reviewed and approved by the Office of the Vice President for Legal Affairs and is in compliance with the law and University policies and regulations and conforms to the legal standards and policies of the Vice President for Legal Affairs and General Counsel.

Nelson, Dorothy A., Vice Provost for Research and Professor of Anthropology, with tenure. Effective September 6, 2011, pursuant to the Employment Agreement between Dorothy A. Nelson and Oakland University that was reviewed and approved by the Office of the Vice President for Legal Affairs and is in compliance with the law and University policies and regulations and conforms to the legal standards and policies of the Vice President for Legal Affairs and General Counsel.

II. Academic Appointments

Pearson, Phillip P., Assistant Professor of Biomedical Sciences without tenure (tenure track) (\$87,550.00), Oakland University William Beaumont School of Medicine, effective January 2, 2012.

Oakland University William Beaumont School of Medicine New Appointments, effective December 9, 2011

The following standard appointments in the Oakland University William Beaumont School of Medicine are for three years, commencing on December 9, 2011, and are renewable. These standard appointments are without salary support from Oakland University and are not tenured positions. Appointees must maintain active status on the staff of Beaumont Hospital; meet all applicable School of Medicine participation requirements, and maintain the continued support of their Department Chairs, who are responsible for assessing their performance. Appointees' standard appointments may also be terminated at any time, upon the recommendation of their Department Chair or, for reasons that are at the exclusive discretion of the Dean of the School of Medicine:

Abu-Khaled, Jamal, Assistant Professor, Internal Medicine
Ahmad, Naseer, Assistant Professor, Internal Medicine
Al-Shami, Mahmoud, Assistant Professor, Internal Medicine
Austin, Molly M., Assistant Professor, Internal Medicine
Blau, Robert P., Assistant Professor, Ophthalmology

**University Personnel Actions
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II. Oakland University William Beaumont School of Medicine New Appointments, effective December 9, 2011 (cont'd)

Ernstoff, Raina M., Associate Professor, Internal Medicine
Folbe, Adam, Assistant Professor, Otolaryngology
Garcia, Michael, Associate Professor, Internal Medicine
Garlapaty, Vamshi, Assistant Professor, Internal Medicine
Goldberg, Darryl T., Assistant Professor, Ophthalmology
Grady, Kevin J., Assistant Professor, Internal Medicine
Gupta, Surya N., Associate Professor, Pediatrics
Kahler, Shelly L., Assistant Professor, Anesthesiology
Kaul, Sanjeevkumar, Associate Professor, Urology
Lerner, Martin A., Professor, Internal Medicine
Marinescu, Victor, Assistant Professor, Internal Medicine
Mishra, Poonam, Assistant Professor, Internal Medicine
Prabhakar, Avani, Assistant Professor, Internal Medicine
Prasad, Navin, Assistant Professor, Internal Medicine
Puri, Pravin P., Assistant Professor, Surgery
Schimpke, John, Assistant Professor, Orthopedic Surgery
Scrogin, Andrew, Assistant Professor, Internal Medicine
Shah, Alka, Assistant Professor, Internal Medicine
Sulanc, Ebru, Assistant Professor, Internal Medicine
Taylor, Charles, Assistant Professor, Internal Medicine
Trivax, Justin, Assistant Professor, Internal Medicine
Valceanu, Adina, Assistant Professor, Internal Medicine
Youn, Anthony, Assistant Professor, Surgery

II. Emeritus Appointments

Bertocci, Peter J., Professor Emeritus of Anthropology, effective December 9, 2011.

Brown, Judith K., Professor Emerita of Anthropology, effective December 9, 2011.

Ramey, Luellen, Professor Emerita of Education, effective December 9, 2011.

Schimmelman, Janice G., Professor Emerita of Art History, effective December 9, 2011.

Taylor, Robert C., Professor Emeritus of Chemistry, effective December 9, 2011.

University Personnel Actions
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III. Change of Status

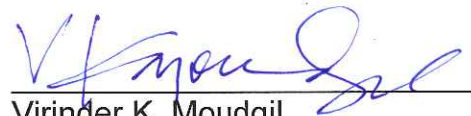
Bull, Arthur W., from Department Chair of Chemistry and Professor of Chemistry to Professor of Chemistry, effective October 1, 2011.

Dembinski, Roman, from Associate Professor of Chemistry to Acting Department Chair of Chemistry and Associate Professor of Chemistry, effective October 1, 2011.

Roth, Bradley J., from Interim Vice Provost for Research and Professor of Physics to Professor of Physics, effective August 30, 2011.

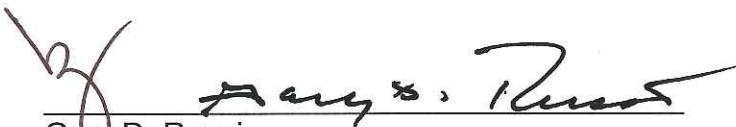
9. Attachments: None.

Submitted to the President
on Dec 7, 2011 by



Virinder K. Moudgil
Senior Vice President for
Academic Affairs and Provost

Recommended on 1217, 2011
to the Board for Approval by


Gary D. Russi
President

**ACCEPTANCE OF GIFTS AND PLEDGES TO
OAKLAND UNIVERSITY FOR THE PERIOD OF
OCTOBER 1 THROUGH NOVEMBER 30, 2011**

A Recommendation

1. **Division and Department:** University Relations.
2. **Introduction:** Every gift makes a difference at Oakland University. Gifts strengthen the University's ability to deliver excellence to our students and our community, both now and in the future, and make strong programs extraordinary by supporting education and technological advancements, as well as current programs. Gifts also make a lasting impact on lives young and old, when they help fund the cost of a college education.

The Board of Trustees (Board) has authorized the President, or his or her designee, to receive and acknowledge gifts to the University, but such gifts must be reported to the Board not less often than quarterly for acceptance on behalf of the University.

At this time, we request that the Board accept the gifts and pledges reported on the attached Gifts and Pledges Report, Attachment A, on behalf of the University.
3. **Previous Board Action:** The Board accepts gifts to Oakland University on a regular basis at its Formal Sessions.
4. **Budget Implications:** Gifts to the University supplement budgets, whether the gift is restricted to a specific area, or unrestricted.
5. **Educational Implications:** Some gifts are designated to fund specific academic programs.
6. **Personnel Implications:** Some gifts may be used for salary or support.
7. **University Reviews/Approvals:** All gifts are processed by the Office of Advancement Information Services and are reviewed by the Vice President for Community Engagement, division of University Relations, prior to submission to the Board to ensure compliance with federal and state laws and regulations and University policies and procedures when applicable, with assistance from the Office of the Vice President for Legal Affairs when requested.

Acceptance of Gifts and Pledges to Oakland University
for the Period of October 1 through November 30, 2011
Oakland University
Board of Trustees Formal Session
December 9, 2011
Page 2

8. Recommendation:

RESOLVED, that the Board of Trustees accept the gifts and pledges to Oakland University identified in the attached Gifts and Pledges Report, Attachment A, for the period of October 1 through November 30, 2011.

9. Attachments: A. Gifts and Pledges Report.

Submitted to the President
on December 7, 2011 by



Eric Barritt
Vice President, Community Engagement

Recommended on 12-7, 2011
to the Board for approval by



Gary D. Russi
President

ADDITIONAL AGENDA MATERIALS LIST
FOR THE DECEMBER 10, 2011
BOARD OF TRUSTEES FORMAL SESSION

Tab 4. Acceptance of Gifts and Pledges to Oakland University for the Period of October 1 through November 30, 2011

- To view the attachment to this item, please contact Rhonda Saunders at (248) 370-3112 or saunders@oakland.edu

Agendum
Oakland University
Board of Trustees Formal Session
December 9, 2011

**ACCEPTANCE OF GRANTS AND CONTRACTS TO OAKLAND UNIVERSITY
FOR THE PERIOD OF OCTOBER 1, 2011 THROUGH NOVEMBER 30, 2011**

A Recommendation

1. **Division and Department:** Academic Affairs/Office of Grants, Contracts and Sponsored Research.

2. **Introduction:** Oakland University contributes to our national agenda as a contributor to the nation's scientific and technological progress, both through the generation of new knowledge and ideas and the education and training of its students. Grants and contracts awarded to Oakland University play a critical role in the advancement of new research findings, and current research trends gives emphasis to inter-disciplinary, technology-driven, and product-oriented team efforts.

The Board of Trustees (Board) has authorized the President, or his or her designee, to receive and acknowledge grants and contracts to the University, but such grants and contracts must be reported to the Board not less often than quarterly for acceptance on behalf of the University.

At this time, we request that the Board accept the grants and contracts reported on the attached Grants and Contracts Report, Attachment A, for the period October 1, 2011 through November 30, 2011.

3. **Previous Board Action:** The Board accepts grants and contracts to Oakland University on a regular basis at its Formal Sessions.

4. **Budget Implications:** Grants and contracts contribute to the University through the recovery of direct and indirect expense incurred in support of research projects.

5. **Educational Implications:** Grants and contracts enhance the training and education of students.

6. **Personnel Implications:** Grants and contracts awards may provide salary support for faculty, post-doctoral fellows, undergraduate and graduate students, technicians, lab managers, and other personnel, as required by the funded research project or program.

Acceptance of Grants and Contracts to
Oakland University for the Period of
October 1, 2011 through November 30, 2011
Oakland University
Board of Trustees Formal Session
December 9, 2011
Page 2

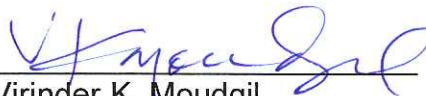
7. **University Reviews/Approvals:** All grants and contracts are reviewed by the Office of Grants, Contracts and Sponsored Research prior to submission to the Board to ensure compliance with federal and state laws and regulations and University policies and procedures, when applicable, and with assistance from the Office of Legal Affairs when requested.

8. **Recommendation:**

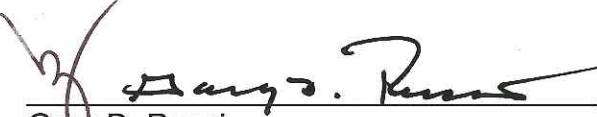
RESOLVED, that the Board of Trustees accept grants and contracts to Oakland University identified in the attached Grants and Contracts Report, Attachment A, for the period of October 1, 2011 through November 30, 2011.

9. **Attachments:** A. Grants and Contracts Report.

Submitted to the President
on Dec 7, 2011 by


Virinder K. Moudgil
Senior Vice President for
Academic Affairs and Provost

Recommended on 12/17, 2011
to the Board for approval by


Gary D. Russi
President

Principal Investigator	Awarding Agency	Title and Project Abstract	Award Amount	Total Award All Years
Lianxiang Yang Department of Mechanical Engineering	General Motors LLC	Developing a Shearographic Prototype for Inspection of Weld Joints. The goal of this project is to develop a prototype pre-production system for shearographic inspection of the weld joints on the GM battery.	\$ 65,027	\$ 65,027
Scott Tiegs Department of Biological Sciences	Clinton River Watershed Council	Clinton River Coldwater Conservation Project. The objective of this project is to evaluate the influence of a dam removal on Paint Creek, Rochester, Michigan on stream-ecosystem functioning.	\$ 47,800	\$ 47,800
Lori Crose Department of Academic Affairs	Oakland Community College	Emerging Sectors Educational Consortium. The goal of this grant is to address the need for a skilled workforce in emerging sector jobs in Oakland County and the State of Michigan by creating a consortium of educational institutions to address this issue collaboratively.	\$ 5,000	\$ 28,400
Lorenzo Smith Department of Mechanical Engineering	Ford Motor Company	Process Development of Aluminum Tube Bending and Hydroforming. The goal of this project is to develop standard finite element modeling procedures for tube hydroforming processes.	\$ 88,512	\$ 211,829
Zissimos Mourelatos Department of Mechanical Engineering	General Motors LLC	A Comprehensive Rotor-Bearing Dynamics Design Tool. The goal of this project is to develop a comprehensive rotor-dynamics tool for automotive applications.	\$ 160,527	\$ 160,527
Lianxiang Yang Department of Mechanical Engineering	General Motors Corporation	Developing a Shearographic Prototype for Inspection of Weld Joints. The goal of this project is to develop a prototype pre-production system for shearographic inspection of the weld joints on the GM battery.	\$ 91,330	\$ 91,330
Gopalan Srinivasan Department of Mechanical Physics	U.S. Civilian Research and Development Foundation	Functional Grading of Composite Multiferroics and Magneto-Electric Interactions. This research project involves collaboration with international partners on synthesis and characterization of graded magnetoelectric effect materials for potential use in memory devices, magnetic field sensors, and electrically controlled microwave and mm-wave devices.	\$ 5,250	\$ 5,250

Principal Investigator	Awarding Agency	Title and Project Abstract	Award Amount	Total Award All Years
Reginald McCloud Pre-College Programs	Detroit Area Pre-College Engineering Program	DAPCEP Rockets, Rainbow and Motors, Website Building, and TV/Video Production. <i>The objective of this project is to attract and motivate under-represented youth to pursue higher education. The goal of DAPCEP is to interest youth in careers in engineering.</i>	\$ 6,500	\$ 6,500
Reginald McCloud Pre-College Programs	Detroit Area Pre-College Engineering Program	DAPCEP Promoting Underrepresented student populations in Research, Science and Energy (PURSE). <i>The objective of this project is to involve high school age under-represented student populations in research and STEM areas, particularly areas related to the production and storage of energy.</i>	\$ 7,500	\$ 7,500
Libin Rong Department of Mathematics and Statistics	National Science Foundation	Human Immunodeficiency Virus Persistence Despite Prolonged Combination Therapy: Modeling and Control Strategies. <i>The major goal of this project is to develop mathematical models of human immunodeficiency virus (HIV) persistence and control strategies. Methods used can be applied to the study of other viral pathogens.</i>	\$ 189,551	\$ 189,551
Andrei Slavin Department of Physics	Yale University (prime awardee of Space and Naval Warfare Systems Center)	Coherent Information Transduction Between Photons, Magnons and Electric Charge Carriers. <i>This project will focus on the investigation of information transmission, storage and processing in multi-component systems which utilize the coherent interconversion between photons, magnons and electric charge carriers.</i>	\$ 116,638	\$ 600,000
Daniel Aloï Department of Electrical and Computer Engineering	Federal Aviation Administration	Personal Privacy Jammer Vehicle Modeling and Testing. <i>The funding supports development of validated electromagnetic models of GPS jammers on automobiles and aircraft.</i>	\$ 60,000	\$ 60,000
Jia Li Department of Electrical and Computer Engineering	Hughes Research Laboratories	Evaluation of UWB Antennas in Lab and Stationary Vehicle Environments. <i>This project will assess the role of antenna in the quality of radio link in an intra-vehicle wireless sensor network environment.</i>	\$ 20,000	\$ 20,000
Ka C. Cheok Department of Electrical and Computer Engineering	Battelle Memorial Institute (prime awardee of U.S. Army)	Reliable Ultra Wide Band (UWB) Tracking System with Multi-Sensor Fusion. <i>The objective is to develop a robust UWB tracking system, enhanced by the fusion of various navigation, proximity and motion sensors.</i>	\$ 34,988	\$ 34,988
Omar Brown-El Center for Multicultural Initiatives	State of Michigan	Collectively Oakland Retains Everyone (CORE) 4-S. <i>This program supports targeted support services for underrepresented student populations at Oakland University. The goal of the program is to increase first to second year retention rates and grade point averages.</i>	\$ 91,364	\$ 548,184

Principal Investigator	Awarding Agency	Title and Project Abstract	Award Amount	Total Award All Years
Sachin Jain Counseling	Michigan Humanities Council	Diversity Discussions. The aims of this project are to enhance intercultural sensitivity by facilitating diversity discussions among participants from OU and community members.	\$ 500	\$ 500
Sankar Sengupta Industrial and Systems Engineering	Beaumont Hospitals	Continuous Improvement Internship Project Award. The project funding will support the internship of an engineering student. The student will work under the direction of OU faculty in development of an optimized bed allocation model.	\$ 8,820	\$ 8,820
Gwendolyn McMillon Department of Reading and Language Arts	Michigan Department of Education (prime awardee of U.S. Department of Education)	Whom Are We Serving: Utilizing Students' Out-of-School Experiences to Improve In-School Teaching and Learning. This project will provide urban elementary teachers opportunities to reflect on classroom practice, acquire in-depth knowledge about their students, learn about research-based teaching techniques specifically designed for urban learners, and implement data-driven instruction that matches their students' specific literacy needs.	\$ 208,276	\$ 208,276
Patricia Wren School of Health Sciences	University of Michigan (prime awardee of U.S. Department of Education)	Preparations for In-Home Testing of Brain-Computer Interfaces (BCI) Operating Assistive Technology. The goal of this project is intended to prepare for in-home testing of brain-computer interfaces among target user populations across the lifespan, including people with amyotrophic lateral sclerosis (ALS), muscular dystrophy (MD), spinal cord injury (SCI), and cerebral palsy (CP)	\$ 22,928	\$ 33,895
Gopalan Srinivasan Department of Physics	Office of Naval Research	Ferrite-Ferroelectric Heteroepitaxial Structures and Frequency Agile Multiferroic RF Components. This objective is growth of heterostructure composites and studies on high frequency excitations. Such composites have the potential to be useful for radio frequency signal processing.	\$ 15,000	\$ 175,000
Total			\$ 1,245,511	\$ 2,503,377

Agendum
Oakland University
Board of Trustees Formal Session
December 9, 2011

**FINAL UNDERGRADUATE SCHOOL AND
GRADUATE SCHOOL REPORTS
Summer II, 2011 – August 20, 2011**

A Recommendation

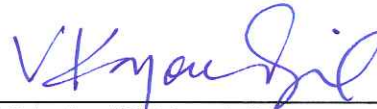
1. **Division and Department:** Academic Affairs; Offices of the Registrar and Graduate Study.
2. **Introduction:** The Board of Trustees (Board) has constitutional authority to grant degrees and diplomas. The Final Undergraduate School and Graduate School Reports for Summer II, 2011 – August 20, 2011 are hereby submitted to the Board for approval.
3. **Previous Board Action:** The Board approves undergraduate and graduate school reports on a regular basis at its Formal Sessions.
4. **Budget Implications:** None.
5. **Educational Implications:** Obtaining a degree represents that a student has successfully completed their chosen course of study and satisfied all Oakland University degree requirements.
6. **Personnel Implications:** None.
7. **University Reviews/Approvals:** Academic departments certify that students on the Final Undergraduate School Report and Final Graduate School Report meet University and departmental degree requirements. Satisfaction of degree requirements is also reviewed by the Office of the Registrar.
8. **Recommendation:**

RESOLVED, that the Board of Trustees approves granting the degrees more fully described in the Final Undergraduate School Report and the Final Graduate School Report, each dated August 20, 2011.

**Final Undergraduate School
and Graduate School Reports
Summer II, 2011 – August 20, 2011
Oakland University
Board of Trustees Formal Session
December 9, 2011
Page Two**

9. Attachments: A. Final Undergraduate School and Graduate School Reports,
August 20, 2011.

Submitted to the President
on Dec. 7, 2011 by



Virinder K. Moudgil
Senior Vice President for
Academic Affairs and Provost

Recommended on 12/1, 2011
to the Board for approval by



Gary D. Russi
President

**Oakland University
Office of the Registrar
Final Undergraduate School Report
Summer II 2011 - August 20, 2011**

College of Arts and Sciences

Additional Major Certificate

Elena Ilcheva Ilieva

German - Modified

Bachelor of Arts

Danielle Sue Ager

Anthropology

Minor in French Language

Conc. in Archeology

Communication

Minor in Public Relations

Political Science

Psychology

Minor in Biology

Journalism

Minor in Communication

Communication

Psychology

Conc. in Criminal Justice

Political Science

Minor in Psychology

Psychology

Sociology

Biology

Journalism

Sociology

Conc. in Criminal Justice

Biology

Psychology

Women and Gender Studies

Political Science

International Relations

Psychology

Biology

Conc. in Premed: Med, Dent, Opt, Vet

Philosophy

Psychology

Health Sciences-BS

Double Degree

Concentration Pre-Physical Therapy

English

Minor in Political Science

Sociology

Conc. in Criminal Justice

History

Minor in Psychology

Communication

Communication

Communication

Minor in History

Minor in Political Science

Stephanie Margaret Allor

Samuel Edward Anderson

Adam Austin

Kyle Thomas Bauer

Jennifer Beard

Ilyssa Shaunna Beltzman

Holly Ann Marie Millea Bernt

Kiley Bigelow

Adam John Bjorkman

Shawn Marie Bockelman

Danielle Idell Borden

Mark Stephen Brasmer

Christian Joseph Brigolin

Austin Allen Brown

Stephanie Kathryn Budd

Edward Anthony Carey III

Ross Merle Carl

Joseph Nino Carlier

Christina Renee Carpenter

Mary Beth Cichowski

Elizabeth Kay Clinton

Andrea Jean Connor

Crystal Alana Cromwell

Katherine Lynn Dallacqua

Benjamin Gerard Danaj

Scott Kyle Decker

Cynthia Dianne Dejeu

Jessica Dickman

Mioara Dragan

Niquel A. Earl

Emily Lorraine Eisele

Britney Nicole Fandale

Sarah Renee Farnsworth

Terra Marie Farrand

Brett Francis Fausone

Catherine Gasior

Avery Denne Gay

Evan Patrick Godfrey

Michael Anthony Godlewski

Vera Gojcaj

Thomas Robert Goulding

Bethany Rose Greenhow

Nicole Marie Griffith

David George Haddon

Reed T. Hall

Reggie Lamont Hamilton

Daniel Christopher Head

Laura Audrey Hein

Megan Anne Heyniger

Eric Scott Holka

Amy Hurley

Alexandra Ichim

Danielle Maria Idunate

Serena Izydorek

Katherine Frank Jacob

Rachael Suzanne Jakubowski

Sarah June Jones

Kevin Keck

Ronald August Kinde Jr

Audra Katharina Klein

Elliot Kenneth Kleinfelder

David Andrew Koncsol

Anna Zofia Kowaczyk

Amanda Marie Krajenke

Tanner Abraham Kruse

Ahmed M. Kusow

Michael J. Lawrence II

Christine Ellen Laws

Shayna Rose Lax

Independent Major

Minor in Psychology

English

Minor in Spanish Language and Lit

English

Women and Gender Studies

Minor in English

Music

Sociology

Communication

Communication

Journalism

Minor in English

Psychology

English

Communication

Sociology

Journalism

Minor in Communication

Communication

Minor in Journalism

Political Science

Anthropology

Minor in History

Communication

Communication

Japanese Lang and Literature

German Language and Literature

Minor in General Business

Minor in International Management

Communication

Communication

Psychology

International Relations

Art History

Biology

Journalism

Psychology

Psychology

Biology

English

Minor in History

Mathematics

Minor in German Language

Music

Cinema Studies

Journalism

Minor in Art History

Music

Studio Art-Spec in New Media

Minor in Advertising

Minor in Graphic Design

Mathematics

Psychology

Communication

Minor in French Language

English

Claire Sigourney Leigh-Monstevens

Jason P. Lemaire

Dawn Latrese Livingston

Sarah Jane Marcoux

Michael R. Martin

Jillian Elizabeth Mathews

Caitlin Elizabeth Matta

Henry Clay McCain

Colleen Marie McClue

Rachel Ann McCrary

Morghan Majesta McGowan

Melissa Ann Meike

Elena Menendez

Yvonne J. Miles

Alex Lee Miller

Allison Marie Mitchell

Scott Mitchell

Owen Murtagh

Rachel Elizabeth Oaten

Alec Edward Ohryn

Kaitlin Anne O'Lynnner

Stephanie Marie Pasqual

Rosalind Jeanne Paul

Ryan Patrick Perry

Rena Elizabeth Petrashko

Tia Yvette Phillips

Rosanne Powierski

Cynthia Marie Radzioch

Lauren Dale Rich

Colin Christopher Ronayne

George Victor Rumble Jr

Jennifer Elizabeth Sacker

Alexander Gerald Salerno

Elise Renee Salerno

Kristin Scarth

Aliva Anna Shaouni

Elliott Michael Shay

Meagan M. Shepherd

James R. Skokna

Melissa Lauren Smith

Timothy James Smith

Stacey Deneen Smith-Ledsinger

Tiffany Sood

Communication

Minor in Graphic Design

English

Minor in History

Psychology

Sociology

Communication

Communication

Communication

Minor in Journalism

Psychology

Psychology

Communication

Communication

Political Science

Communication

International Relations

Spanish - Modified

Psychology

Minor in Biology

Communication

Psychology

Communication

Biology

Cinema Studies

History

Minor in Political Science

Cinema Studies

Psychology

Sociology

Philosophy

Minor in Art History

Journalism

Political Science

Studio Art-Spec in New Media

Psychology

German Language and Literature

Theatre

Communication

History

Minor in Political Science

English w/Secondary Education

Minor in Sociology w/Secondary Ed

Communication

Communication

Minor in Advertising

Communication

Journalism

Communication

History

Communication

Psychology

Minor in History

Biology

Anthropology

Biology

Journalism

Justin Robert Spix

Daniela Stojanovski
Barbara Pert Templeton
Michele Jean Terry
Alexis Elaine Tomrell

Amy Noelle Tuzzolino
Mary A. Veit
Nolan John Vekoff
Natasha Monique Vernatter
Jenna Rae Walker
Gloria Patricia Cortes de Warrick
Zachary Lawrence Warson
Caitlin Victoria Waters
James Lawrence Weckler

Daniel Joseph Wilson

Priscilla Zoma

Bachelor of Fine Arts

Robyn Alexandra Morawski

Bachelor of Music

Alex J. Carter
Andrew J. Eden

Bachelor of Science

Theodore Alfonsetti III

Natalie Elizabeth Cook
Brenna Michelle Donovan
Andrew Peter Fakhoury

Saif Findakly
Elena Ilcheva Ilieva

Renee Shannon Kolleth
Chelsea Kundrick
Michael Christopher Mashini

Jenny Lynn McCardell
Jeffrey Lee Pawlowski
Jayeson Varghese Philip
Bruce Glenn Rottmann

Sara Elizabeth Schorling
David Francis Scott
Michael Thomas Scussel
Aimee Lynn Sylvester
Kara Lynn Vigneau
Michael Victor Wowk

Laura Zoss

Spanish Language and Lit
Minor in Political Science
Communication
Journalism
Psychology
Journalism

Minor in Cinema Studies
Biology
Psychology
Psychology
Communication
Psychology
Communication
Communication
Sociology
English
Minor in Political Science
Communication
History
Psychology

Dance
Minor in Art History

Music - Instrumental Prfrmance
Music - Instrumental Prfrmance

Public Admin and Public Policy
Minor in Economics
Biology
Biology
Biology
Conc. in Premed: Med, Dent, Opt, Vet
Biochemistry
Mathematics
Minor in Computing
Biology
Biology
Biology
Conc. in Premed: Med, Dent, Opt, Vet
Env Sci Spec Env/Resource Mgt
Biology
Biology
Biology
Conc. in Premed: Med, Dent, Opt, Vet
Biology
Env Sci Spec Env/Resource Mgt
Chemistry
Biology
Env Sci Spec Env/Resource Mgt
Biology
Conc. in Premed: Med, Dent, Opt, Vet
Public Admin and Public Policy

Bachelor of Social Work

Aaron Cullen Egle
Kulsoom Salman

Social Work
Social Work

Jointly Awarded by the College of Arts and Sciences and the School of Engineering and Computer Science

Bachelor of Science

Harpreet Singh Kahlon

Engineering Biology

School of Business Administration

Additional Major Certificate

Steven Patrick Ellison

Accounting

Bachelor of Science

Admira Adovic
Joseph Arabbo
Brandon Michael Bland
Samantha Jeanne Boddy
Nicholas Allen Cook

Business Economics
Finance
Finance
General Management
Marketing

Michael K. Cumper

Minor in Applied Technology in Business
Finance

Kevin C. DeBastos
Harice Goldy Dillard

Minor in Accounting
Finance
General Management

Steven Ryan Dinko
Miyoshi Ann DuPont

Minor in Accounting
Management Information Systems
General Management

Ibrahim El-Bathy
Clark Anderson Geater
Melissa Kaye Hattle

Minor in Finance
Accounting
Finance
Human Resources Management

Kevin Glenn Helm
Steve Hirmiz
Stevo Ivanovski
Keith Mihelick Kampe
Diana Maria Lewitzke
Jeffrey A. Martin
Scott John McCormick
Arvind Kevin Mehra
David Anthony Moses

Minor in Psychology
Accounting
Finance
Management Information Systems
Finance
General Management
General Management
General Management
Marketing
Finance

Ashley Lynn Paruch
Nicholas Russell Prince

Minor in Economics
Marketing
Accounting

Todd Arthur Richards
Nicholas Paul Rorick
Bridget Terese Rospierski
Brittany Marie Sheena
Michael Stache
Brendan Nicholas Symington
Ryan Christopher Teasdale

Minor in Applied Technology in Business
Finance
Marketing
General Management
Human Resources Management
General Management
Accounting
General Management

Ryan Michael Treadwell
Charlene Ann Withun

Minor in Finance
Accounting
General Management
Minor in Human Resources Management
General Management

Sam Yousif

School of Education and Human Services

Bachelor of Science

Sohail Bashir

Kevin Levell Brennan

Caitlin Louise Cycone

John Brian Dirian

Stephanie Dombrowski

Elizabeth Anne Finn

Jeffrey Stephen Gorecki

Sara Rose Hosko

Jessica Dale Howard

Lauren Michelle Konczak

Lori Leetha Lett

Shiesha Janae Madden

Nicole M. Micielli

Ashley Kathleen Page

Emily Rae Parker

Angela Josephine Patrico

Megan Elizabeth Phillips

Christina Marie Pica

Amy Marie Rinscheid

Kyle Zahn Rogers

Deja Dominique Scruggs

Krysten Marie Sneath

Christine Layla Soyad

Katie Elisabeth Treece

Karina Marie Vechell

Timera VaShuann Waddell

Edward V. Yates

Leonora Zefi

Human Resource Development

Minor in Labor and Employment Studies

Human Resource Development

Minor in Labor and Employment Studies

Human Resource Development

Minor in Labor and Employment Studies

Human Resource Development

Minor in Labor and Employment Studies

Human Resource Development

Minor in Labor and Employment Studies

Human Resource Development

Human Resource Development

Minor in Training and Development

Human Resource Development

Minor in Training and Development

Human Resource Development

Minor in Labor and Employment Studies

Human Resource Development

Minor in Labor and Employment Studies

Elementary Education

Human Resource Development

Elementary Education

Elementary Education

Human Resource Development

Minor in Labor and Employment Studies

Human Resource Development

Minor in Labor and Employment Studies

Minor in Nutrition and Health

Human Resource Development

Elementary Education

Human Resource Development

Human Resource Development

Minor in Training and Development

Human Resource Development

Minor in Labor and Employment Studies

Human Resource Development

Minor in Training and Development

Elementary Education

Human Resource Development

Minor in Labor and Employment Studies

Elementary Education

Human Resource Development

Minor in Labor and Employment Studies

Human Resource Development

Minor in Labor and Employment Studies

Human Resource Development

Minor in Labor and Employment Studies

School of Engineering and Computer Science

Bachelor of Science in Engineering

Christie Lee Bucklin
Nicholas R. Griffith
Katarzyna Natalia Hyjek
Michael David Kerner
Jason Lynn Olson
Punamben P. Patel
Andrew Joseph Siorek

Industrial & Systems Egr
Mechanical Engineering
Electrical Engineering
Mechanical Engineering
Industrial & Systems Egr
Electrical Engineering
Mechanical Engineering
Minor in French Language

Bachelor of Science

Anthony R. Patten
Reese Robinson
Thomas David Rosplochowski
Alexander M. Schwagle
Vitaliy Valentine

Information Technology
Information Technology
Computer Science
Computer Science
Information Technology

Jointly Awarded by the School of Engineering and Computer Science and the College of Arts and Sciences

Bachelor of Science

Harpreet Singh Kahlon

Engineering Biology

School of Health Sciences

Bachelor of Science

Kate Adams

Daniela Atanasoski
Elizabeth Christine Barrett
Kelsey Louise Carmean
Tazlee Choudhury
Matthew Erik Christensen

Elizabeth Kay Clinton

Renee Janel Cronin

Caroline Marie DeGryse
Fredaz Fawzi Fares
Steven Joseph Fish
Jeanetta Rose Francy

Sean Michael Glashauser
Sarah Ann Goswami
Jennifer Ann Hite

Luiza Fernandes Iervolino

Miranda Kelsey Immen
Ilir Jusufi
Andrea Marie Lauhoff

Wellnss Hlth Promo Inj Prevent
Minor in Nutrition and Health
MLS: Spec in Clinical Lab Sci
MLS: Spec in Radiologic Tech
Wellnss Hlth Promo Inj Prevent
MLS: Spec in Nuclear Med Tech
Health Sciences
Conc. in Pre-Physical Therapy
Health Sciences
Psychology-BA-**Double Degree**
Conc. in Pre-Physical Therapy
Health Sciences
Minor in Exercise Science
Conc. in Pre-Physical Therapy
Occupational Safety and Health
MLS: Spec in Radiation Therapy
Occupational Safety and Health
Wellnss Hlth Promo Inj Prevent
Minor in Psychology
MLS: Spec in Radiation Therapy
Occupational Safety and Health
Wellnss Hlth Promo Inj Prevent
Minor in Human Resource Development
Health Sciences
Minor in Exercise Science
Conc. in Pre-Physical Therapy
BDTS Spec in Nuclear Med Tech
MLS: Spec in Cytotechnology
Wellnss Hlth Promo Inj Prevent
Minor in Exercise Science

Ebone Jabbara Maxwell
Danielle Nicole Melling

Stephanie Ann Meram
Hristina Misovska
Patrick J. Norris
Aaron Richard Ortland

Rikki Renee Pautz

Julie Puzzonia
Patrick Michael Roberts

Sarah Nicole Robinson

Ashley Rae Schubring

Allison Elizabeth Sowles

Diana S Taib

Corey Ann Tschannen

School of Nursing

Bachelor of Science in Nursing

Nicole Patrice Abrignani
Tory Lynn Albertson
Karen Jamie Anderson
Cheron Tierra Bibbs
Ulrike Doris Bierkamp
Huiling Bortolin
Lisa Nichole Brennan
Robert William Britton
Ashley P. Campbell
Christina Michelle Ciesluk
Lori Nicole Clark
Carrie L. Cook
Courtney Ann Cook
Brittany Nicole' Cosby
Kelli Marie Crofton
Stephanie Rebecca Dasbach
Heather Moody Dennington
Lyndsey Sylvia Dombrowski
Danielle M. Dral
Michelle May Durmisevich
Eric David Dwyer
SueSan Elaine Eghbalian
Alexa Rae Esterline
Christina Marie Ferrante
Donna Kaye Fons
Jessica Irene Fraley
Rona Francis
Nicole Katherine Frank
Kellie Ray Giaier

Occupational Safety and Health
Wellnss Hlth Promo Inj Prevent
Minor in Exercise Science
MLS: Spec in Radiation Therapy
BDTS Spec in Histotechnology
MLS: Spec in Cytotechnology
Health Sciences
Minor in Exercise Science
Conc. in Pre-Physical Therapy
Health Sciences
Conc. in Pre-Health Prof Studies
MLS: Spec in Radiation Therapy
Health Sciences
Conc. in Pre-Health Prof Studies
Wellnss Hlth Promo Inj Prevent
Minor in Exercise Science
Health Sciences
Minor in Exercise Science
Conc. in Pre-Physical Therapy
Health Sciences
Conc. in Pre-Health Prof Studies
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Health Sciences
Conc. in Pre-Health Prof Studies

Accelerated Second Degree BSN
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Minor in Nutrition and Health

Sabrina Lee Gill

Erin Leigh Glaza
Marcy Gleason
Krystal Gorges
Michelle Renee Gronowski
Tammy Marie Gualdoni
Nadia Ann Hanna
Sara R. Hayman
Zlata Hodzic

Alisha Cherise Holloway
Kristiann Graziano Holt
Natalie Joann Hunt
Mohd Zaid Ismail
Jacek J. Jankowski
Kim C. Kaczorowski
Lynne Apkarian Kojamanian
Christie Marie Koldys
Shannon Lee Korte
Marina Roselle Lafayette
Marc Lawrence Lamiman
Lorie A. Laurita-Armstrong
Allison Lewandowski
Jennifer Marie Lewis
Maureen Lofthouse
Aaron Edward MacQuesten
Lorena Marchese
Viola C. Maritim
Mark McLaughlin
Anna Caroline Medved
Jessica Lin Michie
Alexander Jack Munchiando
TarGee S Murphy
Danielle Elizabeth Nettle
Leah Ashley Nida
Nihinlolawa Opeyemi Oluwole
Cristy Nicole Osmulski
Stephanie Lynn Pantaleo
Andrej Petrovski
Andrew John Prevost
Laura E. Quattrocchi
Nicole Josephine Quattrocchi
Taylor Elise Ralston
Ashlee Nicole Reardon
Amy Renee Reuther
Nancy Riad
Harold Damon Robinson
Erin M. Rose
Michelle Anne Rose
Jessica Lynn Schrader
Krystina Leigh Scott
Viktoriya Senkiv
Alyssa Marie Shugar
Allison Renee Siterlet
Meredith Ann Spencer

Nursing

Minor in Nutrition and Health
Accelerated Second Degree BSN
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Nursing

Minor in Psychology
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Nursing
Accelerated Second Degree BSN
Nursing

Nusha Sylaj

Michelle Lynn Tatoris
Joseph Anthony Tosch
Nicole M. Vogelsberg
Zachary Jordan Voss
Terrie Marie Welsing
Melissa White
Amal Zekry William
Sarah Jean Wilton

Marissa Leigh Wintermantle
Gloria M. Tintaya Quillama
Besa Ziu

University Programs

Bachelor of Integrative Studies

Christopher Moccia Ackerman

Austin Edwin Ashford

Brian Anthony Aubuchon

Lynne Beaghan

Steven M. Colegrove

Jessica Marie-Edith Copeland

Paul Raymond Delasko

Stephanie-Robin Dunn
Julian Earl Gardner

Kellie Ann Gorka
Matthew A. Harkins

Cierra Marie Harris

Jonathan Andrew Hart

Emily J. Hippler

Marc John Kieleszewski
Casey Ann Kolp
Matthew Joseph Lamore
Stephanie Lynn Letterson

Andrew Richard Marshall

Erin Rosa McCarthy

Nursing

Minor in Psychology

Nursing

Accelerated Second Degree BSN

Nursing

Accelerated Second Degree BSN

Accelerated Second Degree BSN

Nursing

Accelerated Second Degree BSN

Nursing

Minor in Nutrition and Health

Nursing

Nursing

Nursing

Integrative Studies

Minor in Political Science

Minor in Sociology

Conc. in Criminal Justice

Integrative Studies

Minor in Political Science

Integrative Studies

Minor in Business

Minor in Communication

Integrative Studies

Minor in Art History

Integrative Studies

Minor in Communication

Integrative Studies

Conc. in Criminal Justice

Integrative Studies

Minor in Communication

Integrative Studies

Integrative Studies

Minor in Occupational Safety and Health

Integrative Studies

Integrative Studies

Minor in Communication

Integrative Studies

Minor in Exercise Science

Integrative Studies

Minor in Psychology

Minor in Sociology

Integrative Studies

Minor in Exercise Science

Integrative Studies

Integrative Studies

Integrative Studies

Integrative Studies

Minor in Biology

Integrative Studies

Minor in Graphic Design

Integrative Studies

Conc. in Criminal Justice

James Patrick McGill

Joseph Frank Muscat IV

Samia B. Nabha

Phillip Anthony Nona

Gregory Alan Norville

Margaret Ashley Renno

Eric Noble Rhein

Emily Marie Saoud

Valerie Nicole Stansbury

Margaret Mary Warack

Crystal Violet Witherell

Integrative Studies

Minor in Management Information

Integrative Studies

Minor in Communication

Minor in Computing

Integrative Studies

Integrative Studies

Integrative Studies

Minor in Philosophy

Integrative Studies

Minor in Applied Leadership Skills

Integrative Studies

Integrative Studies

Minor in Communication

Integrative Studies

Minor in Communication

Minor in Wellnss Hlth Promo Inj Prevent

Integrative Studies

Minor in Occupational Safety and Health

Integrative Studies

Minor in Psychology

Minor in Spanish Language

Oakland University
Graduate Study and Lifelong Learning
Final Graduate School Report
August 20, 2011

College of Arts and Sciences

Doctor of Philosophy

Mohamad A Hamdi
Ahmad A Ibrahim
John V Purcell

Biomedical Sciences: Biological Communication
Biomedical Sciences: Health and Environmental Chemistry
Applied Mathematical Sciences

Master of Arts

Mohamad Kassem Abdallah
Lindsey Nicole Belzyt
Jonathan M Benefiel
Kathryn Rene Blaszczyk
Heather A Bonner
Nicole J Dambrun
Carolyn P Masserang
Sean P Milligan
Janice H Moore
Laura M Pence
Mary Beth Pickett
Alex N Wiggins
Cameron C Wood

Mathematics
Linguistics
Mathematics
History
English
Mathematics
Mathematics
English
Mathematics
Linguistics
Linguistics
Mathematics
History

Master of Music

Kevin A Naeve

Conducting

Master of Public Administration

Leanne DeVreugd

Public Administration
Conc. in Nonprofit Organization and Management

Master of Science

Amanda M Murray
Divya Nalla
Terence O Roberts
Eryn Elizabeth Slankster
Jeffrey Patrick Stephens

Biology
Chemistry
Physics
Biology
Biology

School of Business Administration

Master of Accounting

David M Bennett
Matthew J Boltz

Accounting
Accounting

Eugene Benjamin Kazmierczak
Cynthia Maria Kearns
Anjum Khan
Antonina C Palazzolo
Michael R Porter
Raghu Reddy
Matthew Conn VanGilder

Accounting
Accounting
Accounting
Accounting
Accounting
Accounting
Accounting

Master of Business Administration

Cassandra R Andrews

David W Andrews

Lawrence Daniel Beauregard

Gina Marie Benacquisto

Stacey Berger

Rocio K Cabrera-Salazar

Glenn W Czupinski

Susan Belle Davis
Joseph Oliver Harrington

Jessica M Harris

Aubrey L. Lombardo
Beth McNabb

Devin Gordon Paulk
Lisa Michelle Phare

Brian Donald Poploskie

Victor William Ross

Alex G Sandler

Alisz N Szantner
Sumit Prakash Tayal

Nathaniel Weid

Business Administration
Conc. in Human Resources Management
Business Administration
Conc. in Human Resources Management
Business Administration
Conc. in Human Resources Management
Business Administration
Conc. in International Business
Conc. in Production and Operations Management
Business Administration
Conc. in Supply Chain Management
Business Administration
Conc. in International Business
Business Administration
Conc. in Business Economics
Business Administration
Business Administration
Conc. in Finance
Business Administration
Conc. in Human Resources Management
Conc. in International Business
Business Administration
Business Administration
Conc. in International Business
Business Administration
Business Administration
Conc. in Production and Operations Management
Business Administration
Conc. in Finance
Business Administration
Conc. in Finance
Business Administration
Conc. in Management Information Systems
Business Administration
Business Administration
Conc. in International Business
Business Administration

School of Education and Human Services

Doctor of Philosophy

Vaibhavee Rahul Agaskar	Education: Counseling
Michael A Lonze	Education: Educational Leadership
Marsha Lynn Malone-Thompson	Reading Education

Education Specialist

Andrea Brooke Buttson	Leadership
Cheryl A Caillouette	Leadership
Elenore M Glass	Leadership
Elnora M Hawkins	Leadership
Debra E Himelhoch	Leadership
Burdena A Johnson	Leadership
Mary H MacDonald-Barrett	Leadership
Dawn M Makar	Leadership
Kala Latrice Parker	Leadership
Karen Berneta Robinson	Leadership
Stacy M Schock	Leadership
Jeannine St Germaine	Leadership

Master of Arts

Jeffrey A Carion	Counseling
Robert D Chalmers	Counseling
Lisa L Chang	Counseling
Dawn R Collins	Counseling
Heidi Ann Dudgeon	Counseling
Sarah L Hakala	Counseling
Ronald Evan Hormel	Counseling
Lindsay A Krauskopf	Counseling
Crystal Ann Marsack	Counseling
Kathryn M McCourtie	Counseling
Maralyn Hoffman McNally	Counseling
Jeanette Elaine Owens	Counseling
Alexandra E Perrino	Counseling
Laura A Purdy	Counseling
Jessica D Ratti	Counseling
Erin R Shaw	Counseling
Lisa Ann Slade	Counseling
Jennifer N Tripp	Counseling
Brian D Wummel	Counseling

Master of Arts in Teaching

Jessica Renee Adams	Reading and Language Arts
Paula Ballard	Reading and Language Arts
Wendy L Campbell	Reading and Language Arts

Christina C Carlin
 Elizabeth M Carlson
 Stefanie Elise Davey
 Elizabeth Driscoll
 Bridget G Gigliotti
 Shannon Louise Greenway
 Anne-Marie Hickey
 Kristin M Hoelscher
 Joseph Kalczynski
 Susan Lynn Koleski
 Shadia M Martin
 Joshua M McCreedy
 Carrie A Miller
 Kristina L Neddermeyer
 Nicole L Provo
 Rebecca Eliazabeth Shacka
 Carissa Cheree Slone
 Megan Elizabeth Wong
 Xu Wu
 Yuyang Xie
 Ying Yu

Reading and Language Arts
 Reading and Language Arts
 Reading and Language Arts
 Secondary Education
 Reading and Language Arts
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 Secondary Education
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 Reading and Language Arts
 Reading and Language Arts

Master of Education

LaToya Chantell Baker
 Gabriela M Bala
 Melanie Marie Balbaugh
 Danielle Renee Baumgart
 Robert Griffiths Behrens
 Kathleen A Blacker
 Elizabeth A Braford
 Laura Elizabeth Brandt
 Bret A Ceriotti
 Kimberly E Cherny
 Jamie Leigh Clarkson
 April M Clos
 Tangella S Colston
 Francesco Costanzo
 Jonathan D Cross
 Leigh Anne Davidson
 Tara Marie Deneau
 Ann X Exo-Thompson
 Cherie G Gipson
 Erin E Golec
 Amy E Granger
 Sherise A Hedgespeth

Early Childhood Education
 Early Childhood Education
 Special Education
 Special Education
 Special Education
 Teacher Leadership
 Early Childhood Education
 Special Education
 Special Education
 Educational Studies
 Special Education
 Early Childhood Education
 Early Childhood Education
 Teacher Leadership
 Educational Leadership
 Special Education
 Special Education
 Special Education
 Early Childhood Education
 Early Childhood Education
 Special Education
 Educational Studies
 Conc. in International Education

Lani R Jakovac
Amy C Jalon
Tara L Johnson
Andrea Lynn Karl
Jenna M Kopp
Mary Jane Larsen

Angela Brynn Burke Lawrence
Barbara F Levinson
Mary P Lyles
Kyra L Millender
Ronald J Nizinski, Jr.

Margaret J. Pawlosky
Patricia Perry
Michelle L Pitcher
Tiffany A Rawa
Kelly A Robson
Ilise Rosen
Nada Saab

Amy M Schwarb
Helen Solgot
Nancy Lee Stevens
Sara Beth Tocco
Amy L Wentz

Early Childhood Education
Special Education
Special Education
Special Education
Early Childhood Education
Educational Studies
Conc. in International Education
Special Education
Special Education
Early Childhood Education
Early Childhood Education
Educational Studies
Conc. in International Education
Special Education
Teacher Leadership
Special Education
Special Education
Teacher Leadership
Special Education
Educational Studies
Conc. in International Education
Special Education
Special Education
Special Education
Teacher Leadership
Special Education

Master of Training and Development

Anissa S Ellis
Mary A Johnson
Jaclyn Nicole Panetta

Training and Development
Training and Development
Training and Development

School of Engineering and Computer Science

Doctor of Philosophy

Luan Gara
Belal Hussein Sababha
Macarthur LaMar Stewart
Rong Zhang

Mechanical Engineering
Electrical and Computer Engineering
Mechanical Engineering
Mechanical Engineering

Master of Science

Rachid G Aboukasm
Anil K Bhagavatula
Laurentiu V Bordeianu
Matthew Nathaniel Bruer
Xu Chen

Electrical and Computer Engineering
Embedded Systems
Mechanical Engineering
Electrical and Computer Engineering
Mechanical Engineering

Michelle L Denzer
Faten H Fawaz
Sarah O Gotham
Abhishek Balram Gothekar
Rakshitha M K Hegde
Eunjoo Hopkins
Jennifer T Janusch
Tuwanda Martin
Steven Christopher McDonald
Nikolay V Nedeltchev
Simon Omekanda
Ramraj Pandey
Todd Addison Perkins
Brett Rogers
Nebojsa Stevanovich

Mechanical Engineering
Industrial and Systems Engineering
Engineering Management
Mechanical Engineering
Electrical and Computer Engineering
Electrical and Computer Engineering
Software Engineering and Information Technology
Engineering Management
Engineering Management
Software Engineering and Information Technology
Electrical and Computer Engineering
Electrical and Computer Engineering
Electrical and Computer Engineering
Engineering Management
Engineering Management

School of Health Sciences

Master of Science

Hiral Gheewala
Eric E Haemelinck
Wendy Kue
Faizal F Navodia
Neal J Saiz

Exercise Science
Safety Management
Safety Management
Exercise Science
Safety Management

School of Nursing

Doctor of Nursing Practice

Andrea Joy Connors
Karen Lee Scanlon

Nursing Practice
Nursing Practice

Master of Science in Nursing

Nichole Elizabeth Andres
Taessa T Malone-Carter

Family Nurse Practitioner
Nursing Education

**Oakland University
Graduate Study and Lifelong Learning
Final Graduate School Report
August 20, 2011**

Approved Graduate Certificates

Alexandra E Perrino

Complementary Medicine and Wellness

**Agendum
Oakland University
Board of Trustees Formal Session
December 9, 2011**

**AMENDMENT TO COLLECTIVE BARGAINING AGREEMENT
BETWEEN OAKLAND UNIVERSITY AND OAKLAND UNIVERSITY CHAPTER,
AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS**

A Recommendation

1. **Division and Department:** President, Office of Inclusion and Intercultural Initiatives.

2. **Introduction:** Consistent with the University's goal to welcome and honor all people regardless of their sexual orientation, gender identity or gender expression and to help ensure that the University recruit and retain the best and brightest students, faculty and staff members, the President implemented Administrative Policy 712 – Administrative Guidelines Supporting the Equal Opportunity Policy in October 2010, and the Board of Trustees amended its Equal Opportunity Policy, and the President and Director of Inclusion and Intercultural Initiatives published a value statement consistent with that goal in March 2011. The President also recommended amendments to the collectively bargained agreements with the University's represented employee groups through Letters of Agreement at that time.

The Letters of Agreement clarify eligibility for sick leave, bereavement leave and tuition remission benefits. During the last negotiations, it was generally agreed upon by the parties that to be eligible for such benefits an employee must maintain insurance coverage with the University. This inadvertently resulted in a small group of employees being ineligible for sick leave, bereavement leave and tuition remission benefits. The Letters of Agreement have no impact on health care benefits offered and provided to lesbian, gay, bisexual and transgendered (LGBT) employees. Health care benefits to LGBT employees have always been provided, and have never been taken away or jeopardized.

The Letters of Agreements were presented to representatives of each represented employee group, including the Oakland University Chapter, American Association of University Professors (AAUP) in March 2011. Attached is a copy of the approved AAUP Letter of Agreement that ratified by a vote of 209 for and 15 against. Approval of the Board of Trustees is now sought to amend the collective bargaining agreement with the AAUP. (See Attachment A).

3. **Previous Board Action:** The Board of Trustees approved the collective bargaining agreement between the University and AAUP on November 9, 2009.

4. **Budget Implications.** None.

**Amendment to Collective Bargaining Agreement between Oakland University
Chapter, American Association of University Professors (AAUP)
Oakland University
Board of Trustees Formal Session
December 9, 2011
Page 2**

5. **Educational Implications:** None.

6. **Personnel Implications:** The University's ability to successfully recruit and retain LGBT faculty and staff is enhanced because the University is advancing the goals of diversity and inclusion.

7. **University Reviews/Approvals:** The amendments to collective bargaining agreements as evidenced by the Letters of Agreement were recommended by various University constituencies, supported by the Director and the President and have been reviewed and approved by the Vice President for Legal Affairs and General Counsel.

8. **Recommendation:** RESOLVED, that the Board of Trustees approve the amendment to the AAUP collective bargaining agreement evidenced by the Letter of Agreement between the University and AAUP as attached hereto as Attachment A.

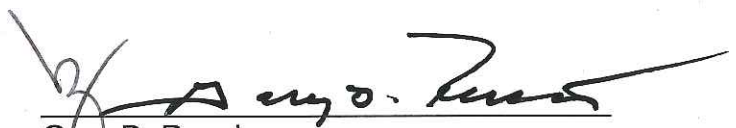
9. **Attachments:**

A. Executed Letter of Agreement between the University and AAUP.

Submitted to the President
on 12/7, 2011 by


Joi Cunningham
Director, Inclusion and
Intercultural Initiatives

Recommended on 12/7, 2011
to the Board for approval by


Gary D. Russi
President

**Letter of Agreement
Between
Oakland University
and the
Oakland University Chapter, American Association of University Professors**

This letter of agreement ("LOA") is entered into by and between Oakland University ("Oakland") and the Oakland University Chapter, American Association of University Professors ("Association").

Recitals

WHEREAS, Oakland and the Association (collectively the "Parties") are Parties to a 2009-2012 Collective Bargaining Agreement ("Agreement"); and

WHEREAS, the Parties are committed to diversity and inclusion and building a community that welcomes and honors all people.

NOW, THEREFORE, the Parties agree as follows:

Letter of Agreement

1. The foregoing Recitals are incorporated into this LOA by this reference.
2. Paragraphs 123, 129, 171, 173, 220 and Appendix H of the Agreement are amended, and Appendix J is added to the Agreement, as follows:

**ARTICLE XVI
INSURANCES**

123. Subject to the provisions contained in this Article XVI, paragraph 211, medical, dental, and vision insurance coverage are available to those faculty members, dependents, and Other Qualified Adults and Dependent Children of Other Qualified Adults (see APPENDIX J) subject to the applicable definitions, terms and conditions contained in Oakland's respective third-party insurance plan contracts, including without limitation those terms and conditions applicable to eligibility, coverage, preconditions and administration. Oakland will impute income, withhold taxes and otherwise account for the provision of all medical, dental, and vision insurance coverage as required by federal or state law or regulation, or the decision of any court of competent jurisdiction or administrative agency having jurisdiction.

ARTICLE XVII
ENROLLMENT IN COURSES

129. Tuition Waiver Benefit.

The spouse of any faculty member, dependent children of the faculty member less than 25 years of age, and/or Other Qualified Adult and Dependent Children of Other Qualified Adults less than 25 years of age (see APPENDIX J), if admitted to the University through its normal procedures, may enroll in any credit courses. For each such enrollment in a given section, the maximum enrollment for that section shall be increased by one, except where equipment limitations prohibit such adjustment. In no case shall such enrollments displace other students. This paragraph also shall apply to:

- a. the spouse, dependent children less than 25 years of age, and/or Other Qualified Adult and Dependent Children of Other Qualified Adults less than 25 years of age (see APPENDIX J) of a deceased or disabled full-time non-visiting faculty member, if the faculty member died or was disabled while employed as a full-time faculty member at Oakland; and,
- b. any dependent child less than 25 years of age of a retired faculty member and/or Dependent Children of an Other Qualified Adult less than 25 years of age (see APPENDIX J), if such child was enrolled and attending classes in the academic year session or semester immediately preceding the retirement date of the faculty member. The tuition waiver for the dependent child shall be available for up to five years from the date of retirement, until the completion of the degree for which the child was enrolled, or until the child reaches 25 years of age, whichever first occurs.

Oakland shall cover the cost of applicable tuition, defined by the undergraduate lower, undergraduate upper, graduate and doctoral rates in the Schedule of Tuition and Fees. For programs that charge tuition rates higher than those described above, the covered tuition will be limited to the rates defined above. Program specific fees shall be the responsibility of the student. Any credit hours generated by such enrollments shall be excluded from the calculations in Appendix B.

Letter of Agreement
Between
Oakland University and the
Oakland University Chapter, American Association of University Professors
Page 3

A special lecturer may transfer all or part of his/her tuition waiver benefit described in paragraph 103 to his/her spouse, dependent children less than 25 years of age and/or Other Qualified Adult and Dependent Children of Other Qualified Adults less than 25 years of age (see APPENDIX J). The tuition waiver shall not apply to the programs of the OUWBSOM. If isolated courses or modules for credit are developed by the OUWBSOM, they shall be eligible for the tuition waiver benefit.

**ARTICLE XX
LEAVES WITH PAY**

171. Absence. Three kinds of absence are described in this paragraph:

- b. A faculty member requiring bereavement leave for the death of a spouse, child, parent, parent-in-law, sibling, sibling-in-law, or Other Qualified Adult and Dependent Children of Other Qualified Adults (see APPENDIX J) shall receive three (3) days of leave. This may be extended to five (5) days with notification and approval of the department chair (in those units that have chairs) and dean.

**ARTICLE XXI
UNPAID AND PARTIAL LEAVE**

173. Leave of Absence. Leave of absence shall be granted to any full-time non-visiting faculty member upon the recommendation of his or her department chairperson, if any, and upon approval by Oakland. Two kinds of leaves of absence are described in this Article:

- b. Partial leave of absence during which time a faculty member will receive a reduction in teaching load. Such leaves may be used for a variety of purposes, including, but not limited to, such things as child care, care of a spouse or parent, care of an Other Qualified Adult and Dependent children of Other Qualified Adults (see APPENDIX J), professional development activities, including where appropriate pursuit of advanced degrees, or special professional opportunities of limited duration.

**ARTICLE XXXV
APPENDICES**

220. Appendices A, B, C, D, E, F, G, H, I and J shall be part of this Agreement and shall be fully enforceable under this Agreement.

**APPENDIX H
LETTER OF AGREEMENT**

This letter supplements the collective bargaining agreement entered into between the Board of Trustees of Oakland University and the Oakland University Chapter of the American Association of University Professors effective August 15, 2009 through August 14, 2012.

3. Spouses and dependent children of faculty members enrolled as of August 15, 2006, and who are Other Qualified Adults and Dependent Children of Other Qualified Adults (see APPENDIX J), in academic programs that charge higher tuition rates than those defined in the Schedule of Tuition and Fees shall have the total cost of the program covered by Oakland until the completion of the degree.

**APPENDIX J
OTHER QUALIFIED ADULTS AND THEIR DEPENDENTS**

The parties intend that the terms and conditions that apply to faculty and their dependents apply equally to Other Qualified Adults and Dependent Children of Other Qualified Adults, and this Agreement shall in all cases be interpreted and applied so as to give effect to that intent.

An Other Qualified Adult means an individual who meets all of the following eligibility requirements, to Oakland's satisfaction, at the time a faculty member makes a request for the tuition waiver benefit, a leave with pay or an unpaid or partial leave:

Letter of Agreement
Between
Oakland University and the
Oakland University Chapter, American Association of University Professors
Page 5

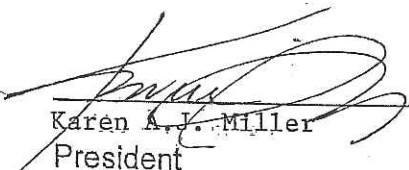
- (1) is not the spouse of the faculty member;
- (2) has shared a residence with the faculty member for eighteen (18) continuous months prior to a request for one of the aforementioned benefits;
- (3) is neither an employee of the owner of the residence in which the faculty member resides, nor a landlord, tenant or border;
- (4) is at least twenty-six (26) years of age;
- (5) is financially interdependent with the faculty member;
- (6) has no familial relationship to the faculty member;
- (7) is not married to someone other than the faculty member;
- (8) is not a dependent of the faculty member as defined by the Internal Revenue Code as amended from time to time and the regulations promulgated thereunder; and
- (9) is not an undocumented immigrant.

A **Dependent of an Other Qualified Adult** means an individual who meets all of the following eligibility requirements to Oakland's satisfaction:

- (1) is a dependent of the Other Qualified Adult as defined by the Internal Revenue Code as amended from time to time and the regulations promulgated thereunder; and
- (2) is not married.

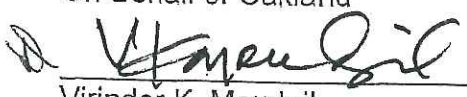
3. This LOA and the amendments to the Agreement shall become effective only after ratification by a vote of the Association's membership and upon approval of Oakland's Board of Trustees.

On Behalf of the Association


Karen A. J. Miller
President

Dated: Oct 31, 2011

On Behalf of Oakland


Virinder K. Moudgil

Senior Vice President for Academic Affairs and Provost

Dated: Nov. 1, 2011

**Agendum
Oakland University
Board of Trustees Formal Session
December 9, 2011**

**AGREEMENT BETWEEN OAKLAND UNIVERSITY AND THE
OAKLAND UNIVERSITY PROFESSIONAL SUPPORT ASSOCIATION (OUPSA)
JULY 1, 2011 – JUNE 30, 2014**

A Recommendation

1. **Division and Department:** Finance and Administration Division, University
Human Resources Department

2. **Introduction:** Oakland University (University) and the Oakland University Professional Support Association (OUPSA) reached a tentative agreement on a three-year Collective Bargaining Agreement (CBA) effective July 1, 2011 through June 30, 2014. The OUPSA membership ratified the tentative agreement on December 5, 2011 by a vote of 157 to 23. A summary of the significant changes in the CBA is attached as Attachment A.

CBA's with officially recognized bargaining units must be approved by the President and the Board of Trustees (Board) pursuant to the Board's Contracting and Employment Authority Policy (Policy).

3. **Previous Board Action:** The Board adopted the Policy on December 4, 1997 and amended the Policy on January 9, 2008. The Board approved the current OUPSA bargaining agreement on November 9, 2009.

4. **Budgetary Implications:** Salary and benefit adjustments are described in Attachment A, with projected annual University cost as follows: FY2012 – \$378,679, FY2013 – \$378,443, and FY2014 – \$368,608

5. **Educational Implications:** None.

6. **Personnel Implications:** None.

7. **University Reviews/Approvals:** This recommendation was formulated by University Human Resources and reviewed by the Vice President for Finance and Administration, and President.

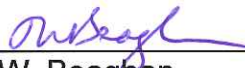
8. **Recommendation:**
RESOLVED, that the Board of Trustees approves the Agreement Between Oakland University and the Oakland University Professional Support Association (OUPSA), July 1, 2011 – June 30, 2014.

**Agreement Between Oakland University and the
Oakland University Professional Support Association (OUPSA)
July 1, 2011 – June 30, 2014
Board of Trustees Formal Session
December 9, 2011
Page 2**

9. Attachments:

A. Summary of Significant Changes in the July 1, 2011 – June 30, 2014
OUPSA Collective Bargaining Agreement

Submitted to the President
on 12/6, 2011 by



John W. Beaghan
Vice President for Finance and Administration
and Treasurer to the Board of Trustees

Recommended on _____, 2011
to the Board of Trustees for approval by



Gary D. Russi
President

**SUMMARY OF THE SIGNIFICANT CHANGES IN THE
JULY 1, 2011 – JUNE 30, 2014
OAKLAND UNIVERSITY PROFESSIONAL SUPPORT ASSOCIATION (OUPSA)
COLLECTIVE BARGAINING AGREEMENT**

Wages:	Staff
1 st Year	2% (no retro increase Per House Bill 4152)
2 nd Year	1%
3 rd Year	1.25%
Longevity Pay:	Eliminate for employees hired after contract ratification.
Vacation Time:	
Effective January 1, 2014 (3 rd Year)	Limit vacation accrual payout to twelve (12) months from eighteen (18) months
Medical Benefits:	
1 st Year	January 1, 2012 - No Changes
2 nd Year	January 1, 2013 - Healthy Living Plan Outcome Based
3 rd Year	January 1, 2014 – 5% Employee Contributions
Dental Benefits:	
	Preventative and diagnostic care will not count toward the annual \$1,000 maximum
Early Retirement Pooled Fund	Increase annual contribution by \$6,000
Medical Spending Accounts:	
January 1, 2012	No new hires will be eligible for match

Costs:

	OUPSA	% of Total Compensation
1st Year	\$378,679	2.54%
2nd Year	\$378,443	2.47%
3rd Year	\$368,608	2.35%
Total	\$1,125,730	

**Agendum
Oakland University
Board of Trustees Formal Session
December 9, 2011**

**AGREEMENT BETWEEN OAKLAND UNIVERSITY AND THE
OAKLAND UNIVERSITY CAMPUS MAINTENANCE AND TRADES (OUCMT)
NOVEMBER 1, 2011 – OCTOBER 31, 2014**

A Recommendation

1. **Division and Department:** Finance and Administration Division, University Human Resources Department

2. **Introduction:** Oakland University (University) and the Oakland University Campus Maintenance and Trades (OUCMT) reached a tentative agreement on a three-year Collective Bargaining Agreement (CBA) effective November 1, 2011 through October 31, 2014. The OUCMT membership ratified the tentative agreement on December 6, 2011 by a vote of 73 to 23. A summary of the significant changes in the CBA is attached as Attachment A.

CBA's with officially recognized bargaining units must be approved by the President and the Board of Trustees (Board) pursuant to the Board's Contracting and Employment Authority Policy (Policy).

3. **Previous Board Action:** The Board adopted the Policy on December 4, 1997 and amended the Policy on January 9, 2008. The Board approved the current OUCMT CBA on November 9, 2009.

4. **Budgetary Implications:** Salary and benefit adjustments are described in Attachment A, with projected annual University cost as follows: FY2012 – \$76,339, FY2013 – \$144,414, and FY2014 – \$35,459.

5. **Educational Implications:** None.

6. **Personnel Implications:** None.

7. **University Reviews/Approvals:** This recommendation was formulated by University Human Resources and reviewed by the Vice President for Finance and Administration, and President.

8. **Recommendation:**

RESOLVED, that the Board of Trustees approves the Agreement Between Oakland University and the Oakland University Campus Maintenance and Trades (OUCMT), November 1, 2011 – October 31, 2014.

**Agreement Between Oakland University and the
Oakland University Campus Maintenance and Trades (OUCMT)
November 1, 2011 – October 31, 2014
Board of Trustees Formal Session
December 9, 2011
Page 2**

9. Attachments:

A. Summary of the Significant Changes in the November 1, 2011 – October 31, 2014 OUCMT Collective Bargaining Agreement

Submitted to the President
on 12/6, 2011 by



John W. Beaghan
Vice President for Finance and Administration
and Treasurer to the Board of Trustees

Recommended on 12/7, 2011
to the Board of Trustees for approval by



Gary D. Russi
President

**SUMMARY OF THE SIGNIFICANT CHANGES IN THE
NOVEMBER 1, 2011 – OCTOBER 31, 2014
OAKLAND UNIVERSITY CAMPUS MAINTENANCE & TRADES (OUCMT)
COLLECTIVE BARGAINING AGREEMENT**

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
<u>Wages</u>			
Non Custodians	0%	2%	1%
<u>Current Custodians</u>			
(A)Housing/Oakland Center	0%	0%	0%
(B)Facilities			
Effective 01/01/12	(-\$.50)		
Effective 11/01/12		(-\$1.00)	
		One-time 2% Lump Sum Of Annual Wages	
Effective 11/01/13			(-\$1.00)
			One-time 1% Lump Sum Of Annual Wages
 New Custodians (Hired after Ratification) Housing/Oakland Center			
Before/After Probation	\$11.75/\$12.00	2%	1%
Facilities			
Before/After Probation	\$ 9.75/\$10.00	2%	1%

Longevity Pay:

Eliminate for employees hired after contract ratification.

Vacation Time:Effective January 1, 2014 (3rd Year)

Limit vacation accrual payout to twelve (12) months from eighteen (18) months.

Sick Time:

Reduce maximum sick time accrual to eighty (80) days from one hundred and thirty (130) days.

Medical Benefits:1st Year

January 1, 2012 - No Changes

2nd Year

January 1, 2013 - Healthy Living Plan Outcome Based

3rd Year

January 1, 2014 – 5% Employee Contribution

Dental Benefits:

Preventative and diagnostic care will not count toward the annual \$1,000 maximum

Medical Spending Accounts:

January 1, 2012

No new hires will be eligible for match

New Custodians 403(b) Contribution

6.5%

Medicare Complementary Premium Pooled Fund

Increase annual contribution by \$5,000

Costs:

	OUCMT	% of Total Compensation
1st Year	\$76,339	.86%
2nd Year	\$144,414	1.61%
3rd Year	\$35,459	.12%
Total	\$256,212	

**GOLF AND LEARNING CENTER OPERATING BUDGET FOR
FISCAL YEAR ENDING DECEMBER 31, 2012**

A Recommendation

1. **Division and Department:** Finance and Administration, Golf & Learning Center
2. **Introduction:** The operating budget for the Golf & Learning Center (G&LC) is presented annually to the Board of Trustees (Board) for approval. Attached is a description of the G&LC (Attachment A) which outlines the previously approved business plan; the 2012 G&LC budget summary (Attachment B); the Registration and Golf Fees 2012 (Attachment C); the Oakland University (University) G&LC Proposed Budget – All Funds, Fiscal Year (FY) 2012 (Attachment D) and the G&LC Proposed Major Capital Expenditures FY 2012 (Attachment E).
3. **Previous Board Action:** On December 9, 2010, the Board approved the Fiscal Year 2011 budget for the G&LC.
4. **Budget Implications:** The G&LC is an auxiliary operation and is self-supporting. Under the proposed budget and fees, there is a projected decrease to the G&LC fund balance of \$424,394.
5. **Educational Implications:** The G&LC is used by the Men's and Women's intercollegiate golf teams.
6. **Personnel Implications:** The proposed budget includes salary and wage adjustments per University authorization, staffing changes as required for the G&LC, as well as payment of the General Fund Administrative Fee.
7. **University Reviews/Approvals:** The G&LC Operating Budget was prepared by the Director of the G&LC and reviewed by the Financial Performance Review Committee, Budget and Financial Planning Office, Vice President for Finance and Administration and President.
8. **Recommendation:**
RESOLVED, that the Board of Trustees approves the Oakland University Golf & Learning Center Budget for the fiscal year ending December 31, 2012, with budgeted operating expenditures of \$3,465,775 and capital improvement expenditures of \$65,000; and, be it further

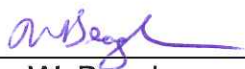
Golf and Learning Center Operating Budget for
Fiscal Year Ending December 31, 2012
Oakland University
Board of Trustees Formal Session
December 9, 2011
Page 2

RESOLVED, that any expenditure level in excess of the approved amount that is not funded by a direct revenue increase must have the prior approval of the President or his designee and those amounts shall be reported on a periodic basis to the Board of Trustees.

9. Attachments:

- A. G&LC Description of Program
- B. G&LC 2012 Budget Summary
- C. G&LC Registration & Golf Fees 2012
- D. G&LC Proposed Budget – All Funds, FY 2012
- E. G&LC Proposed Major Capital Expenditures, FY 2012

Submitted to the President
on 11/30, 2011 by



John W. Beaghan
Vice President for Finance and Administration and
Treasurer to the Board of Trustees

Recommended on 12/1, 2011
to the Board for approval by



Gary D. Russi
President

Golf and Learning Center

Description of Program

The Oakland University Golf and Learning Center (G&LC) was originally conceived in 1975 as a recreation amenity for students, faculty and staff. The Katke-Cousins course opened on May 1, 1977 and it quickly took on a broader role in the community, serving also as a major vehicle to attract Oakland University (University) donors, and, through golf outings, local corporate support for the University and its educational programs. In 1999, construction of a second course began, which was added to further enhance this successful University program. The R & S Sharf course opened for play on August 25, 2000. Beginning with the 2006 golf season, the G&LC successfully implemented a new Board of Trustees approved business plan focused on expanding the customer base.

The G&LC is located on the University's east campus. It is a 36-hole golf property with two championship courses. The property is maintained by its own professional staff including administrative and grounds employees specially trained to operate and maintain a first-rate facility. Recently, the complex has registered approximately 30,000 annual rounds of golf. Golf rounds are comprised of student, faculty, staff, alumni, and registered golfers from the community. The G&LC is a self-sustaining auxiliary entity within the University. Its buildings and facilities include a clubhouse, two maintenance buildings, two food service buildings, a golf range learning center, a golf car storage garage, and several ancillary environmentally required structures for storage and equipment washing.

The G&LC serves an important role by providing an entry point for developing community and University collaborations. The G&LC's long-range plan is to continue to maintain first-rate championship golf courses that provide all University constituencies with a pleasant recreational experience, and sustain a high-quality image while representing Oakland University as an outstanding educational institution.

Key Performance Indicators

	<u>2009</u>	<u>2010</u>	<u>2011</u> ⁽¹⁾
Rounds of golf	33,584	32,610	30,500
Golf Registrations – full status	640	548	564
G&LC Fund balance	\$116,889	\$144,718	\$176,259

(1) Projected Year End includes \$ 16,567 restricted Fund Balance.

Golf and Learning Center

2012 Budget Summary

Budgeted revenues are projected based on the continued success of the current G&LC business plan that was approved in 2006 by the Oakland University Board of Trustees (Board). The 2012 budget is derived assuming the same basic rate structure as 2011 with a \$100 increase to annual registration fees. Golf registration options include Bronze (\$850 with access to Katke-Cousins (KC)), Silver (\$1,600 with access to KC and R & S Sharf), Gold (\$4,050 for unlimited personal golf fees on both courses) and a Platinum level (\$5,600 for unlimited personal golf fees on both courses, and includes personal golf car fees and personal use of the practice range). The G&LC continues to be financially stable and is positioned nicely within the surrounding region's golf market.

Projections for 2012 golf rounds and revenue for the G&LC were made after review of historical data and with consideration of regional industry data. The revenue budget anticipates 32,000 golf rounds at fees shown in the attached fee schedule. This assumes a conservative approach toward weather conditions (which impact revenue) and registrations (within a "flat" golf industry marketplace).

The FY2011 estimated actual gifts and grants line includes the designated gifts of \$4.25 million for a new Clubhouse facility. The other transfers line for FY2011 includes a \$3.5 million transfer out to establish the Plant Fund budget to manage the new Clubhouse construction project and \$750,000 to establish a Golf & Learning Center Endowment, which will help support the new Clubhouse operating costs.

The 2012 budget produces an anticipated increase to the G&LC fund balance of \$10,606 and a fund balance at December 31, 2012 of \$186,865.

OAKLAND UNIVERSITY GOLF & LEARNING CENTER REGISTRATION AND GOLF FEES 2012

Golf Registration Options:

BRONZE	\$ 850
SILVER	\$ 1,600
GOLD (all-inclusive personal golf fees)	\$ 4,050
PLATINUM (all-inclusive personal golf fees, personal golf car fees and practice range fees)	\$ 5,600

KATKE-COUSINS GOLF COURSE	<u>WEEKDAY</u>		<u>WEEKEND/HOLIDAY</u>	
	9 Holes	18 Holes	9 Holes	18 Holes
Students, Full Time	\$13.00	\$14.00	\$14.00	\$20.00
Students, Part Time	\$19.00	\$25.00	\$21.00	\$28.00
Student's Family, Faculty/Staff and Family	\$28.00	\$35.00	\$32.00	\$40.00
BRONZE/SILVER	\$28.00	\$35.00	\$32.00	\$40.00
Guests	\$60.00	\$60.00	\$65.00	\$65.00
Golf Car (per golfer)	\$15.00	\$25.00	\$15.00	\$25.00

R & S SHARF GOLF COURSE	<u>WEEKDAY</u>	<u>WEEKEND/HOLIDAY</u>
SILVER and Student/Faculty/Staff and Family (includes golf car)	\$67.00	\$72.00
Guests of PLATINUM/GOLD/SILVER /Student/Faculty/Staff (includes golf car)	\$90.00	\$95.00
Guests - non affiliate (includes golf car)	\$125.00	\$130.00
Golf Car for GOLD members	\$25.00	\$25.00

Oakland University
Ancillary Activities Operating Budget
Golf & Learning Center
Proposed Budget - All Funds
FY2012

	FY2011 BUDGET	FY2011 ESTIMATED ACTUAL	FY2012 PROPOSED BUDGET
REVENUE:			
Operating Revenue	\$ 2,569,001	\$ 2,576,652	\$ 2,696,981
Retail Sales	243,000	282,809	291,000
Student Tuition Allocation	-	-	-
Gifts and Grants	53,000	4,358,393	53,000
Investment Income	400	522	400
General Fund Support	-	-	-
Total Revenue	\$ 2,865,401	\$ 7,218,376	\$ 3,041,381
EXPENDITURES:			
Compensation	\$ 1,235,581	\$ 1,202,145	\$ 1,328,055
Supplies and Services	520,000	540,426	592,225
Repairs and Maintenance	257,900	299,994	294,400
Cost of Retail Sales	181,000	230,508	219,000
Equipment	200,000	55,929	283,500
Insurance	64,000	58,160	59,100
Utilities	71,600	67,137	92,225
Debt Service	7,400	7,400	7,400
University Overhead	98,885	98,885	80,000
Other Transfers	9,870	4,232,313	9,870
Total Expenditures	\$ 2,646,236	\$ 6,792,897	\$ 2,965,775
Net Revenue	\$ 219,165	\$ 425,479	\$ 75,606
Restricted Fund Balance *	\$ 16,567	\$ 16,567	\$ 16,567
Unrestricted Fund Balance	336,151	159,692	170,298
Less: Major Capital Expenditures	208,000	393,938	65,000
Total Fund Balance	\$ 144,718	\$ 176,259	\$ 186,865
Learning Center Annuity		\$ 16,567	
Restricted Fund Balance *		\$ 16,567	

Item Description	Estimated Cost
Golf Car Path Repair/Replace	25,000
Golf Club Storage and Business Office Improvements	40,000
FY 2012 Total	\$ 65,000

**Agendum
Oakland University
Board of Trustees Formal Session
December 9, 2011**

**MEADOW BROOK HALL OPERATING BUDGET
FOR CALENDAR YEAR ENDING DECEMBER 31, 2012**

A Recommendation

1. **Division and Department:** Office of the President, Meadow Brook Hall
2. **Introduction:** The calendar 2012 operating budget for Meadow Brook Hall (MBH) is presented to the Board of Trustees (Board) for approval annually. Attached is the projected 2011 year-end budget performance and proposed budget for 2012, along with the budget assumptions. (See Attachments)

Since Board approval in December 2004, MBH has been operating under a “cultural center” model, providing public museum and educational programming and access for university, social and corporate events and activities.

In 2005, 2006, 2007, 2008, 2009, and 2010 MBH revenues exceeded expenses. Projections for 2011 suggest that revenues will once again exceed expenses.
3. **Previous Board Action:** The Meadow Brook Hall 2011 Calendar Year Budget was approved by the Board on December 9, 2010.
4. **Budget Implications:** For the calendar year 2012 budget, an operating surplus of \$405 is projected.
5. **Educational Implications:** MBH will continue to share its architectural, art, and historical resources with Oakland University’s students and faculty (See Attachment D.)
6. **Personnel Implications:** Meadow Brook Hall will have an increase of student and hourly hours due to increased front desk and security measures.
7. **University Reviews/Approvals:** The Meadow Brook Hall Budget Report was prepared by Meadow Brook Hall Director of Administration and Finance and Executive Director and thoroughly reviewed by the Office of Budget and Financial Planning, the Financial Performance Review Committee, Vice President for Finance and Administration, and President.

**Meadow Brook Hall Operating Budget
for Calendar Year Ending December 31, 2012
Oakland University
Board of Trustees Formal Session
December 9, 2011
Page 2**

8. Recommendation:

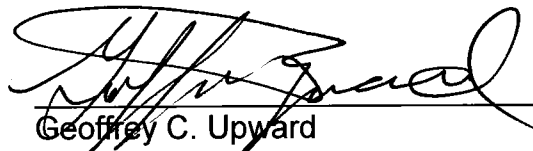
RESOLVED, that the Board of Trustees approve the Calendar 2012 Budget for Meadow Brook Hall with budgeted operating expenditures of \$2,443,850 and capital improvement expenditures of \$110,000; and be it further

RESOLVED, that any expenditure level in excess of the approved amount that is not funded by a direct revenue increase must have the prior approval of the President or his designee and those amounts shall be reported on a periodic basis to the Board of Trustees.

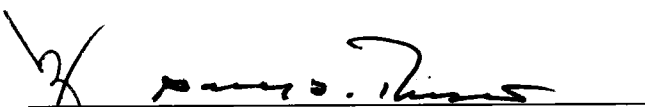
9. Attachments:

- A. Meadow Brook Hall Proposed Budget – All Funds Calendar 2012
- B. Meadow Brook Hall Budget Notes and Assumptions
- C. Proposed Major Capital Expenditures
- D. Meadow Brook Hall/Oakland University 2011 Program Integration

Submitted to the President
on Dec. 1, 2011 by


Geoffrey C. Upward
Executive Director
Meadow Brook Hall

Recommended on 12/7/11, 2011
to the Board for approval by


Gary D. Russi
President

Oakland University
Ancillary Activities Operating Budget
Meadow Brook Hall
Proposed Budget - All Funds
Calendar 2012

	2011 BUDGET	2011 ESTIMATED ACTUAL	2012 PROPOSED BUDGET
REVENUE:			
Operating Revenue	\$ 2,214,190	\$ 2,542,169	\$ 2,242,255
Allowance for Bad Debts	\$ (10,000)	\$ -	\$ (10,000)
Retail Sales	35,000	43,799	45,000
Student Tuition Allocation	-	-	-
Marketing Support	49,000	49,000	49,000
Gifts and Grants	110,000	51,432	110,000
Investment Income	1,000	12,203	8,000
General Fund Support	-	20,320	-
Total Revenue	<u>\$ 2,399,190</u>	<u>\$ 2,718,923</u>	<u>\$ 2,444,255</u>
EXPENDITURES:			
Compensation	\$ 647,213	\$ 628,925	\$ 679,453
Supplies and Services	427,520	405,987	432,784
Food Service	1,182,750	1,425,405	1,182,750
Repairs and Maintenance	28,000	18,950	22,500
Cost of Retail Sales	19,000	28,010	19,000
Equipment	15,000	7,647	10,000
Insurance	50,000	47,548	50,000
Utilities	193,000	192,363	186,000
Debt Service	-	-	-
University Overhead	(164,977)	(164,977)	(138,637)
Other Transfers	-	18,900	-
Total Expenditures	<u>\$ 2,397,506</u>	<u>\$ 2,608,758</u>	<u>\$ 2,443,850</u>
Net Revenue	<u>\$ 1,684</u>	<u>\$ 110,165</u>	<u>\$ 405</u>
Ending Balances prior to Major Cap. Expenditures:			
Restricted Fund Balance *	\$ 73,162	\$ 736,424	\$ 190,000
Unrestricted Fund Balance	935,402	1,194,743	1,195,148
Less: Major Capital Expenditures	-	537,840	110,000
Total Fund Balance	<u>\$ 1,008,564</u>	<u>\$ 1,393,327</u>	<u>\$ 1,275,148</u>
Fund 35122 Chrysler		\$ 14,283	
Fund 33751 Wilson Fund		624,451	
Fund 43712 Publishing		44,865	
Fund 30230 Garden Club		52,508	
Fund 30250 Organ Fund		317	
Restricted Fund Balance *		<u>\$ 736,424</u>	

Meadow Brook Hall Budget Notes and Assumptions

Description of Program Meadow Brook Hall was the former home of Dodge Brothers Motor Car Company heiress Matilda Dodge Wilson and her second husband, Alfred Wilson. Built between 1926 and 1929 for \$4 million, Meadow Brook is known as the pre-eminent example of the country estate lifestyle of America's automotive aristocracy, and for its Tudor Revival architecture and vast collection of original decorative and fine arts. The Hall's 88,000 square feet and 110 rooms make it the fourth largest historic house museum in the United States and the largest in the Midwest.

In a visionary act of philanthropy, the Wilsons donated The Hall, their 1,500-acre Meadow Brook Farms estate and \$2 million to Michigan State University in 1957 to form a branch campus in Oakland County. The university opened in 1959 and became an independent Michigan public institution of higher education – Oakland University – in 1970.

The Wilsons continued to live in The Hall and a surrounding 127 acres until both passed away; Alfred in 1962 and Matilda in 1967. Oakland University took possession of The Hall from the Wilsons' estate in 1971. Since that time, the building has been open to the public as a museum and cultural center, per Matilda's wishes.

The Hall is self-supporting, relying primarily on facility rental revenue, tour fees and donations to preserve, interpret and operate the building at a cost of some \$6,700 a day.

As the educational cornerstone of Oakland University, Meadow Brook Hall serves students, faculty, staff and an international research community as a major cultural and historical resource, a resource renowned for its architecture, scale, collections and social history.

And, as the flagship of the campus physical plant, the former home of the university founders functions as the community gateway to OU through public, corporate and social events . . . and it serves as OU's premier facility for cultivating friends and donors and hosting high-level meetings with partners, including ceremonial milestones.

Key Performance Indicators

	<u>2009</u>	<u>2010</u>	<u>Projected 2011</u>
Number of Facility Rental Events	565	536	573
Gross Facility Rental Revenue	\$2.3M	\$2.1M	\$2.3M
Number of Museum Visitors	13,500	15,437	15,000
Museum Revenue	\$275,000	\$316,000	\$300,000
Net Revenue	\$289,145	\$431,460	\$110,165

Explanation of Major Changes

1. 2011 projected operating performance is based on actual revenue and expenses booked through September 30, 2011 and a revenue and expense forecast for the remainder of the year.
2. The "Major Capital Expenditures" for FY11 are estimated to be \$537,840. This differs from the FY11 Budget presented to the Board in November 2010 because the following projects were funded by the Matilda Wilson Fund Matching Gift:

Service Hallway Restoration	\$278,950
Chimney Masonry	\$220,890
Fountain Repairs	\$11,000
Bridge Investigation	\$15,000
Timber Restoration	\$12,000

3. 2011 Wilson Fund match of \$366,000 is expected.
4. \$20,320 for General Fund Support represents one-time request for Interpretive Signs and Dodge Museum & Welcome Center Master Plan. \$1,020 is a transfer from the president's matching funds for All-University Fund Drive contributions to Meadow Brook Hall.

Budget Assumptions

1. Operating revenue for 2012 is projected to be \$28,000 more than the 2011 budget, based on estimates from our catering partner and an anticipated increase in new youth programs for 2012.
2. Retail sales are projected to increase 28% due to increase in Meadow Brook product development and expansion of Museum Shop.
3. 2012 compensation is expected to increase 5% due to raises implemented in 2011(3%) and a new staffing structure for large events.
4. Net revenues from operations will be distributed as follows:

Operating/Maintenance Reserve	100 percent
-------------------------------	-------------

**Oakland University
Meadow Brook Hall
Proposed Major Capital Expenditures
Calendar 2012**

Item Description	Estimated Cost
Bridge Repair	110,000
Calendar 2012 Total	\$ 110,000

Meadow Brook Hall/Oakland University 2011 Program Integration

Internships

- 2 students employed as paid interns through OU Summer Student Campus Corps program (grounds and house maintenance)
- 5 students annually employed as unpaid interns in curatorial department (collections research, textile research, exhibition preparation, archives management, publishing, etc.)

Part-time employment

- 7 students employed in part-time capacities (docents, front desk, facilities maintenance)
- Part-time food service employment opportunities routinely offered to students

Meadow Brook Writing Project

- 5 one-week-long summer writing workshop day camps for area youth in partnership with the OU College of Arts & Sciences writing program (grew from roughly 150 participants in 2010 to 240 in 2011)
- In addition to OU staff and area teachers, 2 OU graduates and 1 OU student worked as Education Assistants
- Camps are gaining national attention as a model program

OU Academic Programs

- Class projects/sessions hosted by MBH in 2011 included: Photography, Journalism and Archaeology

Fred M. Braun Lecture Series

- MBH hosted the 2011 lecture and will further develop the collaboration in 2012

Classical Music Series (“Meadow Brook Music Society”)

- Series of three public concert performances held at MBH during the 2010-2011 academic year in partnership with faculty from OU’s Music, Theatre & Dance department
- Opportunity for fund-raising cultivation, sponsorships, etc.
- Three concerts planned for the 2011-2012 academic year with MTD

Frosh evening mansion visit

- Offered by Student Affairs for new first-year students during Welcome Week
- Hundreds of students participate . . . gaining in popularity

Meadow Brook Ball

- Student formal held at MBH by Student Affairs twice annually
- Hundreds of students participate . . . popularity requires tickets through a lottery

Brooksie Way

- Collaboration with OU and race organizers to use MBH roadways and grounds

Touring

- Discounted museum touring for students (free), faculty and staff
- OU Night at Holiday Walk – discounted tickets for faculty, staff and families

Friends of Meadow Brook Student Chapter

- The group is being formed through MBH's new membership program and annual giving societies
- Membership is free to OU students

Facility use

- MBH discounts on school/departmental meetings, receptions, dinners
- Academic Affairs facility rental waiver for one conference annually
- Donor cultivations
- University events, signings, etc.

OU Golf & Learning Center

- Provide golf outing food service and venue

Meadow Brook Greenhouse

- Collaborations through Garden Club activities
- MBH purchases/rents plants from the Greenhouse for events & facility rentals

Shotwell Pavilion

- Limited rentals and servicing of Shotwell Pavilion, sharing revenue with OU

CONSTITUENT RELATIONSHIP MANAGEMENT SOFTWARE
A Recommendation

1. **Division and Department:** Student Affairs and Enrollment Management; Academic Affairs; Departments of Undergraduate and Graduate Admissions

2. **Introduction:** On July 1, 2008, Oakland University (University) purchased a four-year license to use Hobsons, Inc.'s Constituent Relationship Management (CRM) software at a total cost of \$660,000. Hobson's CRM software allows the University's Undergraduate and Graduate Admissions offices to customize, manage and automate communications and interactions with all of the University's prospective students. The Hobson's agreement expires on June 30, 2012.

On April 12, 2011, the University issued a Request for Information (RFI) seeking information from prospective vendors regarding a new CRM software system capable of serving the entire University community. On August 4, 2011, the University issued a Request for Proposal (RFP) to four vendors selected based upon their RFI responses.

The RFP required the vendors to provide comprehensive proposals for a CRM software system that would allow the University to:

- Satisfy its recruitment and communication target goals with prospective undergraduate, graduate, continuing education students and alumni affiliates;
- Use the CRM system to improve retention and graduation rates of enrolled students;
- Minimize the University's data transfer, synchronization, formatting and maintenance responsibilities; and
- Provide various University departments with access to a CRM system that will allow the departments to improve personal communications with their students and track their students' performance on multiple enrollment measures.

All four vendors submitted responses to the RFP and, based upon those responses, the University selected three vendors to demonstrate their CRM software systems for an Evaluation Committee (Committee) comprised of representatives from Undergraduate and Graduate Admissions, Registrar, Graduate Studies, Financial Aid, Continuing Education, Academic Skill Center, Alumni Relations, and University Technology Services.

Based upon the RFI responses, the RFP responses, the system demonstrations and the total proposed project costs, the Committee selected the CRM software system offered by SunGard Higher Education, Inc. (SunGard). The Committee based its decision on a number of factors, including without limitation the following:

- The SunGard CRM software is installed on servers located on the University's campus and stores data in the University's existing SunGard student information system. The CRM software systems proposed by the other vendors were hosted on servers at the vendors' locations and would require the University to add up to four technical staff to develop and manage custom interfaces with the existing student information system.
- The integration between the SunGard CRM software system and the University's existing SunGard student information system will allow greater use of the CRM software system across campus without added licensing, hardware or personnel costs.
- The SunGard CRM software system, which includes an integrated package of scorecards, dashboards, reports and analytic capabilities, provides the easiest solution for extracting data and management reports.
- The SunGard CRM software system provides increased opportunities for potential customizations and upgrades to the student web portal and other technological applications.

Attachment A to this Agendum is a comparison of the price proposals submitted by the three vendors who were selected to demonstrate their CRM software systems for the Committee.

The Board of Trustees' Contracting and Employment Appointment Authority Policy requires Board approval of all contracts for expenditures that aggregate more than \$1,000,000. The total cost of the SunGard CRM software system, including one-time equipment and implementation costs, will be \$1,420,955.

3. **Previous Board Action:** On June 12, 1997, The Board of Trustees (Board) approved an agreement between the University and SunGard for the University to acquire the existing SunGard student information system at a total cost of \$4,500,000. Non-material modifications of that agreement have been made from time-to-time since 1997. The SunGard CRM software system, if approved by the Board, will be subject to the terms and conditions of the existing agreement.

4. **Budget Implications:** The cost of the SunGard CRM software system is reflected in Attachment A and includes a one-time license fee of \$485,862 and a one-time equipment and implementation labor cost of \$383,510. These expenses will be paid through the University's Technology Improvement Fund. The University will also pay annual maintenance fees of \$94,472, \$101,767, \$109,663, \$118,211, \$127,470 in FY 2013-FY 2017, respectively, to be paid through the University's General Fund beginning in FY 2013. The total project cost is \$1,420,955.

5. **Educational Implications:** The existing CRM software system in Undergraduate and Graduate Admissions has significantly strengthened the University's recruitment efforts by supporting relationship building with over 150,000 annual prospective students and 30,000 admitted students. The existing system has also improved department operational efficiencies related to communication plans, data collection and event planning. The SunGard CRM software system will expand CRM functionality to other university units such as the Registrar, Financial Aid, Academic Advisers, Alumni Relations, Institutional Research, Continuing Education, and Academic Department Chairs. These units will have more efficient access to improved communications solutions for timely decision making and improved monitoring of University programs as they relate to student retention and time-to-degree issues strategically important to the University and the State of Michigan.

6. **Personnel Implications:** No incremental personnel costs will be incurred. The current CRM technical specialist will provide technical support and training to other University departments using the CRM software system.

7. **University Reviews/Approvals:** The CRM proposal and cost analysis was prepared by the Enrollment Management Office and reviewed by the Office of Budget and Financial Planning, University Technology Services, Vice President for Student Affairs and Enrollment Management, Vice President for Finance and Administration and President.

8. Recommendation:

RESOLVED, that the Board of Trustees authorizes the Vice President of Student Affairs and Enrollment Management to negotiate and execute a five-year contract with SunGard Higher Education, Inc. for a Constituent Relationship Management System; and, be it further

RESOLVED, that the five-year total cost of the Constituent Relationship Management System will not exceed \$1,420,955; and, be it further

RESOLVED, that the contract for the Constituent Relationship Management System be reviewed and approved by the Office of the Vice President for Legal Affairs and General Counsel prior to execution, and be in compliance with the law and University policies and regulations, and conform to legal standards and policies of the Vice President for Legal Affairs and General Counsel.

9. Attachments:

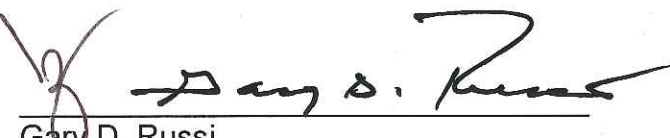
A. Constituent Relationship Management System Pricing Comparison

Submitted to the President
on December 7, 2011 by



Mary Beth Snyder
Vice President for Student Affairs
And Enrollment Management

Recommended on 12/7, 2011
to the Board for approval by



Gary D. Russi
President

Attachment A

Pricing Comparison

	<u>Hobsons EMT</u>	<u>Target X SRM</u>	<i>Proposed Vendor</i> <u>Sungard HE</u>
Contract terms	5 Years	5 Years	5 Years
Product Costs	\$ 800,000	\$ 391,400	\$ 485,862
University Costs (1)	1,050,000 ⁽¹⁾	1,050,000 ⁽¹⁾	383,510 ⁽²⁾
Maintenance Costs	-	-	551,583
Total 5 year Costs	<u>\$1,850,000</u>	<u>\$1,441,400</u>	<u>\$1,420,955</u>

(1) Base staffing needs to manage the system.

(2) One-time equipment and implementation costs.