

AGENDA
Oakland University
Board of Trustees Formal Session
October 7, 2013, 2:00 p.m.
Auditorium, Elliott Hall of Business & Information Technology
Presiding: Chair Michael R. Kramer

A. Call to Order – Chair Michael R. Kramer

B. Roll Call – Secretary Victor A. Zambardi

C. Reports

Tab 1. Treasurer's Report – John W. Beaghan

D. Consent Agenda for Consideration/Action – Chair Michael R. Kramer

Tab 2. Consent Agenda

Tab 3. Minutes of the Board of Trustees Formal Session of August 12, 2013

Tab 4. University Personnel Actions

Tab 5. Acceptance of Gifts and Pledges to Oakland University for the Period of August 1, 2013 through September 30, 2013

Tab 6. Acceptance of Grants and Contracts to Oakland University for the Period of July 1 – August 31, 2013

Tab 7. Final Undergraduate School and Graduate School Reports Summer I 2013 – June 26, 2013

E. New Items for Consideration/Action

Tab 8. Formation of Board of Trustees Committees and Membership Appointments – Chair Michael R. Kramer

i. Governance Committee Charter

ii. Executive Committee Charter

iii. Facilities Committee

iv. Ad Hoc Presidential Search Committee

Tab 9. Public/Private Partnership Combined Heating and Power Co-Generation System – Terry Stollsteimer

Tab 10. Financial Statements, June 30, 2013 and 2012 – Trustee Ronald E. Robinson

Tab 11. Schedule of Expenditures of Federal Award Programs in Accordance with OMB Circular A-133 Year Ended June 30, 2013 – Trustee Ronald E. Robinson

Tab 12. Fiscal Year 2015 Five-Year Capital Outlay Plan and Fiscal Year 2015 Capital Outlay Project Request – John W. Beaghan

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

G. Adjournment

TREASURER'S REPORT

1. **Division and Department:** Finance and Administration Division, Budget and Financial Planning, Treasury Management, and Facilities Management Departments
2. **General Fund Budget Performance:** Oakland University's (University) year to date enrollment, Summer II and Fall, is up compared to last year, as expected, and comparable to budget. Monthly State appropriation payments for FY2014 will begin in October and have been budgeted according to the State of Michigan's Public Act 60 of 2013, which includes a performance funding appropriation increase of \$670,700. This equates to a 1.5% increase over FY2013 State funding. Early in the FY2014 budget year, General Fund expenditures are tracking as expected and are consistent with the budget, with no major spending variances in any division or unit.

A monthly budget monitoring process managed by the Budget and Financial Planning Office helps ensure budget management accountability.

3. **Investment Performance:** A summary of the results of the University's pooled cash and endowment investment activities is presented in the *Cash and Investments Report, August 31, 2013 and 2012* (Attachment A).

Investment performance associated with the working capital pool for the quarter ended June 30, 2013 was strong compared to benchmarks. Since June, investment performance has tracked consistent with the broader market, which experienced weaker investment returns for the month ending August 31, 2013.

The University is reviewing submissions for the recently issued Request for Information (RFI), and plans to issue a Request for Proposal (RFP) in October in order to recommend the selection of a working capital Investment Advisor at the December 2013 Board of Trustees meeting.

The University's endowment portfolio performance was mixed as of Fiscal Year end 2013, with fixed income and hedge funds performing better than their benchmarks, while equities and real assets exhibited some underperformance. Overall the endowment pool remains strong, with year-over-year market valuation nearly \$5 million higher as of August 31, 2013. The University's investment managers continue to adhere to a long-term investment strategy that focuses on outperforming identified benchmarks over time.

Liquidity of both pooled cash and endowment investments remains strong. The University's investments are being managed according to the Board's policies and approvals.

The University's Investment Advisors will make their annual presentations to the Board.

Treasurer's Report
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 2


4. **Debt Management:** The *Capital Debt Report, August 31, 2013* (Attachment B) shows the University's outstanding principal, rate of interest, weighted average cost of capital, type of debt, annual debt service, maturity, and purpose of each debt issuance, and information about the University's two swap arrangements. The University's debt is being managed according to the Board's policies and approvals.
5. **Construction Report:** The *Construction Report, August 31, 2013* (Attachment C) includes budget information, source of funding, forecasted final costs, and comments for all ongoing capital projects over \$500,000, as required by Board policy. All projects have been properly approved and are within budget.
6. **University Reviews/Approvals:** The Treasurer's Report and attachments were prepared by the Budget and Financial Planning, Treasury Management, and Facilities Management Departments, and reviewed by the Vice President for Finance and Administration and Treasurer to the Board of Trustees, and Interim President.
7. **Attachments:**
- A. Cash and Investments Report, August 31, 2013 and 2012
 - B. Capital Debt Report, August 31, 2013
 - C. Construction Report, August 31, 2013

Submitted to the President
on 10/1, 2013 by



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

Recommended on 9-30, 2013
to the Board of Trustees for Approval



Betty J. Youngblood
Interim President

Oakland University
Cash and Investments Report
August 31, 2013 and 2012

	Fair Market Value August 31, 2012	Fair Market Value August 31, 2013	Strategic Allocation August 31, 2013	Total Return Month Ending August 31, 2013	Benchmark Month Ending August 31, 2013	Total Return Qtr. Ending June 30, 2013	Benchmark Qtr. Ending June 30, 2013
<u>Working Capital</u>							
Equity Funds	\$ 35,283,000	\$ 48,297,511	28.49%	-3.37%	-3.03%	3.36%	2.42%
Fixed Income Funds	87,252,078	82,111,253	48.43%	-0.24%	-0.33%	-1.29%	-1.37%
Overnight Sweep - Money Market	41,388,574	39,143,978	23.09%	0.00%	0.00%	0.00%	0.02%
Pooled Cash Summary	<u>\$ 163,923,652</u>	<u>\$ 169,552,741</u>	<u>100.00%</u>				

<u>Endowment</u>							
UBS:							
Equity Funds	\$ 33,804,351	\$ 38,789,117	61.48%			0.60%	1.19%
Fixed Income Funds	17,034,523	16,545,186	26.22%			-3.14%	-3.64%
Hedge Funds	4,033,861	4,125,165	6.54%			0.85%	-0.18%
Real Assets	3,001,719	3,138,332	4.97%			-6.18%	-3.86%
Private Equity	267,290	465,028	0.74%			5.52%	*
Cash	60,875	34,229	0.05%			0.04%	0.02%
Endowment Pool Summary	<u>\$ 58,202,619</u>	<u>\$ 63,097,058</u>	<u>100.00%</u>				

Comments:

The pooled cash is greater than the previous year due to investment returns and unspent project funds.

The endowment pool balances are higher than the prior year primarily due to increases in market values and contributions to the University.

Benchmarks for Investments are:

For Equities: S&P 600 Index, Russell 1000 Value Index, Russell 1000 Growth (Relative Weighted)

For Bonds: Barclays Capital Aggregate Bond Index, Barclays Capital 1-3 year US Gov./Credit Bond Index (Relative Weighted)

For Overnight Sweep - Money Market Fund: Lipper Institutional Money Market Fund Index

For Endowment Equities: Russell 2000, Russell Mid Cap Growth & Value, Russell 1000 Growth & Value, MSCI EAFE International MSCI Emerging Mkts (Relative Weighted)

For Endowment Fixed Income: Barclays Government Corporate Index, Barclays Capital U.S. Aggregate Bond Index, Merrill Lynch High Yield, Citigroup World Government Bond (Relative Weighted)

For Endowment Hedge Funds: HFRI Fund of funds Diversified Index, Barclay's CTA Index

For Endowment Real Assets: NAREIT, MSCI World Metals & Mining and S&P North American Natural Resources

For Endowment Cash: City Group T-Bill (90 Day)

Benchmark Performance Comments:

Pooled cash and endowment investment funds are all managed funds (not index funds) and are expected to exceed their benchmarks over time.

They will not necessarily meet or exceed the benchmarks for specific periods of time.

*Private Equity commitment is \$1 million. Private Equity performance is not benchmarked.

**Oakland University
Capital Debt Report
August 31, 2013**

	Principal Remaining	Rate of Interest	Interest Type	FY 14 Debt Service	Expires	Bond Rating	Purpose	Underwriter
Bonded Indebtedness:								
Variable Rate Demand Bonds, Series 1998	\$ 4,600,000	0.070%	Variable	\$ 6,992	2023	-	Sharf Golf Course	Comerica
General Revenue Refunding Bonds, Series 2004	1,320,000	5.189%	Fixed	1,386,000	2014	Aaa	Sports, Recreation and Athletics Center	Lehman
General Revenue Refunding Bonds, Series 2008	50,675,000	3.373%	Variable/Hedged	3,074,204	2031	Aa3	USA, Pawley Hall, OC Expan, Elec Upgrade	Lehman
General Revenue Bonds, Series 2009 - BABs	31,545,000	4.427% ⁽¹⁾	Fixed	2,795,719	2039	A2	HHB, Infrastructure Projects	Bank of Montreal
General Revenue Bonds, Series 2012	44,155,000	4.075% ⁽²⁾	Fixed		2042	A1	Engineering Center	Barclay's and 5/3rd
General Revenue Bonds, Series 2013A	57,860,000	4.028% ⁽³⁾	Fixed	1,992,940	2043	A1	Housing, Parking, Playing Fields	BOAML and 5/3rd
General Revenue Refunding Bonds, Series 2013B	23,290,000	2.995%	Fixed	921,265	2026	A1	Sports, Recreation and Athletics Center	5/3rd and BOAML
Other Capital Debt:								
2005 ESA II Loan	14,393,921	3.785%	Fixed	1,302,687	2027		Energy Services Agreement II	
2012 Golf Car Lease	426,560	1.980%	Fixed	88,234	2017		Golf Cars	
2013 Golf Equipment Lease	145,737	1.980%	Fixed	44,149	2017		Golf Equipment	
	<u>\$ 228,411,218</u>	<u>3.748% ⁽⁴⁾</u>		<u>\$ 11,612,190</u>				

⁽¹⁾ BABs subsidy reduced by 3% via sequestration. Estimated annual cost increase is roughly \$31K/yr. The Treasury Management Department will continuously review refunding opportunities.

⁽²⁾ The 2012 Bonds were issued with an original issue premium of \$4,970,975, resulting in total bond proceeds of \$49,125,795.

⁽³⁾ The 2013A Bonds were issued with an original issue premium of \$7,141,047, resulting in total bond proceeds of \$65,001,047.

⁽⁴⁾ Weighted Average Cost of Capital

Debt covenant compliance:

The University has a general revenue covenant in many of its borrowing agreements including bonded debt and other capital debt.

These covenants are consistent in all University debt agreements and commit the University to maintain "General Revenues" to exceed the sum of twice annual debt service on senior debt and one times annual debt service on subordinate debt each fiscal year. At June 30, 2013, the University recorded \$239,006,944 (unaudited) in qualified General Revenues while the calculated debt service covenant requirement amounted to \$23,085,005. The University exceeds its debt covenant requirements by a multiple of 10.4.

	Counterparty	Notional Amount	Termination Present Value	Counterparty Rating	Purpose/Comment
Debt-Based Derivatives:					
Constant Maturity Swap (CMS)	JP Morgan Chase Bank	\$ 34,370,000	\$ 3,221,718	Aa3	Yield curve swap paying about \$50,000 per month.
Interest Rate Swap - Synthetically Fix 2008 Bonds	Dexia Credit Local	50,675,000	(6,515,404)	Baa2	Current low variable rates = High termination costs.

The CMS is performing as expected because the yield curve is relatively normal at this time.

Current extremely low variable interest rates (0.07% annualized) drive up present values to terminate.

The Termination Present Value is dynamic, changing daily depending on interest rates and eventually becoming zero at the end of the swap agreement.

This Interest Rate Swap fixes the interest rate paid on the bond issue at 3.373% for the life of the bond issue (and the swap agreement).

Oakland University's underlying credit rating, according to Moody's Investors Service's Global Rating Scale, is A1 - Stable.

Bond Ratings:

Series 2004, Aaa based on the rating of the insurance provided at the time of issuance by Ambac Insurance.

Series 2008, Aa3 based on the letter of credit provider, currently JP Morgan Chase Bank.

Series 2009, A2 based on the University's underlying credit rating at the time the bonds were issued.

Series 2012, A1 based on the University's underlying credit rating at the time the bonds were issued.

Series 2013A and 2013B, A1 based on the University's underlying credit rating at the time the bonds were issued.

Oakland University
CONSTRUCTION REPORT
August 31, 2013

Item	Projects in Progress - over \$500,000	JCOS Approval/Notification Required		Original Budget	Revised Project Budget	Actual Expenditures to Date	Forecast of Final Cost	Source of Funding
1	Engineering Center Fund Number 70494 Status: Construction 47% Board of Trustees Approved: October 31, 2011 Projected Completion Date: New building August 2014 Dodge Hall renovation January 2015	Yes	11/4/2011	\$74,551,739	\$74,551,739	\$16,355,634	\$74,551,739	\$44,551,739 - 2012 General Revenue Bonds \$30,000,000 - State Appropriations
2	New Student Housing Fund Number 70459 Status: Construction 22% Board of Trustees Approved: December 3, 2012 Projected Completion Date: August 2014	Yes	6/30/2013	\$29,950,000	\$29,950,000	\$4,692,978	\$29,950,000	\$29,950,000 - 2013A General Revenue Bonds
3	P-32 Parking Structure Fund Number 70468 Status: Construction 5% Board of Trustees Approved: February 12, 2013 Projected Completion Date: August 2014	Yes	6/30/2013	\$22,831,000	\$22,831,000	\$306,939	\$22,831,000	\$22,831,000 - 2013A General Revenue Bonds
4	HTHW / UTS / O'Dowd Windows Fund Number: 70849 Status: Construction 100% of North Loop; Construction 100% of UTS Addition; & Construction 99% for ODH Windows Board of Trustees Approved: July 2, 2009 Projected Completion Date: April 2013	Yes	2/4/2010	\$11,000,000	\$11,000,000	\$10,641,596	\$11,000,000	\$11,000,000 - 2009 General Revenue Bonds
5	Upper Field Expansion Fund Number 70469 Status: Construction 5% Board of Trustees Approved: February 12, 2013 Projected Completion Date: September 2014	Yes	6/30/2013	\$7,850,000	\$7,850,000	\$172,709	\$7,850,000	\$ 7,850,000 - 2013A General Revenue Bonds
6	Hannah Hall of Science Anatomy Lab Fund Number: 70402 Status: Completed, waiting on final invoices Board of Trustees Approved: March 28, 2012 Projected Completion Date: August 2013	Yes	6/30/2012	\$6,575,150	\$6,575,150	\$5,863,155	\$6,575,150	\$ 6,575,150 - #24350 Capital Projects Supplement
7	Elliott Tower Fund Number: 70448 Status: Construction 8% Board of Trustees Approved: December 21, 2012 Projected Completion Date: September 2014	Yes	12/21/2012	\$6,500,000	\$6,500,000	\$1,125,617	\$6,500,000	\$ 6,500,000 - #39641 Elliott Tower Gift

Oakland University
CONSTRUCTION REPORT
August 31, 2013

Item	Projects in Progress - over \$500,000	JCOS Approval/Notification Required		Original Budget	Revised Project Budget	Actual Expenditures to Date	Forecast of Final Cost	Source of Funding
8	Hamlin Hall Plumbing Renovation Fund Number: 70899 Status: Completed, waiting on final invoices Board of Trustees Approved: June 30, 2012 Projected Completion Date: December 2013	Yes	6/30/2013	\$3,976,575	\$3,976,575	\$2,887,385	\$3,976,575	\$ 3,976,575 - #45489 Residence Halls
9	ODH SOM Fund Number: 70401 Status: 3 Phases: Lockers/Lounge & Acoustics Construction 100%; Ofc's Construction 50% & Auditoriums Construction 98% Board of Trustees Approved: March 28, 2012 Projected Completion Date: March 2014	Yes	6/30/2012	\$3,751,217	\$3,751,217	\$2,407,733	\$3,751,217	\$ 3,751,217- #26010 Rainy Day Fund
10	NFH Renovation of Communication Core Fund Number: 70956 Status: Bidding Phase Board of Trustees Approved: December 3, 2012 Projected Completion Date: December 2014	Yes	12/21/2012	\$2,425,533	\$2,425,533	\$175,986	\$2,425,533	\$ 1,012,782 - #70956 IT Infrastructure Projects \$ 1,024,219 - #70955 IT Strategic Planning \$ 388,532 - #12147 Technology Fund
11	Library Drive Extension Fund Number: 70466 Status: Bidding Phase Board of Trustees Approved: February 12, 2013 Projected Completion Date: August 2014	Yes	6/30/2013	\$1,950,000	\$1,950,000	\$29,300	\$1,950,000	\$ 1,950,000 - 2013A General Revenue Bonds
12	Facilities Management Building Fund Number: 70467 Status: Construction 10% Board of Trustees Approved: February 12, 2013 Projected Completion Date: August 2014	Yes	6/30/2013	\$1,750,000	\$1,750,000	\$89,595	\$1,750,000	\$ 1,750,000 - 2013A General Revenue Bonds
13	Golf Course Banquet Facility Fund Number: 70460 Status: Temporary Tent Installed work to start October 2013 Board of Trustees Approved: December 21, 2012 Projected Completion Date: December 2013	Yes	12/21/2012	\$1,300,000	\$1,300,000	\$96,008	\$1,300,000	\$ 500,000 - #24350 Capital Project Supplement \$ 800,000 - Golf & Learning Center
14	KL SOM Expansion Fund Number: 70690 Status: Engineering Phase Projected Completion Date: July 2014	No		\$850,000	\$850,000	\$0	\$850,000	\$ 850,000 - #24350 Capital Project Supplement
15	OUPD Renovation Phase 2 Fund Number: 70940 Status: Construction 65% Projected Completion Date: October 2013	No		\$795,000	\$817,870	\$514,578	\$817,870	\$ 795,000 - #24350 Capital Project Supplement \$ 22,870 - #23380 Police Parking Citations

Oakland University
CONSTRUCTION REPORT
August 31, 2013

Item	Projects in Progress - over \$500,000	JCOS Approval/Notification Required	Original Budget	Revised Project Budget	Actual Expenditures to Date	Forecast of Final Cost	Source of Funding
16	BRS HTHW Replacement Fund Number: 70447 Status: Construction 95% Projected Completion Date: September 2013	No	\$750,000	\$750,000	\$361,100	\$750,000	\$ 750,000 - #24350 Capital Project Supplement
17	Campus VOIP & Connectivity Fund Number: 70487 Status: Completed, waiting on final invoices Projected Completion Date: July 2013	No	\$600,573	\$600,573	\$594,763	\$600,573	\$ 600,573 - #24350 Capital Project Supplement
18	Danny's Cabin Relocation Fund Number: 70416 Status: Completed, waiting on final invoices Projected Completion Date: May 2013	No	\$585,323	\$585,323	\$507,600	\$585,323	\$ 585,323 - #24350 Capital Project Supplement
19	Temporary Parking for FY13/14 Fund Number: 70689 Status: Construction 95% Projected Completion Date: August 2013	No	\$560,000	\$575,000	\$6,885	\$575,000	\$ 560,000 - #24350 Capital Project Supplement \$ 15,000 - #24350 Capital Project Supplement
20	Welcome Center NFH Fund Number: 70441 Status: Construction 70% Projected Completion Date: September 2013	No	\$41,100	\$541,100	\$127,708	\$541,100	\$ 41,100 - #13151 Student Affairs Contingency Fund \$ 500,000 - #24350 Capital Project Supplement
TOTAL PROJECTS IN PROGRESS			\$178,593,210	\$179,131,080	\$46,957,269	\$179,131,080	

Notes:


1. Revised Project Budget equals the Original Budget plus all approved changes to the budget.
2. Projects are added to the report when a funding source has been identified and a plant fund is authorized for the project.
3. The project status will be reported as "completed" when the "actual expenditures to date" equals the "forecast", TMA work order system ties to Banner, and no additional expenditures or work is anticipated on the project.
4. A project whose status has been reported as complete to the Board will be removed from the report for the next Board meeting.

Agendum
Oakland University
Board of Trustees Formal Session
October 7, 2013

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 August 12, 2013
 - b. University Personnel Actions
 - c. Acceptance of Gifts and Pledges to Oakland University for the Period of August 1, 2013 through September 30, 2013
 - d. Acceptance of Grants and Contracts to Oakland University for the Period of July 1 – August 31, 2013
 - e. Final Undergraduate School and Graduate School Reports Summer I 2013 - June 26, 2013
9. **Attachments:** None.

Recommended on 10/4, 2013
to the Board for Approval


Betty J. Youngblood, Interim President

**Minutes of the Formal Session
of the
Oakland University Board of Trustees
August 12, 2013**

Present: Chair Michael R. Kramer; Vice Chair Richard A. Flynn; and Trustees Richard L. DeVore, Monica E. Emerson, Scott G. Kunselman, Ronald E. Robinson, and Jay B. Shah

Absent: Trustees Mark E. Schlusell

Also Present: Interim President Betty J. Youngblood; Vice Presidents Eric D. Barritt, John W. Beaghan, Rochelle A. Black and Interim Vice President Glenn McIntosh; Vice President and Secretary to the Board of Trustees Victor A. Zambardi; and Student Liaison Robbie Williford

A. Call to Order

Chair Michael R. Kramer called the meeting to order at 2:00 pm. in the Auditorium of Elliott Hall of Business and Information Technology.

Chair Kramer welcomed new Trustee Richard L. DeVore, President of the local PNC Bank.

B. Roll Call

Chair Kramer conducted a roll call and all of the Board members were present, except for Trustee Mark E. Schlusell.

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 agendum item.

D. Consent Agenda for Consideration/Action

Consent Agenda

Minutes of the Board of Trustees Formal Session of June 26, 2013

University Personnel Actions

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

I. Administrative Appointments

Department Chairs

<u>Chair</u>	<u>Department</u>	<u>Term</u>
Dulio, David A.	Political Science	August 15, 2013 – August 14, 2016 (2 nd term)
Rosenthal, Samuel	Linguistics	August 15, 2013 – August 14, 2016 (3 rd term)
Whitehead, Vagner M.	Art & Art History	August 15, 2013 – August 14, 2016 (1 st term)

II. Administrative Reappointments

Crabill, Scott L., Interim Vice Provost for Undergraduate Education
Schott-Baer, F. Darlene, Interim Vice Provost for Graduate Education

III. Administrative Change of Status

Lentini, James P., D.M.A., Senior Vice President for Academic Affairs and Provost, and Professor of Music, with tenure, pursuant to the Amended and Restated Employment Agreement between James P. Lentini 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 Board of Trustees.

IV. Administrative Retirements

Russi, Gary D., President and Professor of Health Sciences, with tenure, pursuant to the Retirement and Transition Agreement between Gary D. Russi 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 Board of Trustees.

V. New Appointments

Effective July 8, 2013

Academic Appointments

Baxa, Dwayne M., Ph.D., Assistant Professor of Biomedical Science without tenure (tenure track), (\$90,000.00): (New appointment filling a vacant authorized position) Oakland University William Beaumont School of Medicine.

VI. Oakland University William Beaumont School of Medicine Promotions

Pursuant to the Oakland University William Beaumont School of Medicine's Criteria for Appointment and Promotion, evaluations of candidates seeking promotion and/or tenure are completed by May 1st. The following recommendations are made by the President. Standard review processes were followed.

A. Optional Promotions

1. Associate Professor with tenure considered for promotion to full professor, effective July 1, 2013.

Venuti, Judith	Biomedical Sciences	Promote
----------------	---------------------	---------

B. Reappointments (with Tenure)

1. Associate Professors eligible for promotion to associate professor with tenure, effective July 1, 2013.

Dereski, Mary O.	Biomedical Sciences	Reemploy & Promote
Mi, Misa	Biomedical Sciences	Reemploy & Promote

VII. Oakland University William Beaumont School of Medicine Standard Appointments, effective August 12, 2013.

The following standard appointments in the Oakland University William Beaumont School of Medicine are for three years, commencing on August 12, 2013, 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:

Alpay-Savasan, Zeynep	Assistant Professor	Obstetrics and Gynecology
Bauer, Samuel T.	Assistant Professor	Obstetrics and Gynecology
Gill, Steven A.	Assistant Professor	Anesthesiology
Kaur, Sangeeta	Assistant Professor	Obstetrics and Gynecology
Kelekar, Arati K.	Assistant Professor	Internal Medicine
Lal, Nirish R.	Assistant Professor	Diagnostic Radiology
Lau, Wei C.	Professor	Anesthesiology
Leider, Jeffrey S.	Assistant Professor	Otolaryngology
MacDonald, Scott	Assistant Professor	Internal Medicine
Maddens, Nicholas	Assistant Professor	Internal Medicine
Menkes, Daniel L.	Professor	Internal Medicine
Mumtaz, Samar	Assistant Professor	Internal Medicine
Qazi, Aisha A.	Assistant Professor	Anesthesiology

Ruark, Deborah	Assistant Professor	Surgery
Sakr, Lina	Assistant Professor	Internal Medicine

VIII. Change of Status

Awbrey, Susan M., from Interim Senior Vice President for Academic Affairs and Provost to Senior Associate Provost and Professor of Education, effective July 8, 2013.

Gilbert, Garry J., from Adjunct Instructor in Journalism to Acting Chair, Department of Communication and Journalism and Adjunct Instructor in Journalism, effective July 1, 2013 through July 31, 2013.

Heisler, Jennifer M., from Chair, Department of Communication and Journalism and Associate Professor of Communication, to Associate Professor of Communication, effective July 1, 2013 through July 31, 2013.

IX. Faculty Reappointments

The faculty agreement requires that certain reviews for possible reemployment and promotion be completed by August 15, 2013. The following recommendations are made by the President. Standard review processes were followed.

A. Reappointments (with Tenure)

1. Assistant Professors eligible for promotion to the rank of associate professor, effective August 15, 2013.

Carr, Douglas	Political Science	Reemploy & Promote
Cassano, Graham	Sociology & Anthropology	Reemploy & Promote
Cho, Seong Y.	Accounting & Finance	Reemploy & Promote
Christ, Tanya M.	Reading & Language Arts	Reemploy & Promote
Hoag, Melissa E.	Music, Theatre & Dance	Reemploy & Promote
Khain, Evgeniy	Physics	Reemploy & Promote
Knutson, Andrea L.	English	Reemploy & Promote
Kozak, Andrea T.	Psychology	Reemploy & Promote
Landolt, Laura K.	Political Science	Reemploy & Promote
Leigh, Scarlett Rebecca	Reading & Language Arts	Reemploy & Promote
Levinson, Lisa B.	Linguistics	Reemploy & Promote
Liu, Zijuan	Biological Sciences	Reemploy & Promote
McDonald, Fritz J.	Philosophy	Reemploy & Promote
Pittiglio, Laura I.	Nursing	Reemploy & Promote
Qu, Guangzhi	Computer Science & Engineering	Reemploy & Promote
Rawashdeh, Osamah A.	Electrical & Computer Engineering	Reemploy & Promote

Siadat, Mohammad R.	Computer Science & Engineering	Reemploy & Promote
Suvas, Susmit	Biological Sciences	Reemploy & Promote
Towner, Terri L.	Political Science	Reemploy & Promote

2. Assistant Professors considered for optional granting of tenure with promotion to the rank of associate professor, effective August 15, 2013.

Vonk, Jennifer	Psychology	Promote
Zeigler-Hill, Virgil	Psychology	Promote

3. Special Instructors considered for optional granting of tenure with promotion to associate professor, effective August 15, 2013.

Stone, Mark A.	Music, Theatre & Dance	Promote
Tardella, Sally S.	Art & Art History	Promote

B. Reappointments (with Job Security)

1. Special Instructors eligible for reappointment with job security, effective August 15, 2013.

Vallie, Stephanie L.	Nursing	Reemploy
----------------------	---------	----------

C. Reappointments (Probationary)

1. Assistant Professors eligible for reemployment to second, two-year probationary terms as assistant professor, effective August 15, 2014 through August 14, 2016.

Brown, Miles C.	Music, Theatre & Dance	Reemploy
Cantir, Cristian	Political Science	Reemploy
Chen, Tianxu	Management & Marketing	Reemploy
Crockett, Stephanie A.	Counseling	Reemploy
Greer, Katie S.	Library	Reemploy
Kaiser, Angela A.	Sociology & Anthropology	Reemploy
Kashiwagi-Wood, Akiko	Modern Languages & Literatures	Reemploy
Lorca, Daniel S.	Modern Languages & Literatures	Reemploy
Meyers, Erin	Communication & Journalism	Reemploy
Shu, Tao	Computer Science & Engineering	Reemploy
Steffy, Daniel E.	Mathematics & Statistics	Reemploy
Sule, Venice T.	Educational Leadership	Reemploy
Tang, Jing	Electrical & Computer Engineering	Reemploy

Tivis, Tierra B.	Human Development & Child Study	Reemploy
Walwema, Josephine N.	Writing & Rhetoric	Reemploy
Wang, Yuejian	Physics	Reemploy
Wigent, Catherine A.	Human Development & Child Study	Reemploy
Wloch, Marta	Chemistry	Reemploy
Woerner, Alison R.	Music, Theatre & Dance	Reemploy
Zhang, Dao Qi	Eye Research Institute	Reemploy

2. Assistant Professors eligible for reemployment to final two-year probationary terms as assistant professor, effective August 15, 2013 through August 14, 2015.

Condron, Dennis	Sociology & Anthropology	Reemploy
-----------------	--------------------------	----------

3. Assistant Professors eligible for reemployment to final two-year probationary terms as assistant professor, effective August 15, 2014 through August 14, 2016.

Black, Ruth E.	Health Sciences	Reemploy
Burgess-Proctor, Amanda K.	Sociology & Anthropology	Reemploy
Chang, Hsiang-Hua	Modern Languages & Literatures	Reemploy
Chapman, Jeffrey S.	English	Reemploy
Chaudhuri, Ranadeb	Accounting & Finance	Reemploy
Chopin, Edith	Chemistry	Reemploy
Dallo, Florence J.	Health Sciences	Reemploy
Daniel, Dominique R.	Library	Reemploy
Dantzler, Drake M.	Music, Theatre & Dance	Reemploy
Driscoll, Dana L.	Writing & Rhetoric	Reemploy
Fails, Matthew	Political Science	Reemploy
Felton, Greg A.	Chemistry	Reemploy
Fu, Liang	Accounting & Finance	Reemploy
Govind, Chhabi	Biological Sciences	Reemploy
Guest, Anthony R.	Music, Theatre & Dance	Reemploy
Hartson, Mary T.	Modern Languages & Literatures	Reemploy
Jiang, Lan	Biological Sciences	Reemploy
Jonutz, Thayer P.	Music, Theatre & Dance	Reemploy
Lucarelli, Jennifer F.	Health Sciences	Reemploy
Purdie, Michele R.	Psychology	Reemploy
Rong, Libin	Mathematics & Statistics	Reemploy
Schall, James D.	Mechanical Engineering	Reemploy
Schneeweis, Adina	Communication & Journalism	Reemploy
Smith, Scott J.	Sociology & Anthropology	Reemploy
Vanderkaay, Cody J.	Art & Art History	Reemploy
Yugo, Jennifer E.	Management & Marketing	Do Not Reemploy

4. Special Instructors eligible for reemployment to second, two-year probationary terms as special instructor, effective August 15, 2014, through August 14, 2016.

Beres, Janith M.	Nursing	Reemploy
Craig, Mary E.	Biological Sciences	Reemploy
Dorko, Lori A.	Accounting & Finance	Reemploy
Rutledge, Amy M.	Decision & Information Science	Reemploy

5. Special Instructors eligible for reemployment to final, two-year probationary terms as special instructor, effective August 15, 2014, through August 14, 2016.

Saliga, Susan E.	Health Sciences	Reemploy
------------------	-----------------	----------

Acceptance of Gifts and Pledges to Oakland University for the Period of June 25, 2013 through July 31, 2013

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 June 25, 2013 through July 31, 2013.

(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 June 1-30, 2013

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 June 1-30, 2013.

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

Final Undergraduate School and Graduate School Reports Winter 2013 – April 25, 2013

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 April 25, 2013.

(A copy of the Final Undergraduate School and Graduate School Reports – Winter 2013 – April 25, 2013 is on file in the Board of Trustees Office.)

Trustee Richard A. Flynn, seconded by Trustee Jay B. Shah, moved approval of the Consent Agenda and the motion was unanimously approved by those present.

E. New Items for Consideration/Action

Appointment of the Dean of the Oakland University School of Business Administration

Dr. Betty J. Youngblood, Interim President, called on Dr. Susan M. Awbrey, Senior Associate Provost and Professor of Education, to present the Appointment of the Dean of the Oakland University School of Business Administration recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees appoints Dr. Michael A. Mazzeo to the position of Dean of the School of Business Administration and Professor of Finance, with tenure, in accordance with and subject to the terms and conditions of the Employment Agreement between Dr. Michael A. Mazzeo and Oakland University.

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

Resolution Honoring Dr. Ananias C. Diokno

Dr. Youngblood called on Dr. Awbrey to present the Resolution Honoring Dr. Ananias C. Diokno recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees expresses its appreciation to Dr. Ananias C. Diokno for his unwavering commitment to Oakland University and its academic mission; and, be it further

RESOLVED, that the Board of Trustees commends Dr. Diokno for the quality of his leadership and extends to him best wishes for continued success in all of his future endeavors.

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

Appointment of Board Chair and Vice Chair

Trustee Emerson presented the Board of Trustees Ad Hoc Nominating Committee's recommendation for the Appointment of Board Chair and Vice Chair as set forth in the agenda item.

RESOLVED, that the Board of Trustees Ad Hoc Nominating Committee recommends approval of the appointment of Trustee Michael R. Kramer to a second one-year term as Chair of the Board of Trustees; and, be it further

RESOLVED, that the Board of Trustees Ad Hoc Nominating Committee recommends approval of the appointment of Trustee Richard A. Flynn to a second one-year term as Vice Chair of the Board of Trustees.

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

After discussion, Trustee Emerson, seconded by Trustee Scott G. Kunselman moved approval of the recommendation of Trustee Flynn as Vice Chair, and the motion was unanimously approved by those present.

Appointment of Trustee to the Audit Committee

Chair Kramer presented the Appointment of Trustee to the Audit Committee recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees approves the appointment of Trustee Richard L. DeVore to the Audit Committee for a three-year term.

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

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

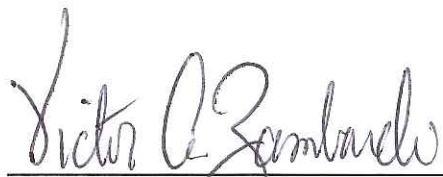
There were no other items for consideration/action presented to the Board.

G. Adjournment

Chair Kramer adjourned the meeting at 2:20 p.m.

Submitted,

Approved,



Victor A. Zambardi
Secretary to the Board of Trustees

Michael R. Kramer
Chair, Board of Trustees

Agendum
Oakland University
Board of Trustees Formal Session
October 7, 2013

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
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 2**

I. New Appointments

Effective August 15, 2013

Abbott, Christine M., Special Instructor in Education (\$54,000) (New appointment filling a vacant authorized position).

Arena, Sara K., Assistant Professor of Physical Therapy (\$59,500) (New appointment filling a vacant authorized position).

Barry, Meaghan C., Assistant Professor of Art (\$54,000) (New appointment filling a newly authorized position).

Berishaj, Kelly A., Special Instructor in Nursing (\$66,027) (New appointment filling a vacant authorized position).

Burrington, Lori A., Assistant Professor of Sociology (\$60,000) (New appointment filling a newly authorized position).

Chong, Felicia, Assistant Professor of Writing (\$54,000) (New appointment filling a newly authorized position).

Dinsmoor, Laura A., Special Instructor in Engineering (\$55,000) (New appointment filling a newly authorized position).

Francis, Anthony T., Assistant Professor of Education (\$60,000) (New appointment filling a vacant authorized position).

Golinski, Mary A., Assistant Professor of Nursing (\$167,772) (New appointment filling a newly authorized position).

Gould, Adam M., Assistant Professor of English (\$54,000) (New appointment filling a newly authorized position).

Heisler, Jeffrey A., Assistant Professor of Music (\$54,000) (New appointment filling a vacant authorized position).

Jang, Bong Gee, Assistant Professor of Education (\$60,000) (New appointment filling a vacant authorized position).

**University Personnel Actions
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 3**

I. New Appointments, effective August 15, 2013 (cont'd)

Kang, Jae Hyeung, Assistant Professor of Entrepreneurship (\$105,000) (New appointment filling a newly authorized position).

Kattner-Ulrich, Elizabeth M., Assistant Professor of Dance (\$54,000) (New appointment filling a vacant authorized position).

Ludwig, Colleen K., Assistant Professor of Art (\$54,000) (New appointment filling a vacant authorized position).

McLaughlin, Margaret M., Assistant Professor of Nursing (\$68,000) (New appointment filling a vacant authorized position).

Naus, James L., Assistant Professor of History (\$55,000) (New appointment filling a vacant authorized position).

Onsay, Sebnem, Special Instructor in Engineering (\$55,000) (New appointment filling a newly authorized position).

Reznar, Melissa M., Assistant Professor of Health Sciences (\$57,000) (New appointment filling a vacant authorized position).

Roberts, Derek J., Assistant Professor of Sociology (\$55,000) (New appointment filling a newly authorized position).

Roumani, Yazan F., Assistant Professor of Quantitative Methods in Management (\$105,000) (New appointment filling a vacant authorized position).

Shaerf, David A., Assistant Professor of English (\$54,000) (New appointment filling a newly authorized position).

Song, Mi Hye, Assistant Professor of Biological Sciences (\$66,000) (New appointment filling a newly authorized position).

Stanton II, Steven J., Assistant Professor of Marketing (\$100,000) (New appointment filling a vacant authorized position).

Stearns-Pfeiffer, Amanda M., Assistant Professor of English (\$54,000) (New appointment filling a vacant authorized position).

**University Personnel Actions
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 4**

I. New Appointments, effective August 15, 2013 (cont'd)

Strubler, David C., Professor of Education (\$110,000) (New appointment filling a vacant authorized position).

Szlag, David C., Assistant Professor of Chemistry (\$60,000) (New appointment filling a vacant authorized position).

Tirnanic, Galina, Assistant Professor of Art History (\$54,000) (New appointment filling a vacant authorized position).

Weinberg, Paul J., Assistant Professor of Education (\$60,000) (New appointment filling a vacant authorized position).

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

Zhao, Sha, Assistant Professor of Accounting (\$125,000) (New appointment filling a vacant authorized position).

Effective August 12, 2013

ElSayed, Suzan A., Associate Professor of Biomedical Sciences without tenure (tenure track) (\$110,000) (New appointment filling a new authorized position) Oakland University William Beaumont School of Medicine.

Effective September 1, 2013

Nyland II, Rodney L., Assistant Professor of Biomedical Sciences without tenure (tenure track) (\$90,000) (New appointment filling a new authorized position) Oakland University William Beaumont School of Medicine.

Effective November 1, 2013

Loftus, Stephen, Associate Professor of Biomedical Sciences without tenure (tenure track) (\$113,000) (New appointment filling a new authorized position) Oakland University William Beaumont School of Medicine.

II. Oakland University William Beaumont School of Medicine Standard
Appointments, effective October 7, 2013.

The following standard appointments in the Oakland University William Beaumont School of Medicine are for three years, commencing on October 7, 2013, 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:

Kowalenko, Terry	Professor	Emergency Medicine
Andrezejewski, Tanja	Assistant Professor	Emergency Medicine
Damm, Katherine A.	Assistant Professor	Obstetrics & Gynecology
Gryzenia, Paul C.	Assistant Professor	Diagnostic Radiology
Madan, Ichchha	Assistant Professor	Obstetrics & Gynecology
Malick, Farah K.	Assistant Professor	Internal Medicine
McCormick, M. Eileen	Assistant Professor	Pediatrics
Menoch, Margaret	Assistant Professor	Emergency Medicine
Pinelis, Susanna S.	Assistant Professor	Family Medicine
Benjamin, Joseph	Instructor	Emergency Medicine
Borovicka, Kathy M.	Instructor	Diagnostic Radiology
Cooper, Aharon G.	Instructor	Emergency Medicine
Hamame, Anthony S.	Instructor	Diagnostic Radiology
Khayyat, Nael	Instructor	Diagnostic Radiology
Klenczar, Melissa	Instructor	Family Medicine
Levasseur, Kelly A.	Instructor	Emergency Medicine
Lowe, Raluca M.	Instructor	Family Medicine
McLaughlin, Carol T.	Instructor	Diagnostic Radiology
Millican, Suzanne M.	Instructor	Obstetrics & Gynecology
Raphitis, Constantine	Instructor	Obstetrics & Gynecology
Sayegh, Anthony	Instructor	Family Medicine
Shajahan, Asha	Instructor	Family Medicine
Siljander, Debi	Instructor	Family Medicine

**University Personnel Actions
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 6**

**Oakland University William Beaumont School of Medicine Standard
Appointments, effective October 7, 2013 (cont'd)**

Smith, Wontika R.	Instructor	Obstetrics & Gynecology
Triest, Jessica	Instructor	Emergency Medicine
Wood, Daniel J.	Instructor	Diagnostic Radiology
Zimny, Matthew	Instructor	Family Medicine
Fakhouri, Monty	Adj. Assistant Professor	Family Medicine
Haimann, Mark H	Adj. Assistant Professor	Biomedical Sciences
Herbert, Michel A	Adj. Assistant Professor	Family Medicine

III. Administrative Appointments

Maxfield, Charles R., Interim Dean, School of Education and Human Services, effective August 26, 2013, pursuant to the Employment Agreement between Charles R. Maxfield 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>
Shackelford, Todd K.	Psychology	August 15, 2013 – August 14, 2016 (2 nd term)
Wiggins, Robert A.	Teacher Development & Educational Studies	August 15, 2013 – August 14, 2016 (1 st term)

IV. Emeritus Appointments

Hansen, Ranald D., Professor Emeritus of Psychology, effective August 14, 2013.

Hildebrand, Linda L., Professor Emerita of University Library, effective August 14, 2013.

Jarski, Robert W., Professor Emeritus of Exercise Science, effective September 1, 2013.

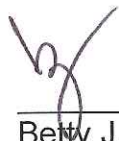
University Personnel Actions
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 7

9. **Attachments:** Attachment A: Faculty Personnel Information Items
Attachment B: Academic Appointments

Submitted to the President
on _____, 2013 by

James P. Lentini, DMA
Senior Vice President for
Academic Affairs and Provost

Recommended on _____, 2013
to the Board for Approval by



Betty J. Youngblood, Ph.D.
Interim President

**FACULTY PERSONNEL INFORMATION ITEMS
REPORT TO OAKLAND UNIVERSITY BOARD OF TRUSTEES**

October 7, 2013

A number of faculty personnel actions do not require approval by the Board of Trustees, but in the interest of keeping members informed on the level of personnel activity, the University presents this information on a regular basis. The reports are prepared in October and April.

Leave with No Pay

Chaudhuri, Ranadeb, Assistant Professor of Finance, effective August 15, 2013.

Gao, Xiaoli, Assistant Professor of Statistics, effective August 15, 2013.

Phased Retirements

Horning, Alice S., Professor of Rhetoric & Linguistics, effective August 15, 2013.

Kushler, Robert H., Associate Professor of Statistics, effective August 15, 2013.

Porter, Anne E., Associate Professor of Education, effective August 1, 2013.

Russell, Joel W., Professor of Chemistry, effective August 15, 2013.

Retirements

Hansen, Ranald D., Professor of Psychology, effective July 1, 2013.

Hildebrand, Linda L., Assistant Professor University Library, effective August 14, 2013.

Jarski, Robert W., Professor of Exercise Science, effective September 1, 2013.

Joseph, Nancy, Associate Professor of English, effective August 14, 2013.

Lindemann, Charles B., Professor of Biological Sciences, effective August 14, 2013.

Resignations

Ayres, Linda J., Adjunct Assistant Professor of Education, effective August 14, 2013.

Bernstein-Seigel, Debra L., Adjunct Instructor in Dance, effective August 14, 2013.

Bird, Aaron J., Assistant Professor Occupational Safety & Health, effective August 14, 2013.

Boswell, Jennifer N., Assistant Professor of Education, effective August 14, 2013.

Boyer, Micah N., Instructor in Anthropology, effective August 15, 2013.

Deubel, Tara F., Assistant Professor of Anthropology, effective August 15, 2013.

Haar, Catherine P., Special Instructor of Rhetoric, effective August 15, 2013.

Jain, Sachin, Associate Professor of Education, effective August 14, 2013.

Naser, Md A., Instructor in Journalism, effective August 27, 2013.

Pepin, Marie-Eve, Assistant Professor of Physical Therapy, effective August 14, 2013.

Piscotty, Ronald J., Special Instructor in Nursing, effective August 14, 2013.

Rajagopalan, Balaji, Professor of Management Information Systems, effective August 14, 2013.

Rangarajan, Sukanya, Special Instructor in Accounting, August 14, 2013.

Rieger, Ingrid, Associate Professor of German, effective August 15, 2013.

Sick Leaves

Liedka, Raymond, Special Instructor in Sociology, effective August 15, 2013.

Qu, Harvey, Associate Professor of Mathematics & Statistics, effective August 26, 2013.

Serocki, James S., Associate Professor of Accounting, effective August 21, 2013.

Return from Sick Leave

Comartin, Erin B., Assistant Professor of Social Work, effective May 24, 2013.

Greer, Katie S., Assistant Professor University Library, effective April 1, 2013.

Levinson, Lisa B., Assistant Professor of Linguistics, effective June 11, 2013.

Terminations

Jumel, Caroline G., Assistant Professor of French, effective August 14, 2013.

Fall 2013 Sabbatical Leaves (with full pay) (effective August 15, 2013 through December 14, 2013)

Cayanus, Jacob L., Associate Professor, Department of Communication & Journalism, proposes research to improve the Teacher Self-Disclosure scale and to work on a measure for social dominance. He will also develop a series of readings in communication theory and write introductions to the work.

Cheok, Ka, Professor, Department of Electrical & Computer Engineering, wants to improve land mine detection robots and will continue work on omnidirectional vehicle manipulators (this is an industry partnership) and improving skills in computer vision and pattern recognition.

Evans, Susan E., Associate Professor, Department of Art & Art History, wants to return to Finland to continue the research (photographic series) project she began in summer 2012 and make connections for a new project. She also will work on a student exchange program with the Finland Strata Project.

Hoffman, Frederick G., Special Instructor, Department of Management & Marketing, wants to improve teaching materials and also wants to maintain PQ status with AACSB. His research will focus on privacy and the 4th amendment. He will also attend two teaching conferences and engage in activities to maintain his law license and become a mediator.

Knutson, Andrea L., Associate Professor, Department of English, will focus on preparing a manuscript proposal on correspondence between Ralph Waldo Emerson and his Calvinist aunt. This will build upon research gathered last summer.

Fall 2013 Sabbatical Leaves (with full pay) (effective August 15, 2013 through December 14, 2013) (cont'd)

Kubicek, Paul J., Professor, Department of Political Science, will spend the year in Turkey researching a book on political Islam and democratization and extending his research on Turkey and the EU. He also plans to improve his Turkish language skills.

Laam, Kevin, Associate Professor, Department of English, will expand and revise a conference paper on a poem by Robert Herrick that requires an interdisciplinary approach for publication and develop a new course that requires much research and reflection.

Martins, George B., Professor, Department of Physics, uses thermal neutron scattering to study strongly correlated materials (an area of condensed matter physics). He will spend his sabbatical with a collaborator at the Oak Ridge National Lab in order to develop "new theoretical tools of interpretation of neutron measurements."

McDonald, Fritz J., Associate Professor, Department of Philosophy, plans to work on a project to challenge the Kantian view of autonomy pulling from metaphysics and psychology. He expects journal publications to follow.

Miree-Coppin, Cynthia E., Associate Professor, Department of Management & Marketing, plans to research strategic management in nonprofits, expand on pilot study of a strategic planning process within a national nonprofit organization, create a database of nonprofit organizations in Oakland, Wayne, Macomb and Washtenaw counties, and finish a working paper for publication.

Patterson, Gregory A., Associate Professor, Department of Music, Theatre & Dance, will train to become a certified master teacher in Pilates. He already holds several lower level certifications. He will also research the integration of Pilates into Health Sciences curricula across the nation.

Polis, Michael P., Professor, Department of Industrial & Systems Engineering, has presented a strong plan to concentrate on modeling and controlling smart grid systems. He will spend part of the sabbatical at the University of New Castle in Australia and the remainder at Wayne State. He plans to learn techniques in New Castle that can be applied to work he has been doing with WSU researchers. His goal will be an NSF and Army grant proposal in addition to conference papers.

Fall 2013 Sabbatical Leaves (with full pay) (effective August 15, 2013 through December 14, 2013) (cont'd)

Taber, Brian J., Associate Professor, Department of Counseling, has a clear plan to analyze data and write manuscripts for three studies related to different aspects of career development and design future studies.

Tardella, Sally S., Associate Professor, Department of Art & Art History, proposes to develop a new series of paintings, drawings, and new artists' books. Sally's paintings focus on memory. She will also visit galleries.

Towner, Terri L., Associate Professor, Department of Political Science, plans to work on a book project on affirmative action discourse and framing using court cases, and how the "frames" are reported through the media. She has a chapter by chapter outline. Several chapters are already drafted with several more that need drafting.

Fall 2013 Sabbatical Leaves (with half pay) (effective August 15, 2013 through December 14, 2013)

Garfinkle, David, Professor, Department of Physics, David has a solid plan to expand his research capacity and to work with several of his collaborators.

Winter 2014 Sabbatical Leaves (with full pay) (effective January 6, 2014 through April 26, 2014)

Blair, Deborah V., Associate Professor, Department of Music, Theatre & Dance, plans to develop teaching materials that would increase inclusion in the music classroom. These materials would be made available on her website. She will also work on an edited book project for publication through Oxford University Press.

Carr, Douglas, Associate Professor, Department of Political Science, studies school choice and has access to data that will allow him to do a special analysis to explain why people make the choices they do. He is collaborating with his dissertation chair from Kentucky but has a license for the data that will be used.

Cho, Seong Y., Associate Professor, Department of Accounting & Finance, plans to study how tax aggressiveness influences Corporate Social Responsibility reporting. He will spend the sabbatical developing a new Corporate Social Responsibility database and write one or two papers.

Winter 2014 Sabbatical Leaves (with full pay) (effective January 6, 2014 through April 26, 2014 (cont'd)

Cipielewski, James F., Associate Professor, Department of Reading & Language Arts, wants to properly catalog and preserve the materials in the SEHS and possibly the Kresge collections that are devoted to children's literature. The materials will be described in print individually and photographed in a precise way to preserve the provenance of the material. He has also obtained a large collection of art, book related material, photos and recorded interviews of Ashley Bryan, a pioneer in African American children's book illustration, storytelling, poetry and writing and wants to put together a definitive, substantial biography of him.

Cole, Natalie B., Professor, Department of English, will work on a review for the Dickens Studies Annual and on her memoir. Her last sabbatical resulted in a book published in 2009, a journal article and a book chapter. She has very specific plans that include approximately 300 written pages and the development of two courses.

Eis, Andrea, Associate Professor, Department of English, is a studio artist who recently changed from the Department of Art & Art History to the Department of English where she will continue her work in cinema studies. She plans to do post-production editing of video she previously shot in addition to shooting more footage. Her goal is to move away from short format to longer format films. She has started two story boards for these longer projects and will be applying for screenings at national and international venues. She also will continue her photographic work on text marginalia and she will conduct more research on Meta Glass, the inspiration for her marginalia work. She will begin another journal article connected to her work. Andrea publishes and is active as an artist. She gave one of the Presidential Colloquiums in 2011.

Goody, Stephen G., Associate Professor, Department of Art & Art History, will be undertaking two areas of scholarship: curatorial research and the production of a new body of artwork. He expects to create an exhibition which will survey emergent international contemporary art by minorities embedded within a dominant culture. This sabbatical will also afford him the opportunity for uninterrupted periods of art making for the production of a new body of work. He will be spending approximately twenty days doing research in New York and London.

Hoepfner, Edward H., Professor, Department of English, plans to work on a new book of poems built from some of his existing poems previously published. He has received the Charles Wheeler Prize for Poetry from the Ohio State University Press and was a finalist for the Kingsley Tufts Poetry Award. He regularly publishes his poetry and has four books.

Winter 2014 Sabbatical Leaves (with full pay) (effective January 6, 2014 through April 26, 2014 (cont'd)

Jiang, Joy, Professor, Department of Management & Marketing, wants to start a new research program studying internationalization of Chinese family firms. She will visit one or two universities in the Greater China area with the goal of doing field research in the two areas of international business and entrepreneurship. This will also give her the opportunity to find collaborators and continue the current collaboration with her co-authors. She is also interested in creating an elective in International Entrepreneurship.

Lal, Shailesh K., Associate Professor, Department of Biological Sciences, works on plant genetics, specifically RNA splicing in maize and would go back to the University of Florida to work on maize. He has submitted a grant proposal with a couple of others to study this phenomenon.

Liu, Zijuan, Associate Professor, Department of Biological Sciences, studies ZIP8 which transports selenium and zinc and plays a role in disease development. He plans to focus on this research because he has an ongoing collaboration with someone at Beaumont to study the transporter in prostate cancer. He studies arsenic toxicity using zebra fish and will learn in vivo techniques to expand this research. He already has made a connection at the University of Michigan. Additionally he will give time to a PhD student who is near completion, write grant proposals and draft articles. He publishes regularly.

Meuser, Frances I., Associate Professor, Department of Modern Languages & Literatures, started a project on her last sabbatical on the Myth Cycles in Comentaros Reales de los Inca by Garcilaso de la Vega. She has completed the hero cycle and has started work on several other cycles (creation, life-death-rebirth, etc.). She wants to publish a book or series of articles on this author. She has published one paper in a proceedings, and her dissertation was on the same author and topic.

Ostergaard, Lori A., Associate Professor, Department of Writing & Rhetoric, plans to do archival research to study the composition practices of teachers at Northwestern and Cass Technical high schools in Detroit between 1900 and 1925. The research should result in two articles, and she hopes that there will be enough information in the archives to support a third article. Her plan is well articulated and she regularly publishes.

Winter 2014 Sabbatical Leaves (with full pay) (effective January 6, 2014 through April 26, 2014 (cont'd)

Qu, Hongwei, Professor, Department of Mathematics & Statistics, plans to submit two proposals to NSF programs. One proposal will be to the Mechanics of Materials program and one to the Sensors and Sensing System program. He will also submit at least two manuscripts to top conferences in the MEMS research community. One will be submitted to IEEE Sensors Conference and the other to IEEE Transducer conferences. He also wants to further promote the NSF MRI scanning electron microscope to adjacent small businesses and institutes. He hopes to visit surrounding companies and take advantage of available media to broadcast our capabilities in micro and nano-research and facilities and quite possibly bring in possible research projects or new users of the equipment.

Raman, Lakshmi, Associate Professor, Department of Psychology, has an invitation to be a visitor in a lab at the University of Michigan to study the role genetics and/or the environment (nutrition) plays in mothers' conversations with their children and the effect it has on the determination of height and weight. She will learn how to design, conduct analysis in, and code natural language studies. She regularly publishes, has had NIH funding and has submitted another proposal. She believes she will be able to produce a publication, develop another grant proposal, acquire a new research skill and develop new potential collaborations during her sabbatical.

Rosenthal, Sam, Associate Professor, Department of Linguistics, plans to study the structure of Arabic verb stems and the problem of language acquisition which has meaning for understanding of Arabic phonology. He also wants to study the genetic basis of language. He has no specific ideas in mind, but he is trying to understand the field. This work would inform the course Biology of Language. According to his sabbatical report, he had a book manuscript that was near completion but was never published. He has published one article and two encyclopedia entries since 2007.

Roth, Bradley J., Professor, Department of Physics, studies electrical and mechanical properties of the heart. During this sabbatical he wants to refine his mechanical model of the heart and revise his textbook. He is well-funded and well-published, and he believes that work leading to the refinement of his model will increase his probability of funding.

Schochetman, Irwin E., Professor, Department of Mathematics & Statistics, is in operations research and focuses on infinite horizon optimization. He will work on two projects on IHO. In the first project, he hopes to find an optimal solution to a problem of costs generated by decisions, and in the second project he will extend the use of the dynamic programming state to substitute for a previous approach.

Winter 2014 Sabbatical Leaves (with full pay) (effective January 6, 2014 through April 26, 2014 (cont'd)

Sethi, Ishwar K., Professor, Department of Computer Science & Engineering, plans to revise and update his book, *Computing with Excel and VBA*. He will also be working on developing a course on Big Data Mining for the graduate program. He will use the sabbatical to visit universities and institutions in India, China and Turkey to explore joint research and degree programs. His goal is to help SECS and CSE expand research and increase student enrollment at both the undergraduate and graduate level.

Silberman, Jonathan, Professor, Department of Economics, wants to continue his research into investigating economic spillovers from university research as an extension of the journal article he previously had published. His goal is to publish at least one journal article on the topic of economic spillovers in an effort to advance the understanding of the returns to university research. His project examines how new scientific knowledge in a university flows across locations and institutional settings to be used by firms, and how these knowledge flows affect scientific innovation, economic growth, and U.S. competitiveness.

Suvas, Susmit, Associate Professor, Department of Biological Sciences, Susmit studies chronic inflammation during aging and herpes simplex virus corneal infection in terms of its underlying causes. He recently has found evidence that the nervous system has an effect, and he wants to acquire more experience in neurology and gerontology during his sabbatical by working with two faculty members in the medical school at the University of Michigan. He publishes regularly, has two projects underway and has received two grants. His current NIH grant is for \$1.8 million.

Talbert, Elizabeth J., Special Instructor, Department of Communication & Journalism, plans to interview ten women in leadership positions in nonprofit and government positions, using this as a basis for a new course and potentially for a new interdisciplinary concentration in women and leadership with Women Studies.

Zeng, Xiangqun, Professor, Department of Chemistry, is currently working on biosensors and ionic liquids, the latter of which has implications for lithium batteries. She plans to write several grants and work on a number of manuscripts. She will also make presentations and has been invited to join a lab in China during her sabbatical. Her last sabbatical led to several publications and grant requests in addition to a number of invited seminars. She plans to write a number of papers and work on a joint grant she has with a collaborator in China.

Winter 2014 Sabbatical Leaves (with half pay) (effective January 6, 2014 through April 26, 2014)

Barclay, Lizabeth A., Professor, Department of Management & Marketing, wants to explore the current literature and collect information on the topic of design thinking. Design thinking has been used in areas such as product innovation, and she believes it has application to internal HR and OB processes. Her goal is to submit a conceptual paper to an outlet such as *Academy of Management Review*, a premier journal. Her paper would outline a theoretical framework for further study. She would also like to explore the intersection of the aging workforce and the likelihood that co-workers will die prior to retirement with the goal of submitting a manuscript to a journal such as *Human Relations*.

NEW APPOINTMENTS
(October 7, 2013)

Abbott, Christine M.

Special Instructor in Education
Department of Educational Leadership
School of Education and Human Services

Christine Abbott received her Bachelor of Science in special education from Eastern Michigan University, her Master of Science in special education from Indiana University, and both her Educational Specialist in Leadership and Ph.D. in reading from Oakland University. Since 2003, Dr. Abbott has been employed as a special lecturer working with the Office of Professional Development in program development and marketing for the departments of Educational Leadership, Teacher Development and Educational Studies, and Reading and Language Arts as well as teaching in those departments. As a special instructor in the Department of Educational Leadership in the SEHS, her primary responsibilities will be teaching, marketing and program support, and development.

Arena, Sara K.

Assistant Professor of Physical Therapy
Department of Physical Therapy
School of Health Sciences

Sara Arena is a licensed physical therapist who graduated from Grand Valley State University with a BS in PT. She went on to receive an MS in Exercise Science from Oakland University, and completed her DScPT from Oakland in 2011. She has been employed as a physical therapist in Henry Ford Health System since 1990. Her clinical practice areas have included acute care, pulmonary and cardiac rehabilitation, and home care. Additionally, she has taught as a clinical instructor at Oakland and Wayne State Universities in the areas of cardiopulmonary, medical surgical considerations, and health promotion and wellness. She has presented nationally and statewide on the topics of cardiopulmonary interventions, pulmonary rehabilitation, wound care, and acute and home care physical therapy. Dr. Arena's professional awards include the MPTA Outstanding Clinical Instructor Award, the APTA Award for Clinical Excellence in Acute Care, the Michigan Home Care Association Certified Hospice Outstanding Service Award, the Jane Walters Award for Educational Excellence, and the MPTA Outstanding Professional Poster Presentation for her research in the area of blood pressure prevalence.

Barry, Meaghan C.

Assistant Professor of Art
Department of Art and Art History
College of Arts and Sciences

Meaghan Barry is a Detroit-based designer and educator and is a co-founder of Unsold Studio, a collaborative design duo based in Detroit and Toronto practicing creative interaction and experimentation as well as producing a range of self-initiated work. She received her MFA in 2D Design from Cranbrook Academy of Art in Bloomfield Hills, MI, studying under Elliott Earls. She previously received her BFA in Communications Design from Pratt Institute in Brooklyn, NY. Meaghan has previously taught as a Visiting Professor at Lawrence Technological University in Southfield, MI.

Baxa, Dwayne M.

Assistant Professor of Biomedical Sciences
Oakland University William Beaumont School of Medicine

Dwayne Baxa teaches microbiology for the Oakland University William Beaumont School of Medicine M1 and M2 curriculum. He received a Bachelor of Science in biology from Oakland University, a Master of Science in basic medical sciences and a Ph.D. in microbiology and immunology from Wayne State University in Detroit. He also has a certificate in molecular diagnostics from Michigan State University. Dr. Baxa has seventeen years of experience working in the Division of Infectious Diseases at Henry Ford Hospital in Detroit, where he has most recently held the positions of assistant staff scientist and director of the Infectious Disease Research Laboratory. His principal research interests are in HIV and Hepatitis B and C viruses. He has also been involved with the Terry Beirn Clinical Programs for Clinical Research on AIDS and the AIDS Clinical Trials Group as site technical director. Additional experience includes the Departments of Clinical Laboratory Sciences at Eastern Michigan University and Health Sciences at Baker College, where he taught undergraduate medical education as adjunct faculty.

Berishaj, Kelly A.

Special Instructor in Nursing
School of Nursing

Kelly Berishaj has taught as an instructor in several capacities in the Oakland University School of Nursing since January 2007. She has served as a staff nurse at the Detroit Medical Center for the last thirteen years and more recently has trained in the area of Forensics Nursing practicing as a Sexual Assault Nurse Examiner in Oakland County. She received her BSN from Madonna University in 2000, her MSN in Education and certification as an Adult Clinical Nurse Specialist from the University of Detroit Mercy in 2009, and finally her Doctorate of Nursing Practice from Oakland University in 2013.

Burrington, Lori A.

Assistant Professor of Sociology
Department of Sociology and Anthropology
College of Arts and Sciences

Lori Burrington received her undergraduate degree in political science from the University of Michigan and her law degree from Ohio State University. After practicing law in metropolitan Columbus, Ohio for 11 years, she obtained a Ph.D. in sociology from Ohio State, specializing in criminology. Her primary research and teaching interests focus on the importance of social contexts for predicting crime, delinquency, and health-risk behavior among adolescents and early adults. In particular, she is interested in the ways that social contexts inhibit (or contribute to) behavioral outcomes such as youth violence, substance use, and sexual risk-taking. Her current work examines the extent to which neighborhood and school structural characteristics and social processes are differentially relevant in their effects on delinquent and problem behavior outcomes, depending on an individual's social status (race/ethnicity, nativity, socioeconomic status) relative to that of others in the same social context.

Chong, Felicia

Assistant Professor of Writing
Department of Writing and Rhetoric
College of Arts and Sciences

Felicia Chong received both a Bachelor of Arts in Professional Communication and a Master of Science in Technical Communication from Metropolitan State University, St. Paul. She taught graphic communication classes as a high school teacher in Minneapolis before pursuing her doctoral degree in rhetoric and technical communication at Michigan Technological University. She has also taught college composition, technical communication and digital media. She is joining Oakland as a new Assistant Professor of Writing, and her research interests include usability, technical communication and digital media.

Dinsmoor, Laura A.

Special Instructor in Engineering
Department of Computer Science & Engineering
School of Engineering & Computer Science

Laura Dinsmoor earned her Bachelor of Science in Engineering and Master of Science in Systems Engineering, both from Oakland University. Laura has taught at OU since 2000 as a special lecturer. Prior to coming to Oakland, she was employed by General Electric as a software research and development engineer, then as a software engineer, manager of documentation and training, manager of information systems, and project manager at FANUC Robotics. Her interest is in exploring new ways to teach computer science and increasing the enrollment of women and minorities in computer science. She is a member of the Association for Computing Machinery, Society of Women Engineers, and the National Center for Women and Information Technology.

ElSayed, Suzan A.

Associate Professor of Biomedical Sciences
Oakland University William Beaumont School of Medicine

Dr. ElSayed received her D.V.M and, her Masters of Veterinary/Physiology from Assiut University in Egypt. She received her Ph.D. in Bone Biology from Creighton University. Dr. ElSayed comes to us from Assiut University where she was an Associate Professor in the Physiology Department. What attracts her the most to teaching is her love of teaching others about Physiology.

Francis, Anthony T.

Assistant Professor of Education
Department of Teacher Development and Educational Studies
School of Education and Human Services

Anthony Francis received his B.Ed. with a concentration in secondary social studies from the University of Toledo, his M.Ed. in curriculum and instruction from Bowling Green State University, and his Ph.D. in teacher education with a specialization in history and social studies education from the University of Michigan. Dr. Francis is a certified teacher of social studies and taught in Toledo Public Schools, where he received awards for teaching excellence, co-authored articles on urban education, and gave numerous speaking engagements about relating to students and addressing the needs of diverse learners. While working on his doctorate, Dr. Francis was active in professional organizations by giving presentations at national conferences.

Golinski, Mary A.

Assistant Professor of Nursing
School of Nursing

Mary Golinski is an assistant professor in the School of Nursing as well as the assistant program director for the Oakland University William Beaumont Graduate Program of Nurse Anesthesia. Dr. Golinski earned her Master of Science in nurse anesthesiology in 1991 from the University of Detroit-Mercy and her Ph.D. in education evaluation and research from Wayne State University in Detroit, MI in 2002. Additionally, she actively practices anesthesia and is a clinical mentor for graduate nurse anesthesia students at Beaumont Hospital, Royal Oak, and Detroit Receiving Hospital, both level-one trauma hospitals. Additionally, she is a CRNA practitioner member on the board of directors of the National Board of Certification and Recertification for Nurse Anesthetists.

Gould, Adam M.

Assistant Professor of English
Department of English
College of Arts and Sciences

Adam Gould began his career over 17 years ago working in broadcast commercial production in Ohio. He has gained extensive experience as a professional non-linear editor working in several areas including narrative and documentary filmmaking, traditional broadcast and web-based studio production, corporate and educational video production and experimental video art. Most recently Adam has worked as editor on a feature-length documentary expected to screen in international competition, produced and edited an independent feature film and created experimental art videos for festival submission. Adam began teaching at Columbia College Chicago and the Illinois Institute of Art Chicago in 2007. He was a full time member of the Illinois Institute of Art Chicago faculty from 2010-2013. Adam received his Bachelor of Arts, Film Studies from the University of Michigan and his Master of Fine Arts, Film & Television from Savannah College of Art and Design.

Heisler, Jeffrey A.

Assistant Professor of Music
Department of Music, Theatre and Dance
College of Arts and Sciences

Jeffrey Heisler is an award-winning saxophonist who holds degrees from Bowling Green State University (D.M.A., M.M.) where he studied with Distinguished Artist Professor John Sampen and Central Michigan University (B.M.E.) where he studied saxophone with John Nichol. Among his significant accomplishments include a 2005 Fischhoff National Chamber Music Competition 1st prize gold medal as the soprano saxophonist with the Blue Square Saxophone Quartet, Outstanding Classical Instrumentalist in Downbeat Magazine's (2002) Music Awards, and prizewinner at the MTNA National Chamber Music and Solo Competitions. His research interests include the creation of new repertoire for the saxophone. He has collaborated with electronic music pioneer and composer Morton Subotnick. In addition, he has presented the American premieres of *Recit (Chemins VII)* by Luciano Berio, *Blitz* by Vincent Dunet, *Magic* by Ivan Fedele, *Entfuhrung* by Karlheinz Stockhausen and in 2009, premiered *Double Image*, a concerto for saxophone(s) and wind ensemble. Jeffrey has appeared at the prestigious Portes Ouvertes aux Nouveaux Talents concert series in Paris, France, Ball State University's New Music Festival, the Interlochen Arts Academy, Grand Valley State University's Free Play Concert Series, Central Michigan University's Alumni Series, BGSU's New Music & Art Festivals, the Cincinnati Conservatory of Music, the North American Saxophone Alliance Biennial Conferences, and the XIII World Saxophone Congress. He has performed with Brave New Works, Jimmy Dorsey Orchestra, Benny Goodman Orchestra, John Philip Sousa Band, Toledo Symphony Orchestra, Midland Symphony Orchestra, and the Stuttgart Ballet Orchestra. Prior to his appointment at Oakland University, He served on the faculties of Wayne State University and Kent State University.

Jang, Bong Gee

Assistant Professor of Education
Department of Reading and Language Arts
School of Education and Human Services

Bong Gee Jang received his B.A. in English education/Korean language arts education from Korea University in 2006, his M.A. in curriculum and instruction (with a focus on literacy education) from Korea University in 2009, and his Ph.D. in reading education from the University of Virginia in 2013. His main areas of research include literacy motivation and engagement in digital settings and content literacy. His research has appeared in *Reading Research Quarterly*, *Journal of Adolescent & Adult Literacy*, and *Korean Journal of Curriculum and Instruction Studies*. He also co-authored one book chapter about technology and the Common Core State Standards and translated two books into Korean (*Reading strategies and practices: A compendium and language exploration and awareness*).

Kang, Jae Hyeung

Assistant Professor of Entrepreneurship
Department of Management and Marketing
School of Business Administration

Jae Kang received his Ph.D. in entrepreneurship and organizational behavior from George Washington University. He also earned an MBA at the University of Maryland after three years of consulting experience with Accenture's Korean Organization. During his time as a change management consultant at Accenture, he worked on the generation of implementation of process innovation projects in a variety of companies and industries across South Korea. During his Ph.D. program, he published an article in a top-tier journal (*Organization Science*) and presented several research papers at conferences of internationally recognized associations, such as the Academy of Management, the United States Association for Small Business and Entrepreneurship and the Society for Industrial and Organizational Psychology.

Kattner-Ulrich, Elizabeth M.

Assistant Professor Dance
Department of Music, Theatre and Dance
College of Arts and Sciences

Elizabeth Kattner-Ulrich earned her B.A. in Anthropology and M.M. in Dance from the University of Nevada-Las Vegas, and completed her Ph.D. in Theatre Studies at the Free University Berlin. Her doctoral research was published in the book, *Early Life and Works of George Balanchine* (2013). She has given numerous presentations and workshops at the annual conferences of the *Society of Dance History Scholars* and the *American College Dance Festival Association*, and has published in *Ballet Review* and *The Scholarship of Teaching*. In addition to her academic work, she has performed widely in the U.S. and Germany with various ballet and baroque ensembles including *Nevada Dance Theatre*, *L'Autre Pas* and *Contretemp(p)s Berlin*. She is an active choreographer. Her original work *Hide and Seek* (2012) was presented at *American College Dance Festival Association*. In 2012 she was awarded a grant from the Ruth Mott Foundation-Share Art Flint to establish the *Dance in Schools* program which has introduced the art of dance as a means of physical expression and communication to hundreds of young people in Michigan.

Loftus, Stephen

Associate Professor of Biomedical Sciences
Oakland University William Beaumont School of Medicine

Dr. Loftus earned his Ph.D. from the Faculty of Health Sciences at the University of Sydney. He comes to us all the way from Australia where he was Deputy Director and Senior Lecturer at the Education for Practice Institute of Charles Sturt University. Dr. Loftus is interested in conducting qualitative research in higher education and professional practice in general, and the education and professional practice of health professionals.

Ludwig, Colleen K.

Assistant Professor of Art
Department of Art & Art History
College of Arts and Sciences

Colleen Ludwig received her MFA in Time and Interactivity from the University of Minnesota in 2005 and her BFA in Film and Television from NYU in 1989. Colleen's immersive environments, video works and performance pieces focus on metaphors of skin and boundaries and have been shown in the United States and Canada. Her interactive environment, *Shiver*, was featured in 2012 at the Albuquerque Museum as part of the International Society of Electronic Artists' (ISEA) Machine Wilderness exhibition and festival. It is also being exhibited at the Burchfield Penney Art Center in Buffalo NY in 2013/14. She will be joining the faculty at OU in the Department of Art and Art History. Working in the New Media area, she will be developing curriculum in physical computing and digital fabrication.

McLaughlin, Margaret M.

Assistant Professor of Nursing
School of Nursing

Margaret McLaughlin's career has interspersed operating room nursing with international health. She has been a Peace Corps volunteer in Niger, working as an English teacher in a middle school on the edge of the desert. An interest in helping people to prevent and recover from diseases like malaria spurred her to become a nurse. She has 22 years of experience as an RN and worked in orthopedic, vascular, and pediatric surgical settings in Baltimore, Chapel Hill, and Ann Arbor. She has also managed primary health care programs in Sudan and Senegal, and has coordinated maternal-child projects in Mali, Mauritania, India, Ethiopia, and Sierra Leone. Most recently, she was the Quality, Implementation & Evaluation consultant with the Perioperative Outcomes Initiative, leading clinical seminars and assisting hospitals to make changes that improve quality of life for patients and their families. Her research interests include global health, cost effectiveness, and nurse staffing arrangements.

Naus, James L.

Assistant Professor of History
Department of History
College of Arts and Sciences

James Naus is excited to be a new assistant professor in the Department of History at Oakland University. He received his B.A. from Duquesne University (2003) and M.A. and Ph.D. from Saint Louis University (2006, 2011). Though interested in all periods of history, his research focuses on the Middle Ages, and, in particular, the early crusading movement. He has published extensively in this field and is currently finishing a book-length study of the early crusading movement. In addition to his research, Dr. Naus looks forward to teaching History 101 as well as several upper-division classes on medieval history.

Nyland II, Rodney L.

Assistant Professor of Biomedical Sciences
Oakland University William Beaumont School of Medicine

Dr. Nyland graduated from Grand Valley State University with degrees in chemistry and biomedical sciences. At Purdue University, he studied under Dr. Richard Borch, earning his doctorate in medicinal chemistry and molecular pharmacology. His thesis work focused on the design and synthesis of anticancer drugs targeting apurinic endonuclease 1, a protein involved in drug resistance. After leaving Purdue, Dr. Nyland trained briefly at the Auckland Cancer Society Research Society (ACSRC) in New Zealand, followed by a two-and-a-half year NIH fellowship at Johns Hopkins University School of Medicine. Dr. Nyland joined the School of Pharmacy at South College in Knoxville, Tenn., as founding faculty in June, 2011 where he taught a three-course Integrated Medicinal Chemistry and Pharmacology series

Onsay, Sebnem

Special Instructor in Engineering
Department of Computer Science and Engineering
School of Engineering and Computer Science

Sebnem Onsay earned her Master of Science in Computer Science and Engineering at Oakland University in 2001. She also holds a Bachelor of Science in Computer Science at Eastern Michigan University and a Bachelor of Science from Faculty of Pharmacy at Hacettepe University, Ankara, Turkey. She also established her own company, Computational Noise and Vibration in 2001 and worked with OEM and tier 1 suppliers on statistical energy analysis using Object Oriented Programming Concepts. Sebnem joined Oakland University in 2005 as a special lecturer. Her teaching focus will be object oriented programming, data structures using object oriented programming concepts, introduction to programming and problem solving. Her research interests include object oriented programming and its applications in multidisciplinary areas.

Reznar, Melissa M.

Assistant Professor of Health Sciences
Department of Health Sciences
School of Health Sciences

Melissa Reznar earned her BS in biomedical science from Western Michigan University and a Master of Public Health degree from the University of Michigan. She worked as an epidemiologist for the Michigan Department of Community Health and a clinical research coordinator at Wayne State University. She then returned to graduate school, earning a PhD in human nutrition from Michigan State University. Melissa has been with Oakland University for two years as Part-Time Instructor, Visiting Professor, and now as a tenure-track Assistant Professor. She teaches a variety of nutrition and health classes, including introductory nutrition and contemporary topics in nutrition. Melissa's primary research activities comprise implementing and evaluating food environment and dietary interventions.

Roberts, Derek J.

Assistant Professor of Sociology
Department of Sociology and Anthropology
College of Arts and Sciences

Derek Roberts became Assistant Professor of Sociology at Oakland University after serving for one year as Special Lecturer. He holds a BA in German from Arkansas Tech University and a PhD in Sociology from Michigan State University. He also studied Theology in Toronto and Hamburg. His research interests include sociology of the body and cultural responses to social inequality, especially within urban settings.

Roumani, Yazan F.

Assistant Professor of Quantitative Methods in Management
Department of Decision and Information Sciences
School of Business Administration

Yazan Roumani teaches business statistics and management science. He received his MBA from the Eberly College of Business and Information Technology at Indiana University of Pennsylvania in 2004. He received his Master's Degree in Biostatistics from the Graduate School of Public Health at the University of Pittsburgh in 2006. In 2013, he received his Ph.D. in Operations Management from the Joseph M. Katz Graduate School of Business at the University of Pittsburgh. His main research interest is in the application of operations management in health care. He spent several years working as a statistician for the University of Pittsburgh Medical Center and is a co-author on several journal publications in the medical field. He recently published a paper in the Journal of Healthcare Management Science.

Shaerf, David A.

Assistant Professor of English
Department of English
College of Arts and Sciences

David Shaerf is starting his first year as Assistant Professor of English - Creative Writing for Film & Television. He received his Ph.D. in Film Studies from the University of Exeter in the UK in 2011. His research and teaching interests include film history and criticism, narrative theory, screenwriting and documentary film analysis. He is currently producing a documentary film inspecting the fan culture surrounding Herman Melville's *Moby-Dick*.

Song, Mi Hye

Assistant Professor of Biological Sciences
Department of Biological Sciences
College of Arts and Sciences

Mi Hye Song received her Ph.D. degree at University of California, Berkeley, following undergraduate and master's degrees at Seoul National University in South Korea. She joined University of Michigan Ann Arbor for her post-doc, and continued her postdoctoral training at National Institutes of Health. She started her own lab as the principle investigator at Michigan Tech University in 2010 where she established her independent research on "Centrosome Regulation" and was awarded her first NIH (AREA) grant as the PI. Her laboratory uses a round worm, *Caenorhabditis elegans*, a model organism to study how cells divide, by primarily focusing on "CENTROSOME", which contributes to understanding the mechanisms of cancer biology.

Stanton, Steven J.

Assistant Professor of Marketing
Department of Management and Marketing
School of Business Administration

Steven Stanton received his B.A., M.A., and Ph.D. from the University of Michigan, Ann Arbor. Dr. Stanton worked at Duke University as a research scientist prior to joining Oakland University. At Duke, he maintained interdisciplinary research and teaching appointments in the Fuqua School of Business, Center for Interdisciplinary Decision Science and the Department of Psychology. His research focuses on the psychological and physiological factors that influence consumer behavior, decision making and social behavior. Dr. Stanton has authored more than 20 academic journal articles and book chapters, and he has also presented his research at numerous domestic and international conferences. His research has been featured in television, radio and print outlets including the New York Times, National Public Radio, CNN, Newsweek and Scientific American.

Stearns-Pfeiffer, Amanda M.

Assistant Professor of English
Department of English
College of Arts and Sciences

Amanda Stearns-Pfeiffer began her career in education as a high school English teacher in 2001. She kept that position until 2008 when she accepted a fellowship at Western Michigan University to complete her Ph.D. in English Education. Upon graduation from WMU in April 2012, Amanda served as assistant professor in the English Department at University of Wisconsin-Eau Claire for one year before continuing her academic career at Oakland University. At OU, Amanda is an assistant professor in English and the STEP (Secondary Teacher Education Program) English major/minor advisor. Her current research interests include the Common Core Standards (their implementation, consequences, and challenges), effective professional development models for teachers, and preparing pre-service English teachers for successful internship experiences.

Strubler, David C.

Professor of Education
Department of Organizational Leadership
School of Education and Human Services

David Strubler currently serves as chair of organizational leadership in the School of Education and Human Services. He recently came from Champlain College in Burlington, VT, where he was dean of the Robert P. Stiller School of Business. While there, he secured a Freeman Foundation grant for student internships in China. Previously, he served in various roles at Kettering University including associate professor, associate vice president of graduate and corporate education, head of the Department of Business, and director of the Delphi On-Site Education Program. Strubler won the Outstanding Teaching Award at Kettering in 1999. He has 10 years of experience as a human resource manager at both Oakland University and the Nissan Technical Center in Farmington Hills, MI. Strubler's research interests include human resource management, international management, teamwork and participation, and ethics and leadership. He has published 24 refereed articles and proceedings including articles in *Human Resource Management*, *Public Personnel Management*, and the *Journal of Management Inquiry*.

Szlag, David C.

Assistant Professor of Chemistry
Department of Chemistry
College of Arts and Sciences

David Szlag most recently was an associate professor of chemistry and environmental sciences at Lake Superior State in Sault Ste. Marie, MI., where he developed and taught courses in physical chemistry, hydrology, environmental science and geographic information science (GIS) over the span of 11 years. His current research is focused on modeling sediment transport and its effects on aquatic microbiology and contaminant transport. This research is amenable to both the graduate and undergraduate levels — particularly with regard to the use of GIS modeling technology. Szlag holds a Ph.D. in civil and environmental engineering with an emphasis in water resources and an M.S. in chemical engineering from the University of Colorado at Boulder. He is a registered professional environmental engineer and has eight years' experience at the U.S. EPA Research Laboratories in Cincinnati, Ohio. Prior to work at the USEPA, he was employed as a research engineer with NIST, Department of Commerce in Boulder, Colorado, where he investigated large-scale bioseparations using aqueous biphasic systems.

Tirnanic, Galina

Assistant Professor of Art History
Department of Art and Art History
College of Arts and Sciences

Galina Tirnanic received her Ph.D. from the University of Chicago in 2010. Her main area of research is visual culture of the Byzantine Empire and she will be teaching courses on Medieval and Early Modern Art. She has published several articles and is currently working on a book based on her dissertation, *The Art of Punishment: The Spectacle of the Body on the Streets of Constantinople*. The book examines the human body and the physical environment of Constantinople's public spaces as media for the expression of imperial justice. She has worked as curatorial assistant at the J. Paul Getty Museum in Los Angeles and as research assistant at the Getty Research Institute. In 2010-11 she held a postdoc as Senior Fellow at the Research Center for Anatolian Civilizations in Istanbul.

Wasserman, Jason A.

Assistant Professor of Biomedical Sciences
Oakland University William Beaumont School of Medicine

Jason Adam Wasserman, Ph.D., teaches bioethics and medical humanities. He received his B.A. in philosophy, M.A. in Medical Sociology, and Ph.D. in medical sociology, all from the University of Alabama at Birmingham. His research has focused on homelessness, community health and neighborhood redevelopment, and integrating social science into clinical medicine. He recently published a book, *At Home on the Street: People, Poverty, and a Hidden Culture of Homelessness* (2010) as well as a documentary film, *American Refugees: Homelessness in Four Movements* (2011), both with Jeffrey Michael Clair. He has previously published in *Social Science and Medicine*, the *Journal of Contemporary Ethnography*, *Qualitative Research*, *Culture and Organizations*, *Journal of Medical Ethics*, *Visual Communication*, *Journal of Medicine and Philosophy*, and *Social Theory and Health*, among others.

Weinberg, Paul J.

Assistant Professor of Education
Department of Teacher Development and Educational Studies
School of Education and Human Services

Paul J. Weinberg is an assistant professor of secondary mathematics education. His research focuses on students' mathematical and scientific reasoning in the context of schooling as well as teacher education. Dr. Weinberg is interested in ways of characterizing and developing epistemic practices, such as question posing, conjecturing, refuting, modeling, argument and explanation in order to promote disciplined forms of inquiry (Lehrer, Kobiela, Weinberg, 2013). He has published his research in *Cognition and Instruction* and *ZDM: The International Journal on Mathematics Education*, and co-authored *The First-Year Urban High School Teacher*. He received a doctorate in math and science education from Peabody College of Vanderbilt University. In addition to his work as a researcher, Dr. Weinberg has worked as a classroom teacher, a department chair, a mathematics coach and teacher-researcher at urban elementary and secondary schools.

Westrick, Randal J.

Assistant Professor of Biological Sciences
Department of Biological Sciences
College of Arts and Sciences

Randal Westrick received his Ph.D. in human genetics from the University of Michigan. He also studied as an undergraduate at Michigan State University. Research in his laboratory presently focuses on one of the most important medical issues spanning the fields of cardiology, hematology/oncology and vascular biology: understanding and preventing the development of pathologic intravascular blood clot formation (also known as thrombosis). Diseases resulting in thrombosis are responsible for approximately 40 percent of deaths in the United States. Dr. Westrick's lab uses sequencing approaches to identify and study the genetic determinants of thrombosis susceptibility. Focusing on characterizing genes isolated from a sensitized whole genome ENU mutagenesis screen for thrombosis, he recently identified a missense mutation in *Actr2* that acts as a thrombosis suppressor.

Zhao, Sha

Assistant Professor of Accounting
Department of Accounting and Finance
School of Business Administration

Sha Zhao received her B.A. in Accounting in 2003 from Southwestern University of Finance and Economics, China and also her Ph.D. in Accounting from there in 2008. She earned a M. Phil and Ph.D. in Accounting also from Baruch College, The City University of New York in 2012 and 2013 respectively. Her research and teaching interests include Financial Accounting, Managerial Accounting, Auditing, Corporate Disclosure, Corporate Governance and Mergers and Acquisitions. She has published in well-renowned journals and has two working papers.

**Agendum
Oakland University
Board of Trustees Formal Session
October 7, 2013**

**ACCEPTANCE OF GIFTS AND PLEDGES TO
OAKLAND UNIVERSITY FOR THE PERIOD OF
AUGUST 1, 2013 THROUGH SEPTEMBER 30, 2013**

A Recommendation

1. **Division and Department:** Development, Alumni and Community Engagement.
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 Development, Alumni and Community Engagement, 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 August 1, 2013 through September 30, 2013
Oakland University
Board of Trustees Formal Session
October 7, 2013
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 August 1, 2013 through September 30, 2013.

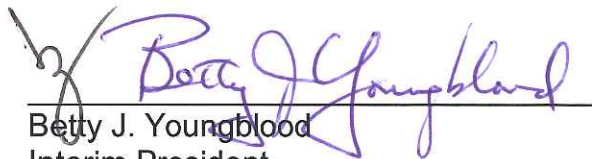
9. **Attachments:** A. Gifts and Pledges Report.

Submitted to the President
on October 2, 2013 by



Eric Barritt
Vice President, Development, Alumni
and Community Engagement

Recommended on 10/4, 2013
to the Board for approval by



Betty J. Youngblood
Interim President

ADDITIONAL AGENDA MATERIALS LIST
FOR THE OCTOBER 7, 2013
BOARD OF TRUSTEES FORMAL SESSION

Tab 5. Acceptance of Gifts and Pledges to Oakland University for the Period of August 1, 2013 through September 30, 2013

- 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
October 7, 2013

ACCEPTANCE OF GRANTS AND CONTRACTS TO OAKLAND UNIVERSITY
FOR THE PERIOD OF JULY 1 - AUGUST 31, 2013
A Recommendation

1. **Division and Department:** Academic Affairs/Office of Research Administration.
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.

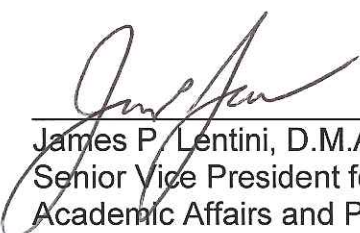
At this time, we request that the Board accept the grants and contracts reported on the attached Grants and Contracts Report, Attachment A, for the period of July 1 - August 31, 2013.

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
July 1 - August 31, 2013
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 2

7. **University Reviews/Approvals:** All grants and contracts are reviewed by the Office of Research Administration 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 July 1 - August 31, 2013.
9. **Attachments:** A. Grants and Contracts Report.

Submitted to the President
on 9/27/13, 2013 by


James P. Lentini, D.M.A.
Senior Vice President for
Academic Affairs and Provost

Recommended on 9-30, 2013
to the Board for approval by


Betty J. Youngblood, Ph.D.
Interim President

Principal Investigator	Awarding Agency	Title and Project Abstract	Award Amount	Total Award All Years
Scott Tiegs Department of Biological Sciences	DTE Energy Foundation	Tree Planting on the Oakland University Biological Preserve. The proposed project will plant seedlings on the preserve, and use BIO 301 (Ecology) students to evaluate their growth and survival in different environmental conditions.	\$ 1,000	\$ 1,000
Anne Hranchook School of Nursing	Department of Health and Human Services	Nurse Anesthesia Traineeship Grant. The purpose of this grant is to provide traineeship support for licensed registered nurses enrolled as full-time students in a masters or doctoral nurse anesthesia program.	\$ 31,260	\$ 31,260
Tom Raffel Department of Biological Sciences	University of Colorado	Dynamic Thermal Physiology of Host-Parasite Interactions. The goal of this project is to develop and test a model describing the thermal biology of parasitism, using trematode infections in amphibians as a model system.	\$ 148,041	\$ 148,041
Jennifer Lucarelli School of Health Sciences	Oakland County Health Department	Pontiac 4x4 Plan Evaluation. Oakland University will lead evaluation activities associated with Oakland County Health Division's grant to implement the Health and Wellness 4x4 Plan in the Pontiac community.	\$ 7,354	\$ 7,354
Dana Driscoll Department of Writing and Rhetoric	George Washington University	The Writing Transfer Project: Enhancing College Writers' Long-Term Learning. This two-year project spanning four universities, asks basic, widely applicable questions about how to promote writing transfer.	\$ 6,250	\$ 6,250
Michael MacDonald Department of Teacher Develop and Educational Studies	Substance Abuse and Mental Health Services Administration (SAMHSA)	Grizzlies Response: Awareness and Suicide Prevention at Oakland University. The objective of this project is to increase awareness of suicide prevention campus-wide.	\$ 101,924	\$ 203,848
Julie Gustafson Macomb INCubator	Michigan Economic Development Corporation	21st Century Jobs Fund 2013 Business Incubator Program. This funding will be used to institute new, innovative business-development programs and continue to deliver quality services to the small-business community in Michigan.	\$ 500,000	\$ 500,000
Bradley Roth Department of Physics	Henry Ford Health System	Graduate Student Support for Medical Physics Research at Henry Ford Hospital. The objective of this funding is to support Biomedical Sciences. This support allows many of our best and brightest graduate students to work in the world-class laboratory of Distinguished Professor Michael Chopp and his colleagues, many of whom are adjunct faculty in our Department of Physics.	\$ 25,771	\$ 176,736
Total			\$ 821,600	\$ 1,074,489

Update to December 9, 2011 report (Total Award All Years):

Kerry Vachta Department of Psychology	U. S. Department of Agriculture	Detroit Child Health Incubator Project (CHIRP). The goals of this project include identifying knowledge among partner organizations to improve understanding of the socio-environmental causes of childhood obesity. Also, to identify effective strategies to mitigate those causes.	\$ 3,636,265	\$ 4,416,265
---	---------------------------------	--	--------------	--------------

**Agendum
Oakland University
Board of Trustees Formal Session
October 7, 2013**

**FINAL UNDERGRADUATE SCHOOL AND
GRADUATE SCHOOL REPORTS
SUMMER I 2013– JUNE 26, 2013**

A Recommendation

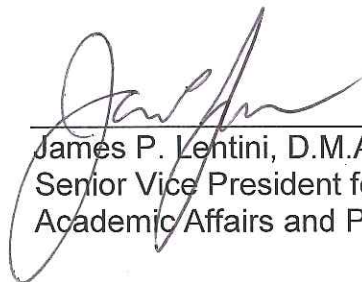
- 1. Division and Department:** Academic Affairs; Offices of the Registrar and Graduate Study.
- 2. Introduction:** The Board of Trustees (Board) has constitutional authority to grant degrees and diplomas. The Final Undergraduate School and Graduate School Reports for Summer I 2013 – June 26, 2013 are 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 June 26, 2013.

**Final Undergraduate School
and Graduate School Reports
Summer I 2013 – June 26, 2013
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 2**

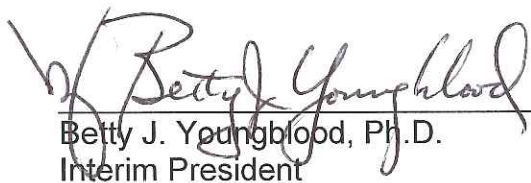
9. Attachments: A. Final Undergraduate School and Graduate School Reports,
June 26, 2013.

Submitted to the President
on 9-27-, 2013 by



James P. Lentini, D.M.A.
Senior Vice President for
Academic Affairs and Provost

Recommended on 9-30, 2013
to the Board for approval by



Betty J. Youngblood, Ph.D.
Interim President

**Oakland University
Office of the Registrar
Final Undergraduate School Report
Summer I 2013 - June 26, 2013**

College of Arts and Sciences

Bachelor of Arts

Francis Basil Abou
Kendra Lashawna Agee

Matthew Bennard Alberts
Katherine Elaine Alderson
Amy Ann Allen
Nina Alesna Ayers
De'Ante LaJune Baker
Ross Nathaniel Barry

Jennifer L. Birch
Lisa A. Block

Christine Elizabeth Bommarito

Jilleen Dawnn Bruderick

Ioana Florina Buzgar

Kari Ann Cadwell

Brigitte Marie Caullay
Lindsay Hope Chirio
Cristina Marie Ciraulo

Shannon Jewel Coughlin

Nardeen Dalli
James Alexander DeHaan

Vera Donaj

Charity Dawn Dotson

Taylor Morgan Dupuis
Jesse Tyler Eikenberry
Jessica Mara Elezaj
Victoria Ashley Esnault
Danielle Marie Fahs

Stacey Diane Felder

Shalene Patricia Fisher
Erika A. Ford
Darcy Christine Fournier
Angela Susanne Gerback

Psychology
English
 Minor in Sociology
Japanese Lang and Literature
History
Journalism
Biology
Communication
Political Science
 Minor in Public Admin and Public Policy
Communication
Physics
Information Technology-BS
Double Degree
Sociology
 Minor in Political Science
Mathematics
 Minor in English
Communication
 Minor in Advertising
History
 Minor in English
Psychology
Dance
Psychology
 Minor in Communication
Journalism
 Minor in Spanish Language
Psychology
Physics w/Secondary Ed
 Minor in Mathematics w/Secondary Ed
Psychology
 Minor in Philosophy
 Minor in Political Science
English
 Minor in Creative Writing
Communication
Political Science
Psychology
Sociology
Communication
 Minor in Advertising
Sociology
 Conc. in Criminal Justice
Communication
Sociology
Communication
Psychology

Sona Asit Gokli
Alex Michael Grapentin

Shontia Griffin
Katherine Lynn Hagar

Thomas James Hagey
Tobias Urban Hansen
Heather Ann Hardin
Caitlin Marie Hardwick

Brooke Victoria Hermiz
Shannon Debra Holsbeke
Autumn Ashai-Louise James

Shadilea Marrie Johnson
Mallory Anne Joseph
FREDRICK AMOS KAIGI

Steven Daniel Khoshaba

Bianca Renee Knight
Kyle Phillip Krause
Gordon Peter Krupsky
Brittnie Lynn Kury

Jennifer Ann Lane

Lauryn May Lloyd

Chelsea Rae Loeffler
Briana Marie Lofton

Justin Michael Magar
Erika Christine Marko
Tameka Lashawn Massengale
Dannielle Marie McBride

Leah Marie McCarroll

Diana Marie McCarthy
Courtney Charles McIver Jr
Melissa Milano
James Peter Milne
Alexandra Kathy Naumovski

Lindsay Stephany Neville
Keith Ronald Newton
Alayna Rachel Osmanski

Lane Ulbrich Otrhalek
Anisa Ozuni

Elizabeth Ann Pace
Bianca Palushaj
Alexandra Grace Park

Jenna Lynn Penfound

Anthropology
Political Science
Minor in Philosophy
Sociology
Music
Sociology
Psychology
Communication
Communication
Sociology/Anthropology
Minor in Biology
Conc. in Criminal Justice
Biology
Communication
Psychology
Minor in Spanish Language
Biology
Psychology
Communication
Minor in Sociology
Sociology
Minor in Communication
Communication
Communication
Music
Sociology/Anthropology
Minor in Psychology
Mathematics
Minor in Spanish Language
Political Science
Psychology
Psychology
Psychology
Minor in Communication
Psychology
Communication
Psychology
Political Science
Minor in Biology
Communication
Minor in Cinema Studies
Women and Gender Studies
Japanese Lang and Literature
Communication
History
Biology
Minor in Exercise Science
Communication
Art History
Biology
English
Biology
Psychology
Minor in Spanish Language
Psychology
Biology
English
Honors College
Music

Alexandra Joan Plaskey
Zohaib Mohsin Qizilbash
Steven Nicholas Reiman

Shelby Reynolds

Joseph Michael Robichaud
Emily Roulo

Cheryl Ann Evin Sacrates

Jana Scheibel

Robert Matthew Shipe
Erika Leigh Sloan
Christine Renee Starzyk

Anya Marie Stimmel

David James Sulick
Michael Patrick Thompson

John Michael Timm

Anamaria Tripa
Kenneth Anthony Venable Jr
Christina Venditti

JerMonique L. White
Lucas Robert Wolfe

Dianna Young
Jennifer Ann Yousif
Iwona Beata Zecchin

Bachelor of Fine Arts

Brynn Marie Fehir
Kaitlyn May Flynn Hahn
Adam Daniel Mitchell
Emily C. Mitchell

Bachelor of Music

Julianne Samantha Holmes

Bachelor of Science

Andrew John Alayoubi
Aivan A. Augustin
Kathleen Elizabeth Bochenek

Danielle Marie Bockart

Dance
Journalism
Political Science
Minor in History
Journalism
Minor in Graphic Design
Minor in Theatre
Economics
Communication
Minor in Public Relations
Communication
Minor in Biology
English
Minor in German Language
Minor in Chinese Lang and Civ
Biology
Psychology
Psychology
Minor in Art History
English
Minor in German Language
Minor in Tchng Engl as Second Lang
History
Communication
Minor in Graphic Design
Minor in English
History
Spanish Language and Lit
Psychology
Political Science
Communication
Journalism
Psychology
Spanish Language and Lit
Minor in English
History
Psychology
Psychology

Dance
Musical Theatre
Theatre Design & Technology
Musical Theatre

Instrumental/General Music Ed
Music - Instrumental Prfrmance

Biology
Chemistry
Biochemistry
Minor in Chinese Lang and Civ
Minor in East Asian Studies - China
Biology

Alicia Joy Decker

Dane Myles Dettloff
Breanna Marquis Eddy
Alina Georges
Kelly Autumn Grabis
Angela Gwendolyn Vincenza Hubbard
Lydia Teresa Mansour
Steven Shawkat Matti
Sachin Jayant Shah
Darrell John Thompson

Steven Tobia

Bachelor of Social Work

Heather Carol DiFranco
Tiffany Grace Underwood

School of Business Administration

Bachelor of Science

Desiree Lynn Asmar
Lina S. Asmar
Jason Nathaniel Attisha
Vanessa Marie Ayar
Joey J. Bacall

Beverly Bernice Barney
Joseph Thomas Belliotti

Stephanie Michelle Betka
Grace Catherine Bobo
Heather Lynn Camarata
Benjamin Gerard Caprara
Peter DiGregorio
Brian Scott Fairbrother
Joshua Austin Farlow
Jaclyn Raquel Forsberg

Troy M. Haines
Ramy George Hakim
Ashley A. Harris
Abigail R. Hartmann
Matthew W. Hollinger
Natalie Elizabeth Juronoc
Brittany Ann Kasawdish
Irina Vladimirovna Korchash
Denirro DJ Lazar
Daniel Brian Leming
Adam J. Lessel

Alyssa Alexandra Lowe

Leo Francis Markfort

Chemistry
Minor in Spanish Language
Conc. in Premed: Med, Dent, Opt, Vet
Env Sci Spec Env Sustn Res Mgt
Biology
Biology
Biology
Env Sci Spec Env Sustn Res Mgt
Biochemistry
Biology
Mathematics
Public Admin and Public Policy
Minor in Philosophy
Biology

Social Work
Social Work

General Management
Accounting
Accounting
Marketing
General Management
Minor in Human Resources Managemnt
Marketing
General Management
Minor in Human Resources Managemnt
General Management
Finance
Human Resources Management
Finance
Accounting
Operations Management
General Management
General Management
Minor in Human Resources Managemnt
Operations Management
Accounting
Finance
Human Resources Management
General Management
Marketing
Marketing
Finance
Finance
Management Information Systems
Accounting
Minor in Spanish Language
General Management
Minor in Operations Management
Finance

Brandon Douglas McDowell
Elizabeth Milek

Julie Ann Molnar

Kolin David Mouw
Kathryn A. Mudloff
Syed Abbas-Ali Rizvi

Danielle M. Rose
Erica Molly Schulte
Denan Selimovic
Andi Sheena
Leslie Elizabeth Siedlak
Stacey Catherine Siklich
Elizabeth Paige Sommer
Dorian Ryan Stewart
Thomas Edward Storer
Melissa Wesolowski

Minor in International Management
Operations Management
Marketing

Minor in Human Resources Management
General Management

Minor in Human Resources Management
Management Information Systems
Marketing
Finance

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

Minor in Applied Technology in Business

School of Education and Human Services

Bachelor of Science

Catlyn Melanie Dee-Jean Austin
Devin Thomas Cashman
Scott Cesarone
Ashley Elizabeth Connors

Jason Phillip Hager

Erin Leigh Manzella
Jessica Ann Page
Avery J. Randall

Renee Reising
Dorice LaShawn Sencherey

Lisa Ann Smith
Corrine Yarber

Elementary Education
Elementary Education
Elementary Education
Human Resource Development
Minor in Training and Development
Human Resource Development
Minor in Training and Development
Elementary Education
Elementary Education
Human Resource Development
Minor in Labor and Employment Studies
Elementary Education
Human Resource Development
Minor in Employment Sys and Standards
Elementary Education
Human Resource Development

School of Engineering and Computer Science

Bachelor of Science in Engineering

Chen Deng
Jaskirat K. Dhindsa
Robert Flis
Brian Joseph Jacobs
Daphne Charmayne LaPensee
Eder Lazar
Christopher Ante Martinovich
Matthew R. Schmalenberg
Habib Nouri Souro
Erica Lynn Straub
Brian Joeseeph VanTiem
Scott John Zeski

Mechanical Engineering
Electrical Engineering
Mechanical Engineering
Mechanical Engineering
Mechanical Engineering
Electrical Engineering
Electrical Engineering
Mechanical Engineering
Electrical Engineering
Mechanical Engineering
Mechanical Engineering
Electrical Engineering

Yaqian Zheng

Mechanical Engineering

Bachelor of Science

Shawn P. Barbat

Lisa A. Block

Sean William Demura

Alexander Edward Fox

Mark Christopher Lyon

Ornela Nikolli

Susana Tien Ling Wong

Information Technology

Information Technology

Physics-BA

Double Degree

Computer Science

Information Technology

Information Technology

Information Technology

Information Technology

School of Health Sciences

Bachelor of Science

Alexandra Christen Bahoura

Christopher Michael Biber

Kathryn Marie Burns

Alyssa Sue Busch

Douglas Charles Byram II

Jose Miguel Cesar Dorantes

Felicia Barbara Jean Clark

Monica Dallo

Erica Lane DeMeulemeester

Sarah Victoria Fetzer

Stephanie Anne Fournier

Emily Arielle Gellish

Xinwei Gu

Amaal A. Haimout

Kerilyn Doris Elizabeth Hayward

Amanda Marie Hoff

Tara Renee Hunter

Brian Bassil Kanona

Alyssa Lynn Keit

Anna Krueger

Health Sciences

Conc. in Pre-Physical Therapy

Health Sciences

Conc. in Pre-Physical Therapy

Wellness Hlth Promo Inj Prevent

Minor in Exercise Science

Health Sciences

Conc. in Pre-Health Prof Studies

Applied Health Sciences

Minor in Exercise Science

Conc. in Medical Assistant Studies

Wellness Hlth Promo Inj Prevent

Health Sciences

Conc. in Integrative Holistic Medicine

Health Sciences

Conc. in Pre-Health Prof Studies

Health Sciences

Minor in Exercise Science

Conc. in Pre-Physical Therapy

Health Sciences

Conc. in Pre-Physical Therapy

Health Sciences

Minor in Exercise Science

Conc. in Pre-Physical Therapy

Health Sciences

Minor in Nutrition and Health

Conc. in Integrative Holistic Medicine

Health Sciences

Conc. in Pre-Pharmacy

Health Sciences

Conc. in Pre-Health Prof Studies

BDTS Spec in Radiologic Tech

Health Sciences

Minor in Exercise Science

Conc. in Pre-Physical Therapy

Biomed Diagnostc and Therap Sci

Health Sciences

Minor in Exercise Science

Conc. in Pre-Physical Therapy

Applied Health Sciences

Conc. in Surgical Technology

Health Sciences

Jeromy Lee	Minor in Exercise Science Minor in Psychology Conc. in Pre-Physical Therapy Health Sciences Conc. in Exercise Science
Paul Michael MacLeod	Health Sciences Minor in Exercise Science Conc. in Pre-Physical Therapy
Krystyna Evelyn Mott	Health Sciences Conc. in Pre-Pharmacy
Nancy Moua	Health Sciences Conc. in Pre-Health Prof Studies
Jennifer Lynn Pohl	Health Sciences Minor in Exercise Science Minor in Wellnss Hlth Promo Inj Prevent Conc. in Pre-Physical Therapy
Timothy J. Preston	Health Sciences Conc. in Pre-Health Prof Studies
Kimberly Nicole Rooker	Health Sciences Conc. in Pre-Health Prof Studies
Julieta V. Saluzzo	Health Sciences Conc. in Pre-Health Prof Studies
Lesley Rebekah Sleeman	Health Sciences Conc. in Exercise Science BDTS Spec in Med Lab Sciences
Bashir Dummar Tarraf	Health Sciences Conc. in Pre-Physical Therapy
Kristina Marie Telck	Health Sciences Minor in Exercise Science Conc. in Pre-Physical Therapy
Travis Lee Turner	Health Sciences Conc. in Pre-Health Prof Studies
Joseph Lamont Williams	Health Sciences Conc. in Pre-Health Prof Studies
Christopher James Winegarden	BDTS Spec in Nuclear Med Tech

School of Nursing

Bachelor of Science In Nursing

Timothy Wayne Erdmann JR	Nursing (Completion Sequence)
Raven Renee Fesik	Nursing (Completion Sequence)
Cynthia Harris	Nursing (Completion Sequence)
John Bradford Hekker	Accelerated Second Degree BSN
Jacinta Iwuji	Nursing (Completion Sequence)
Jacqueline Renee Johnson	Nursing (Completion Sequence)
Christopher Robert Martin	Accelerated Second Degree BSN
Catherine Ann Nowaczok	Nursing (Completion Sequence)
Pamela Moraa Obare	Nursing (Completion Sequence)
Kimbraley Nanette Scharg	Nursing (Completion Sequence)

University Programs

Bachelor of Integrative Studies

Angela Krystal Bock	Integrative Studies Minor in Exercise Science
Lauren Marie DeLong	Integrative Studies
Ashleigh Lynn DePalma	Integrative Studies Minor in Psychology
Peter Mishael Durham	Integrative Studies

Jeannette Marie Dye

Ashley Nichole Edwards

Caitlin Marie Hogan

Lisa Jayne Morris

Kwaku Owusu

Arin Laura Taormina-McClune

Minor in Applied Leadership Skills
Integrative Studies

Minor in Training and Development
Integrative Studies

Integrative Studies

Integrative Studies

Integrative Studies

Minor in Exercise Science

Integrative Studies

Minor in Nutrition and Health

Oakland University
Graduate Study and Lifelong Learning
Final Graduate School Report
June 26, 2013

College of Arts and Sciences

Doctor of Philosophy

Madhava Prasad Aryal
Yuqin Shang

Biomedical Sciences: Medical Physics
Biomedical Sciences: Health and Environmental Chemistry

Master of Arts

Heather L Brothers

History

Master of Music

Jeanne H Bourget

Vocal Pedagogy

Master of Public Administration

Derek Kelvin Bryant
Tasha L German
Steph D Turner

Public Administration
Public Administration
Public Administration
Conc. in Nonprofit Organization and Management

Master of Science

Lindsay Grace Colyer
Kathleen L Estrada
Janell De Anse Hallauer
Kate Elizabeth Israel
Brian Thomas Lynch
Agnieszka Dorota Solan

Chemistry
Biology
Biology
Biology
Biology
Chemistry

School of Business Administration

Master of Accounting

Rachel M Budd
Shazia Fatima
Sara J Framalin
Lyle Eric Lassiter
Devika M Pakkala
Avita T Qonja
Kelsey R Stevens
James A Stibich
Jesse Earl Stuart
Kevin Dale Taratuta

Accounting
Accounting
Accounting
Accounting
Accounting
Accounting
Accounting
Accounting
Accounting
Accounting

Master of Business Administration

Shanna Lynn Anderson

Stephanie M Burr
Joseph R Collarini

James E Deakin

Kevin Arthur Deras

Business Administration
Conc. in Human Resources Management
Business Administration
Business Administration
Conc. in Human Resources Management
Business Administration
Conc. in International Business
Business Administration

David W Fox

Juan Jose Guerrero

Bhargavi Nonavinakere Krishnaprasad

Jason R Lambart

Raquel Silva-Lazala

Songyuan Xu

Business Administration

Conc. in Human Resources Management

Business Administration

Conc. in International Business

Business Administration

Conc. in Finance

Conc. in Management Information Systems

Business Administration

Conc. in Finance

Conc. in Human Resources Management

Business Administration

Conc. in Human Resources Management

Conc. in Production and Operations Management

Business Administration

Conc. in Finance

Master of Science

Mazin Alsalam

Ali Reza Bahreman

Prarthna Balasundaram

Divya Chintala

Amrutha Diwakar

Philip R LaRochelle

Rumy Modak

Kyle Barton Stewart

Padmini Varanasi

Mustafa A Zarka

Information Technology Management

Information Technology Management

Information Technology Management

Information Technology Management

Information Technology Management

Information Technology Management

Information Technology Management

Information Technology Management

Information Technology Management

Information Technology Management

School of Education and Human Services

Doctor of Philosophy

Kathleen Ann Aseltyn

Paul A Battle

Joel Adam Lane

Education: Counseling

Education: Counseling

Education: Counseling

Education Specialist

Carrie Lynn Ammons

Meghan I Ashkanani

Joseph P Austin

Seth Ethan Berg

Dale E Bernard

Kristen Marie Berry

Kristy K Blewett

Sandra Lee Brough Gresh

Kim M Charland

Christy M Clement

Dezirae Sunshine Daniels

Kristen Michelle DeLand

Sara Katherine Delgado

Stephanie Dulmage

Catherine L Einhaus

Brian Edward Elshoff

Rodolfo Erazo

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Leadership

Michael N Fringer	Leadership
Deniescha Graham	Leadership
Sarah A Guadalupe	Leadership
Amy M Hughes	Leadership
Kimberly A Jacobs	Leadership
Holly K Johnson	Leadership
Eric William Kausch	Leadership
Kevin Daniel Keilitz	Leadership
Jason Edward Larsen	Leadership
James David Larson-Shidler	Leadership
Trisha W Lewis	Leadership
Cormac James Lynn	Leadership
Kari L Mannino Griesbaum	Leadership
Holli Rose McNally	Leadership
Scott D Palmer	Leadership
Sofia Papastamatis	Leadership
Shari Simpson Pawlus	Leadership
Lisa Marie Pecoraro	Leadership
Patricia Perry	Leadership
David Jonathan Reed-Nordwall	Leadership
Lisa Marie Rheäume	Leadership
Kelly A Robson	Leadership
Melissa Anne Ross	Leadership
Rebecca Anne Rossen	Leadership
Catherine A Russel	Leadership
Jacqueline Gay Ryskamp	Leadership
Maureen E Schabel	Leadership
James Kellock Scrivo	Leadership
Fellicia Monique Searles-Powell	Leadership
Christopher Thomas Stanley	Leadership
Aletha VanLoozen	Leadership
Karen B Villegas	Leadership
Sunshine Meredith Weber	Leadership
Selina Latrice Wilkins	Leadership
Laura Elizabeth Woods	Leadership
Lisa Marie Wujczyk	Leadership

Master of Arts

Merra Albosta	Counseling
Kaleigh D'Anna	Counseling
Rachel Kathryn Demas	Counseling
Kathryn A Fazzalare	Counseling
Clifford D Finney	Counseling
Jeanette M Haitaia	Counseling
Hannah A Henry	Counseling
Thomas Daniel Hodge	Counseling
Akosua Naomi Johnson	Counseling
Courtney Sue Margaret Loughman	Counseling
Melanie Anne Popiolek	Counseling
Shari L Smith	Counseling
Marcy A Sznewajs	Counseling
Lynn Marie Watkins	Counseling
Lindsey Rae Wright	Counseling
Bertina Maria Yates	Counseling

Master of Arts in Teaching

Jessica Lynn Bronsteen
Carrie Bui
Tammi Renae Cantalupo
Jennifer A Liwinski
Kalie R Miller
Rita Suleyman
Whitney A White

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

Master of Education

Tyler Mitchell Blakslee

Kelly Boone
Cassandra Lee Conaton
Michelle M Fallucca
Katherine Mae Page

Educational Studies
Conc. in International Education
Special Education
Educational Leadership
Special Education
Higher Education Leadership

Master of Training and Development

Eva Halina Duda
Christina M Hartsig
Bingjie Li
Patience L Morin

Training and Development
Training and Development
Training and Development
Training and Development

School of Engineering and Computer Science

Master of Science

Robert A Beckwith
Gregory Charles Boyer
Allen Ross Denault
David M Headley
Brian MacFarlane
Michelle Merrifield
Dean Running
Jake Martin Wendt

Engineering Management
Electrical and Computer Engineering
Electrical and Computer Engineering
Engineering Management
Electrical and Computer Engineering
Electrical and Computer Engineering
Mechanical Engineering
Computer Science

School of Health Sciences

Doctor of Physical Therapy

Mark A Lee
Dhana M Ponnors

Physical Therapy (tDPT)
Physical Therapy (tDPT)

Master of Science

Shannon Joi Steverson

Exercise Science

School of Nursing

Doctor of Nursing Practice

Kelly Ann Berishaj

Nursing Practice

Oakland University
Graduate Study and Lifelong Learning
Final Graduate School Report
June 26, 2013

Approved Graduate Certificates

Emily M Battle
Kara L Carravallah
Amanda J Davis
Richard Gordon
Michelle Joan Kanitz
Gina Palombo
Deirdre Gernell Pitts
Laura J Russell
Molly A Russell
Nelambari Sudhir
Tamra E Watt
Sarah G Zahringer

Orthopedic Manual Physical Therapy
Orthopedic Manual Physical Therapy
Orthopedic Manual Physical Therapy
Higher Education
Orthopedic Manual Physical Therapy
Clinical Nurse Specialist Adult Health
Higher Education
Complementary Medicine and Wellness
Orthopedic Manual Physical Therapy
Orthopedic Manual Physical Therapy
General Management
Orthopedic Manual Physical Therapy

**FORMATION OF BOARD OF TRUSTEES COMMITTEES
AND MEMBERSHIP APPOINTMENTS**

A Recommendation

1. **Division and Department:** Board of Trustees
2. **Previous Board Action:** The Board of Trustees has historically and periodically formed and dissolved various committees of the Board of Trustees.
3. **Budget Implications:** None
4. **Educational Implications:** The Board of Trustees committees enhance the purpose and advance the productivity of the full Board, and are responsible for recommending decisions and actions to the full Board.
5. **Personnel Implications:** None
6. **University Reviews/Approvals:** The resolution and committee charges were prepared by the law firm of Honigman Miller Schwartz and Cohn in consultation with and at the direction of the Board of Trustees.
7. **Recommendation:**

WHEREAS, Article V of the Bylaws permits the Board to appoint committees and prescribe their duties, functions and limitations; now, therefore, be it

RESOLVED, that the following committees of the Board shall be, and they hereby are, created, each with the respective duties and functions described below:

- A Governance Committee, which shall assist the Board on matters relating to Board and University governance, Board performance, Board and University policies, and compliance with Board and University policies and with applicable laws and regulations;
- An Executive Committee, which shall advise the Chair of the Board and the President on matters of policy, assist with the establishment of Board meeting agendas and assist with the compensation and review of performance of the President;
- A Facilities Committee, which shall assist the Board to align long-range planning and development of University facilities with the Board's strategic vision, goals and priorities for the University; and

**Formation of Board of Trustees Committees
and Membership Appointments
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 2**

- An Ad Hoc Presidential Search Committee, which shall have the responsibility to conduct a search for the University's next President, including recommending the engagement of an appropriate firm to assist in the search, working with and soliciting the views of key University constituencies and recommending one or more candidates for consideration by the full Board; and, be it further

RESOLVED, that the members of the Audit Committee shall be Mark Schlusell, Ronald Robinson (Chair) and Richard DeVore; the members of the Governance Committee shall be Scott Kunselman (Chair), Jay Shah and Monica Emerson; the members of the Executive Committee shall be Michael Kramer (Chair), Mark Schlusell and Richard Flynn; the members of the Facilities Committee shall be Jay Shah (Chair) and Scott Kunselman; and the members of the Ad Hoc Presidential Search Committee shall be Michael Kramer (Chair), Mark Schlusell, Richard Flynn, Richard DeVore and Monica Emerson; and the non-trustee members David Dulio, Craig Stinson, Kerri Schuiling and Louay Chamra, all of such members shall serve at the pleasure of the Board and its Chair on such committees until the next annual meeting of the Board or their earlier resignation or removal; and, be it further

RESOLVED, that none of such Committees shall include a quorum of the Trustees nor have the authority to act on behalf of the Board of Trustees.

8. Attachments:

- A. Governance Committee Charter
- B. Executive Committee Charter

Recommended on October 7, 2013
to the Board for approval by

Michael Kramer, Chair of the Board of Trustees

GOVERNANCE COMMITTEE

CHARTER

I. Purpose

The Governance Committee (the "Committee") shall provide assistance to the Board of Trustees (the "Board") of Oakland University (the "University") in fulfilling the Board's responsibilities by evaluating, monitoring and making recommendations to the Board with respect to the governance policies and procedures of the University.

II. Structure and Operations

The Committee shall be comprised of no more than four members of the Board.

A Chairperson shall be elected by the full Board. The Chairperson shall be a voting member of the Committee. The Chairperson will chair all meetings and set the agendas for Committee meetings in consultation with the other members of the Committee, the Board and the Executive Committee. The agenda and information concerning the business to be conducted at each Committee meeting shall, to the extent practical, be communicated to the members of the Committee in advance of each meeting to permit meaningful review.

III. Responsibilities and Duties

The following functions shall be the common recurring activities of the Committee in carrying out its purposes outlined in Section I of this Charter.

1. Review and recommend to the Board the adoption of, and any changes to, the Board's governance guidelines, including the Board Conflict of Interest Policy, and monitor developments with regard to governance to enable the Committee to make recommendations to the Board on matters of Board governance and on any action to be taken in light of such developments.
2. Periodically review the charter and composition of each committee of the Board and make recommendations to the Board for the adoption of or revisions to the committee charters, the creation of additional committees or the elimination of Board committees.
3. Consider and recommend to the Board policies and procedures related to meetings of the Board, such as may relate to agendas, preparation and delivery of meeting materials, meeting schedules and locations.
4. Report to the Board at the Board's next regularly scheduled meeting or as soon thereafter as reasonably possible following meetings of the Committee, and recommend action by the Board as appropriate. The report to the Board may be an oral report by the Chairperson of the Committee or any other Committee member.

EXECUTIVE COMMITTEE

CHARTER

I. Purpose

The Executive Committee (the "Committee") shall assist the Board of Trustees (the "Board"), particularly the Chairperson of the Board, and the President of Oakland University (the "University") in their performance of their duties. The Committee shall not have the authority to take action on behalf of the Board.

II. Structure and Operations

The Committee shall be comprised of no more than four members of the Board.

The Chairperson of the Board shall serve as the Chairperson of the Committee. The Chairperson shall be a voting member of the Committee. The Chairperson will chair all meetings and set the agendas for Committee meetings in consultation with the other members of the Committee and the Board. The agenda and information concerning the business to be conducted at each Committee meeting shall, to the extent practical, be communicated to the members of the Committee in advance of each meeting to permit meaningful review.

III. Responsibilities and Duties

The following functions shall be the common recurring activities of the Committee in carrying out its purposes outlined in Section I of this Charter.

1. Review the activities of the Board and of its various committees and assist the Chairperson in the coordination of the work of each of them. Assist, when requested, in the establishment of agendas for Board and committee meetings.
2. Advise the President of the University and the Chairperson of the Board on such matters as the Chairperson shall determine.
3. Consider such matters as may be referred to it from time to time by the Chair or by the Board of Trustees
4. Report to the Board at the Board's next regularly scheduled meeting or as soon thereafter as reasonably possible following meetings of the Committee, and recommend action by the Board as appropriate. The report to the Board may be an oral report by the Chairperson of the Committee or any other Committee member.

PUBLIC/PRIVATE PARTNERSHIP
COMBINED HEATING AND POWER CO-GENERATION SYSTEM

A Recommendation

1. **Division and Department:** Finance and Administration Division, Facilities Management Department
2. **Introduction:** This proposed Public/Private Partnership (P3) will provide long term financial benefit and enhance Oakland University's (University) sustainability efforts by designing, building, and financing a combined heat and power co-generation system.

This P3 project will install a co-generation system in the University's existing Central Heating Plant; replacing a 56 year old boiler that has exceeded its life expectancy.

The co-generation system, a "combined heat and power" system, uses a natural gas turbine engine to simultaneously produce hot water and electricity for the campus. The system is projected to provide hot water to meet 100% of the summer need, and 50% of the winter need. In addition, the system is projected to provide electricity to meet 90% of the winter load and 60% of the summer load.

A Request for Proposals (RFP) to select a project developer/private partner was issued in April 2013. Five teams, Cogeneration Consultants; Chevron Energy Solutions; Novi Energy/Walbridge; Honeywell; and DeMaria/Cirque/SSOE/Veolia, replied with proposals in May 2013. Proposals were evaluated based on technical and financial criteria, and experience with similar projects. Three teams, Honeywell; Chevron Energy Solutions; and DeMaria/Cirque/SSOE/Veolia were interviewed in August 2013.

The recommended team is Chevron Energy Solutions with a proposal which includes:

- Project development and design, engineering, permitting, interconnection with DTE, financing, procurement, construction, commissioning, start-up and training, and maintenance management.
- Project implementation without adding debt to the University.
- Financing terms with the lowest interest rates and shortest payback.
- A joint effort to maintain the co-generation system, in addition to the maintenance contract with the turbine manufacturer.
- Work with the University to develop educational components associated with the co-generation system to allow students to obtain classroom training and field experience.

**Public/Private Partnership
Combined Heating and Power Co-Generation System
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 2**

3. **Previous Board Action:** None

4. **Budget Implications:** This project is to be a Public/Private Partnership with no capital cost to Oakland University. Annual payments to Chevron would be equal to or less than the projected annual utility savings over the time of the lease. A capital lease for approximately fifteen years is proposed to be used to finance approximately a \$12 million capital expenditure financed by Chevron. Savings in years sixteen and beyond would accrue to the University.

5. **Educational Implications:** Educational opportunities, such as a live dashboard, new clean energy courses, and job shadowing internships, will support the current academic programs by expanding the capabilities of the School of Engineering's Clean Energy Research Center.

6. **Personnel Implications:** None.

7. **University Reviews/Approvals:** This recommendation was formulated by the University's Energy Manager, and reviewed by the RFP review committee, Associate Vice President for Facilities Management, Vice President for Finance and Administration, and President.

8. **Recommendation:**

RESOLVED, that the Board of Trustees approves Chevron Energy Solutions as the Public/Private Partner for project development and construction of a combined heat and power co-generation system; and, be it further

RESOLVED, that the Board of Trustees authorizes the Vice President for Finance and Administration to negotiate and execute all contracts for project development and construction of a combined heat and power co-generation system; and, be it further

RESOLVED, that the contract 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 with University policies and regulations, and conform to the legal standards and policies of the Vice President for Legal Affairs and General Counsel.

9. **Attachments:**

A. Public/Private Partnership Combined Heating and Power Co-Generation System Presentation

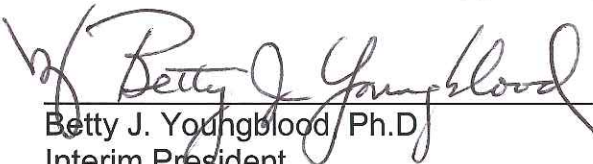
**Public/Private Partnership
Combined Heating and Power Co-Generation System
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 3**

Submitted to the President
on 9/26, 2013 by



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

Recommended on 9/29/13, 2013
to the Board of Trustees for Approval by



Betty J. Youngblood, Ph.D.
Interim President

Oakland University

Public/Private Partnership: Combined Heat and Power Co-Generation System

Board of Trustees Presentation

October 7, 2013

Oakland University

Executive Summary

- Install a 4,600 KW natural gas turbine co-generation system in the Central Heating Plant; replacing boiler #4 (56 years old).
- Co-generation is a “Combined Heat and Power” system that simultaneously produces hot water and electricity for the campus.
- Use a Public/Private Partnership (P3) with no capital cost to Oakland University; payments equal to or less than the projected annual utility savings.
- P3 capital expenditure of approximately \$12 Million; no affect on OU debt capacity.
- Capital lease for approximately 15 years.
- System capacity, will meet the campus':
 - Hot water load: 100% in summer, 50% in winter
 - Electric load: 90% in winter, 60% in summer

Michigan Universities with Co-Generation Systems

- University of Michigan
- Michigan State University
- Eastern Michigan University
- Western Michigan University
- Central Michigan University
- Ferris State University

P3 Selection Criteria

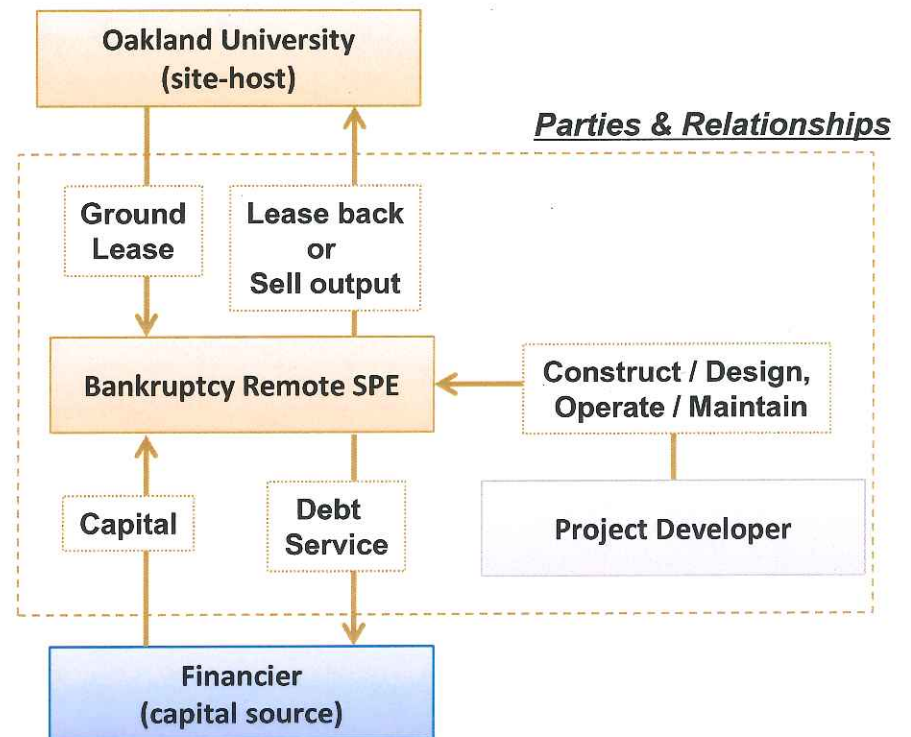
- Experience and qualifications of firm/key people in implementing Combined Heat and Power Co-generation systems
- References
- Schedule and timeline
- Project financing terms
- Cost effectiveness of the P3 relationship
- Project proforma and payback analysis
- Ability to integrate business with education

Oakland University

Project Finance Structure

- Finance without OU debt
 - OU leases project back or purchases utility plant commodities
 - Special Purpose Entity (SPE) debt secured with revenue pledge
 - Compare taxable / tax exempt financing
 - SPE is “bankruptcy remote”
 - Capital lease on OU’s books
 - Property reverts to OU at end of lease

- OU leases the “space” to the SPE to construct the co-gen plant



Recommendation

- Chevron Energy Solutions is recommended as the Public/Private Partner for development and implementation of the co-generation system based on:
 - Experienced, qualified project team
 - Excellent references
 - Manageable schedule and timeline
 - A leading energy company
 - Most attractive financing, proformas, and payback analysis
 - Ability to integrate the system into educational opportunities

Chevron's Co-Generation Experience

- Installed over 50 co-generation systems in the United States.
- From as small as 250 MBH to as large as 1,680,000 MBH. OU anticipates needing 60,000 MBH of hot water.
- From as small as 60 KW to as large as 580,000 KW. OU anticipates needing 4,600 KW of electricity.

Oakland University

Chevron's Co-Gen List of Projects

Generation Table					
	Cogeneration Site	Location	ELE Output kW	Thermal Output MBH	Prime Mover Technology or Renewable Component
1	Detroit Arsenal	Detroit, MI	300	2000	Cummins Reciprocating Engine
2	Carson City Aquatic Center	Carson City, NV	140	250	Natural gas recip engine
3	Casa Dorinda	Santa Barbara, CA	200	450	Natural gas recip engine
4	Fairfield Civic Center	Fairfield, CA	1300	8000	Cogeneration
5	City of Richmond	Richmond, CA	60	250	Microturbine
6	City of South Gate	South Gate, CA	60	250	Microturbine
7	Coalinga	Coalinga, CA	38000	220000	GE Frame 6B Gas Turbine, HRSG
8	College of San Mateo	San Mateo, CA	560	5000	Natural gas recip engine
9	College of the Canyons	Santa Clarita, CA	100	250	Microturbine Cogeneration
10	Data Center	Concord, CA	3000	12000	Natural gas reciprocating engines
11	Black Mountain	Las Vegas, NV	85000	200000	3 GE LM2500 Gas Turbines,
12	Exar Semiconductor Company	Fremont, CA	940	5000	Cogeneration
13	Foothill-De Anza CCD	Foothill College, CA	240	450	Microturbine Cogeneration
14	Garnet Valley	Las Vegas, NV	85000	285000	GE LM2500 Gas Turbine
15	General Chemical	Richmond, CA	1300	7000	Natural gas recip engine
16	Inergy Services	Tupman, CA	1200	5000	Gas-fired turbine with waste heat recovery
17	Irvine Valley CC	Irvine, CA	240	450	Microturbine Cogeneration
18	Kern River	Bakersfield, CA	300000	1680000	4 GE Frame 7EA Combustion Turbines, HRSG
19	Kings County	Kings County, CA	600	5000	Natural gas recip engine
20	Laramie County SD	Cheyenne, WY	90	250	Microturbine Cogeneration
21	MCLB	Albany, GA	2000	25000	LFG GE Jenbacher Recip, HRSG
22	Mid-Set	Fellows, CA	38000	220000	GE Frame 6B Gas Turbine, HRSG
23	Moscone Center	San Francisco, CA	360	3000	Microturbine Cogeneration
24	Mount San Antonio CC	Walnut, CA	1400	8000	Gas-fired turbine with waste heat recovery
25	Network Appliance	Sunnyvale, CA	1100	3000	Natural gas recip engine
26	North Island Credit Union	San Diego, CA	400	3000	Natural gas recip engine

Oakland University

Chevron's Co-Gen List of Projects

Generation Table (cont.)					
	Cogeneration Site	Location	ELE Output kW	Thermal Output MBH	Prime Mover Technology or Renewable Component
27	Oaks Christian School	Westlake Village, CA	870	6000	Gas-fired turbine with waste heat recovery
28	Pacific Choice	Fresno, CA	140	250	Natural gas recip engine
29	Salinas River	San Ardo, CA	36000	210000	Enhanced oil recovery cogeneration
30	Mesa College	San Diego, CA	60	250	Microturbine Cogeneration
31	Miramar College	San Diego, CA	550	5000	Reciprocating Engine Cogeneration
32	Sargent Canyon	San Ardo, CA	36000	210000	Enhanced oil recovery cogeneration
33	Skyline College	San Bruno, CA	375	3000	Natural gas reciprocating engines
34	Solana College	Solano County, CA	2850	16000	Combustion Turbine
35	Spa Casino	Palm Springs, CA	1400	8000	Natural gas recip engine
36	Sunkist Growers Inc.	Tipton, CA	2700	17000	Natural gas recip engine
37	Sycamore	Bakersfield, CA	300000	1680000	GE Frame 7EA Combustion Turbine
38	TRM Manufacturing	Corona, CA	1400	8000	Reciprocating Engine Cogeneration
39	University of Utah	Salt Lake City, UT	6500	100000	Solar Taurus SoLoNox
40	VQS Enterprises	Vista, CA	200	450	Microturbine Cogeneration
41	Woodland USD	Woodland, CA	240	450	Microturbine Cogeneration
42	Santa Rita Jail Microgrid	Dublin, CA	2500	14000	1 MW Fuel Cell, 1.2 MW PV-Solar, 1 MW Wind
43	Fort Detrick Central Utility Plant	Frederick, MD	22000	200000	14MW Cummins Flywheel UPS, 8MW Standby
44	NAS Kingsville Renewable Energy	Kingsville, TX	650	NA	Solar
45	Hornsby Bend Biosolids	Austin, TX	2000	4600	LFG Reciprocating Engine
46	Broward County WTP	Popano Beach, FL	2000	7500	LFG Reciprocating Engine
47	Picatinny Arsenal	Dover, NJ	NA	55000	Natural Gas & Fuel Oil Fired Boilers
48	Sunrise Power	Fellows, CA	580000	1100000	2 GE Frame 7 FA gas turbines, HRSG, stm turbine
49	Richmond Refinery	Richmond, CA	NA	150000	Solar-to-Steam Concentrating Solar Plant
50	Western Digital Fremont	Fremont, CA	10000	NA	Central Utility Plant
51	Darajat Unit III Geothermal Plant	Indonesia	260000	NA	Geothermal Energy Plant
52	Hudson Ranch Power I	Salton Sea, CA	50000	NA	Geothermal Energy Plant

Oakland University

RFP Evaluation – Summary Table

Measures	Chevron ES	Honeywell	DeMaria SSOE	Cogeneration Consultants	Walbridge Novi Energy
1 Combined Heating and Power Co-generation Equipment Purchase cost (\$/KW) for systems between 3,500 KW to 5,500 KW:	\$1,174	\$1,600	\$1,500	\$1,158	\$1,700
2 Combined Heating and Power Co-generation project installation cost (\$/KW) for systems between 3,500 KW to 5,500 KW:	\$1,153	\$700	\$1,000	\$1,549	\$1,500
3 Project Cost (\$/KW) Equipment Purchase and Installation Cost for systems between 3,500 KW to 5,500 KW: (Row 1 + Row 2)	\$2,327	\$2,300	\$2,500	\$2,707	\$3,200
4 Proposed Co-generation unit size (KW):	4,600	4,600	4,600	4,600	4,600
5 Equipment Purchase and Installation Cost: (Row 3 x Row 4)	\$10,704,200	\$10,580,000	\$11,500,000	\$12,452,292	\$14,720,000
6 Lump Sum Engineering Fee to develop project:	\$78,000	\$210,000	\$235,000	\$35,900	\$165,000
7 Total Project Cost based on a 4,600 KW unit: (Row 5 + Row 6)	\$10,782,200	\$10,790,000	\$11,735,000	\$12,488,192	\$14,885,000
8 Interest Rate for a 15 year term, if the project is implemented today:	3.75%	4.70%	4.94%	4.00%	5.00%

Oakland University

Life Cycle Cost / Cash Flow Analysis Scenario: 15 Years @ 3.75%

Financial Aspects of Performance Based Energy Program for
Oakland University-Co-Gen (Centaur 50, 4,600 KW)
Rochester, MI

Implementation Cost	\$10,782,200
Interest Rate	3.75%
Term	15 year
Construction Period Interest	\$567,484

Total Amount Financed **\$11,349,684**

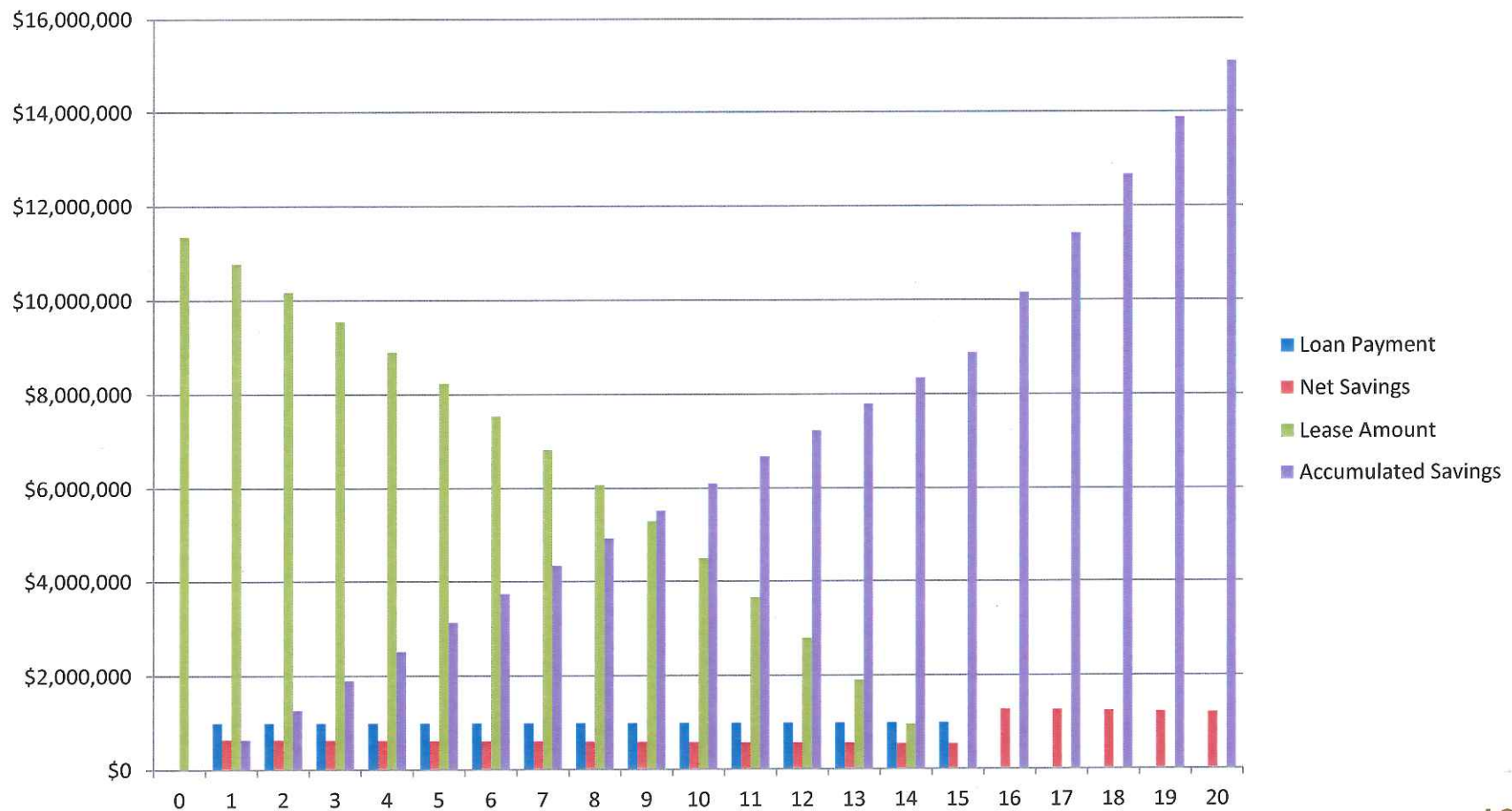
1	2	3	4	5	6	7
Year	Co-Generation Savings	Operational and Maintenance Cost	Avoided Capital Cost Savings	Total Program Savings	Payment to Lessor	Net Savings
1	\$1,835,118	(\$360,000)	\$166,667	\$1,641,785	\$1,003,039	\$638,746
2	\$1,835,118	(\$370,800)	\$171,667	\$1,635,985	\$1,003,039	\$632,946
3	\$1,835,118	(\$381,924)	\$176,817	\$1,630,011	\$1,003,039	\$626,972
4	\$1,835,118	(\$393,382)	\$182,121	\$1,623,857	\$1,003,039	\$620,818
5	\$1,835,118	(\$405,183)	\$187,585	\$1,617,520	\$1,003,039	\$614,481
6	\$1,835,118	(\$417,338)	\$193,212	\$1,610,992	\$1,003,039	\$607,953
7	\$1,835,118	(\$429,858)	\$199,009	\$1,604,269	\$1,003,039	\$601,230
8	\$1,835,118	(\$442,754)	\$204,979	\$1,597,343	\$1,003,039	\$594,304
9	\$1,835,118	(\$456,037)	\$211,128	\$1,590,209	\$1,003,039	\$587,170
10	\$1,835,118	(\$469,718)	\$217,462	\$1,582,862	\$1,003,039	\$579,823
11	\$1,835,118	(\$483,810)	\$223,986	\$1,575,294	\$1,003,039	\$572,255
12	\$1,835,118	(\$498,324)	\$230,706	\$1,567,500	\$1,003,039	\$564,461
13	\$1,835,118	(\$513,274)	\$237,627	\$1,559,471	\$1,003,039	\$556,432
14	\$1,835,118	(\$528,672)	\$244,756	\$1,551,202	\$1,003,039	\$548,163
15	\$1,835,118	(\$544,532)	\$252,098	\$1,542,684	\$1,003,039	\$539,645
Totals	\$27,526,770	(\$6,695,606)	\$3,099,819	\$23,930,983	\$15,045,586	\$8,885,397

Notes By Column:

- (1) Years after implementing system
- (2) Co-Generation Savings include additional natural gas consumption and are escalated by 0% to account for inflation.
- (3) Operational and Maintenance Costs are estimated and increased annually for inflation.
- (4) Avoided Capital Costs (\$2.5M boiler #4 replacement) are escalated by 3% to account for inflation.
- (5) Total Program Savings are the sum of Columns (2), (3) and (4)
- (6) Payment to Lessor is based on an annual interest rate of 3.75%, 15 year term. Actual rate to be determined at closing.
- (7) Net Savings to OU equals Total Program Savings less Payment to Lessor, Columns (5) - (6).

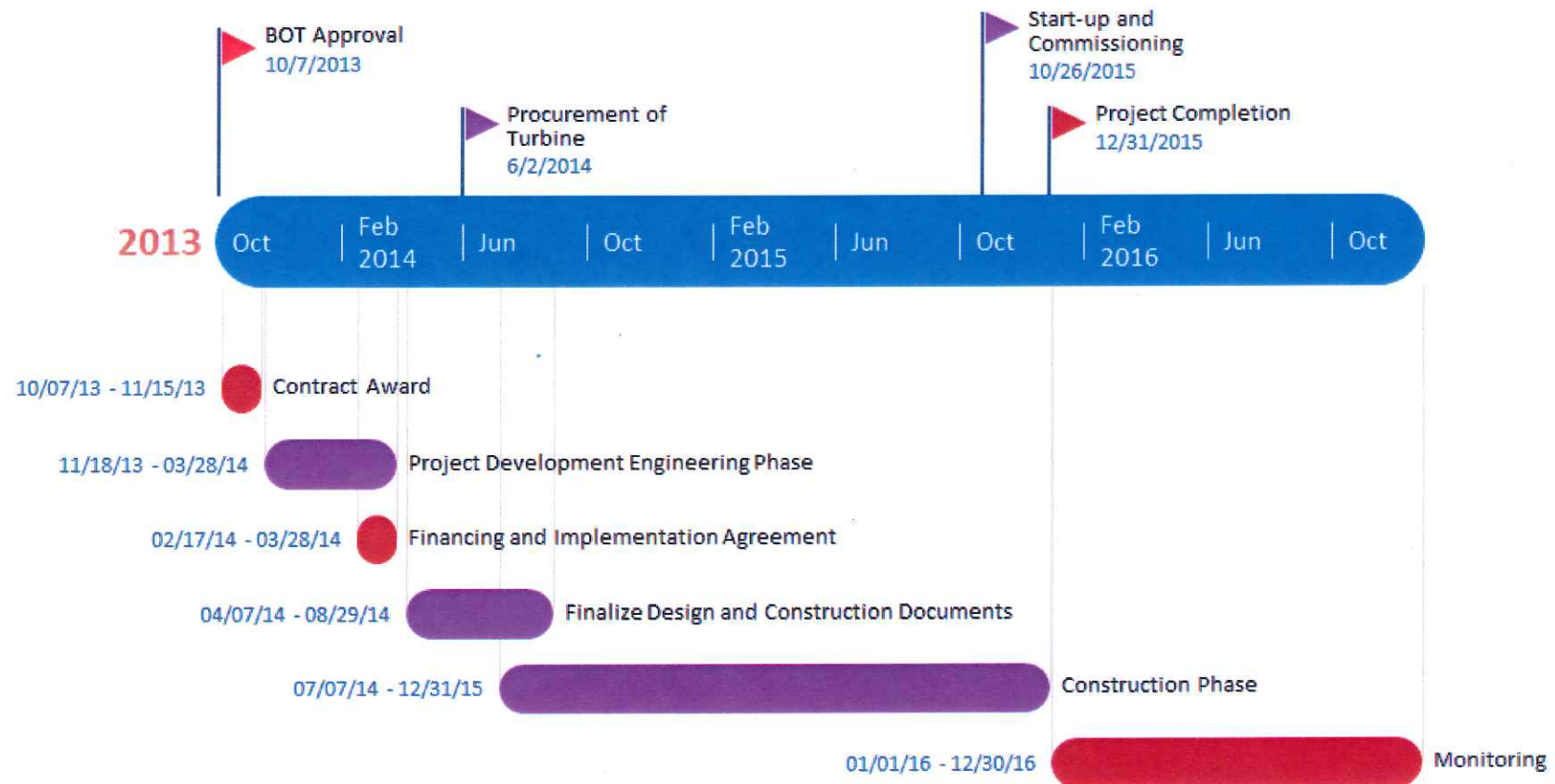
Oakland University

20 Year Cash Flow Based on Chevron's Project Cost, 15 Year Term and 3.75 % Interest Rate



Oakland University

Project Timeline



Project Benefits

- Upgrades the Central Heating Plant
- Avoids capital investment to replace Boiler #4 (\$2.5 Million)
- Lowers utility costs
- Provides an immediate positive cash flow and continues over the life of the co-gen system (50 years)
- Educational opportunities to support academic programs
- Enhances Oakland's sustainability efforts

FINANCIAL STATEMENTS, JUNE 30, 2013 AND 2012
A Recommendation

1. **Division and Department:** Finance and Administration, Controller's Office
2. **Introduction:** The Financial Statements, June 30, 2013 and 2012 for Oakland University (University) have been completed (Attachment A).

The audit opinion of Andrews Hooper Pavlik P.L.C. (AHP) states "In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of Oakland University as of June 30, 2013 and 2012, and the respective changes in financial position and cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America."

AHP's Board of Trustees Letter (Attachment B) summarizes the audit engagement and required communications and includes a copy of the September 13, 2013 Management Representation Letter which details the representations made by the University Administration to AHP regarding the audit work performed and AHP's Management Letter with an internal control recommendation and management's response.

Representatives from AHP presented the Financial Statements in draft form to the Board of Trustees' Audit Committee at the Committee's October 7, 2013 meeting.

3. **Previous Board Action:** As a result of a competitive bid process, the public accounting firm of AHP was appointed by the Board of Trustees (Board) on March 7, 2007, and reappointed on January 9, 2008, October 30, 2008, and April 10, 2010; following another competitive bid process, AHP was reappointed by the Board on March 15, 2011, March 28, 2012, and February 12, 2013, to conduct annual audits of the University's financial accounting records.

4. **Budget Implications:** The annual financial audits are budgeted for in the General Fund. No budget variances have occurred or are expected.

5. **Educational Implications:** None.

6. **Personnel Implications:** None.

7. **University Reviews/Approvals:** The Financial Statements were prepared by the Controller's Office and reviewed by the Vice President for Finance and Administration, and Interim President, audited by AHP, and presented to the Board's Audit Committee at its October 7, 2013 meeting.

Financial Statements, June 30, 2013 and 2012
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 2

8. Recommendation:

RESOLVED, that the Board of Trustees accepts the Financial Statements, June 30, 2013, and 2012, which were audited by the Board's public accounting firm, Andrews Hooper Pavlik P.L.C.

9. Attachments:

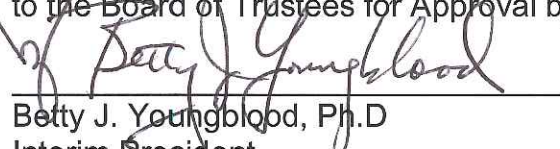
- A. Financial Statements, June 30, 2013 and 2012
- B. Board of Trustees Letter

Submitted to the President
on 9/25, 2013 by



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

Recommended on 9-30, 2013
to the Board of Trustees for Approval by



Betty J. Youngblood, Ph.D
Interim President



Oakland University
FINANCIAL STATEMENTS
June 30, 2013 and 2012



Oakland University

Board of Trustees

Michael R. Kramer
Chair

Richard A. Flynn
Vice Chair

Monica E. Emerson

Scott G. Kunselman

Dennis K. Pawley

Ronald E. Robinson

Mark E. Schlusell

Jayprakash B. Shah

Executive Officers

Gary D. Russi
President

Betty J. Youngblood
Interim President

Susan M. Awbrey
Interim Senior Vice President for Academic Affairs
and Provost

Eric D. Barritt
Vice President for Development, Alumni and
Community Engagement

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

Rochelle A. Black
Vice President for Government Relations

Glenn McIntosh
Interim Vice President for Student Affairs and
Enrollment Management

Victor A. Zambardi
Vice President for Legal Affairs and General
Counsel and Secretary to the Board

Financial Administration

James L. Hargett
Assistant Vice President and Controller

Michele Knox
Director, Budget and Financial Planning

Thomas P. LeMarbe
Assistant Vice President for Finance

Gerri Ann Reimann
Manager, Accounting

Stephen W. Roberts
Assistant Vice President for Finance

Oakland University
Contents
June 30, 2013 and 2012

	Page(s)
Report of Independent Auditors	1-2
Management's Discussion and Analysis	3-13
Financial Statements	
Statements of Net Position.....	14
Statements of Revenues, Expenses, and Changes in Net Position.....	15
Statements of Cash Flows	16
Notes to Financial Statements.....	17-38

Report of Independent Auditors

Board of Trustees
Oakland University
Rochester, Michigan

Report on the Financial Statements

We have audited the accompanying financial statements of Oakland University (University), a component unit of the State of Michigan, as of and for the years ended June 30, 2013 and 2012, and the related notes to the financial statements, which collectively comprise the University's financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of Oakland University as of June 30, 2013 and 2012, and the respective changes in financial position and cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As described in Note 1 to the financial statements, the University adopted GASB Statement No. 63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position* and GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*, as of July 1, 2011. In accordance with the standards, the University has modified the presentation of the Statements of Net Position and has reported deferred outflow and inflow of resources at June 30, 2013 and 2012 in accordance with the standards. Our opinion is not modified with respect to these matters.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis on pages 3 through 13 be presented to supplement the financial statements. Such information, although not a part of the financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the financial statements, and other knowledge we obtained during our audits of the financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated September 23, 2013 on our consideration of Oakland University's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the University's internal control over financial reporting and compliance.

Andrews Hlooper Pavlik PLC

Auburn Hills, Michigan
September 23, 2013

Oakland University

Management's Discussion and Analysis

June 30, 2013 and 2012

Introduction

Following is Management's Discussion and Analysis of the financial activities of Oakland University (University, Oakland or OU) for the fiscal year ended June 30, 2013 with selected comparative information for the year ended June 30, 2012.

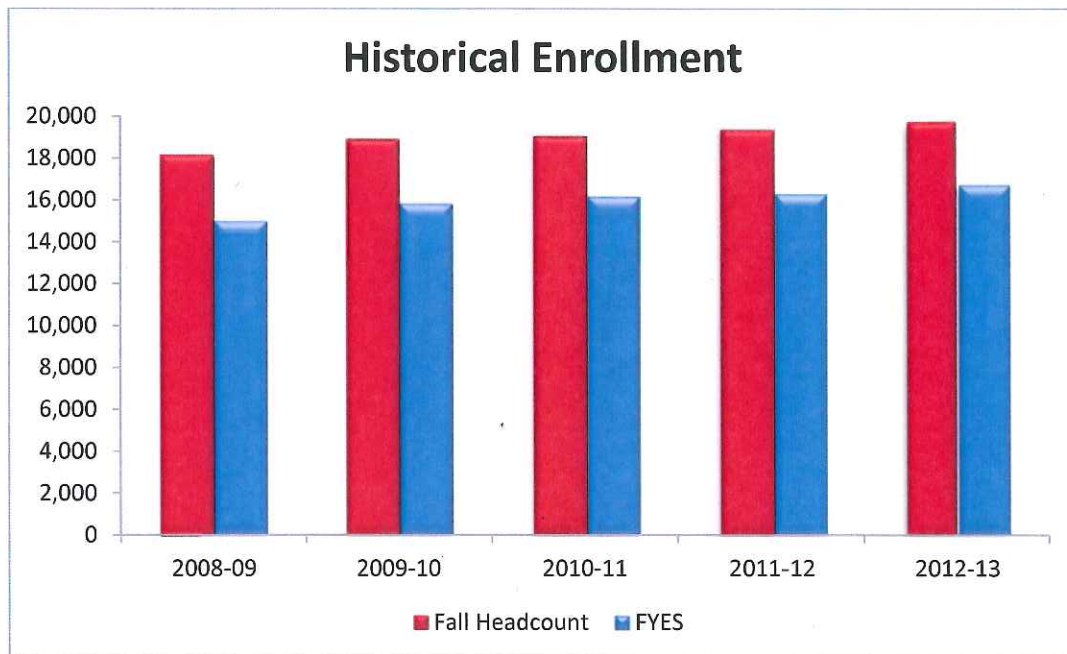
The University is a state-supported institution of over 19,700 students offering a diverse set of academic programs, from baccalaureate to doctoral levels, as well as programs in continuing education. The University is recognized as one of the country's 90 doctoral/research universities by the Carnegie Foundation for the Advancement of Teaching. The University currently offers 139 baccalaureate degree programs and 128 graduate and certificate programs. The University's student-centered education offers students opportunities to work directly on research projects with expert faculty who bring current knowledge into the classroom. The University is considered a component unit of the State of Michigan (State). Accordingly, the University's financial statements are included in the State's comprehensive annual financial report.

This analysis is designed to focus on current financial activities; it should be read in conjunction with the University's financial statements and footnotes to the financial statements. This discussion and the financial statements and related footnotes have been prepared by and are the responsibility of University management.

Enrollment and Operations Highlights

- In fiscal year 2013, enrollment based on Fiscal Year Equated Students (FYES) increased 2.4% to 16,710.
- Student headcount enrollment for the fall 2012 semester increased 1.9% to a record 19,740. Undergraduate enrollment was 16,190 (82.0%) and graduate enrollment was 3,550 (18.0%).

A five-year summary of historical enrollment is presented below.



Oakland University
Management's Discussion and Analysis
June 30, 2013 and 2012

- Through the issuance of general revenue bonds in June 2013, Oakland University committed \$34.4 million in campus enhancement projects. The various construction projects include a \$22.8 million, 1,240 space parking structure, a \$7.9 million renovation and addition to the outdoor recreation and athletic fields, a \$2.0 million extension of Library Drive, and a \$1.7 million facilities management building. Each of these projects is expected to be completed by fall 2014.
- In June 2013, it was announced that Oakland will welcome the creation of the Oakland University Credit Union as a trade name identity for the MSU Federal Credit Union, the world's largest university-based credit union, which has made a nearly \$5.0 million financial commitment to Oakland over the next 10 years. Portions of this support will go toward an endowed student scholarship, a Dean's Choice Grant Program, a variety of signature sponsorships, and in-kind marketing.
- In June 2013, long-time president Dr. Russi announced his retirement. During Dr. Russi's tenure, the University experienced tremendous growth. The student population has risen to nearly 20,000 and academic credentials of incoming first-year students significantly improved. More than 65 new academic degree programs were added since 1995, and full-time faculty has grown to more than 500. During this time, the University invested – often with State support – more than \$400.0 million to enrich environments for teaching, research, learning, and living.
- In May 2013, Oakland launched the Rick Smith Golf Academy at the OU Golf and Learning Center. The highly-respected golf academy will help the Golf and Learning Center continue to grow the game of golf and affirm itself as a world-class golf center. Smith, who designed the R&S Sharf Golf Course, has been consistently ranked as one of the top 10 golf instructors in the world since 2000.
- In May 2013, Oakland University announced it will join the Horizon League for the 2013-14 season. Joining this league will increase Oakland's visibility within major media markets, increase student recruitment opportunities, decrease student athlete travel, and create new revenue streams.
- In April 2013, the University broke ground on the new student housing complex. The \$30.0 million complex, funded by general revenue bonds issued in June 2013, will accommodate over 500 freshmen and sophomores on campus. The new building will also house the Honors College, study areas, and a cafe. The new housing complex is set to open in the fall of 2014.
- In April 2013, the Board of Trustees approved the new Masters of Public Health degree beginning fall 2013. The new program aims to improve the health of individuals and communities by strengthening the foundation skills, core capacities, diversity, preparation, and responsiveness of public health officials.
- In 2013 O'Dowd Hall, home to the Oakland University William Beaumont School of Medicine (OUWBSM) underwent \$3.7 million in renovations. Improvements to the building included enhancements to make the facility more energy efficient, increase office space, two new auditoria, an expansion of the medical student lounge, and new classrooms and breakout rooms.
- Oakland University's Biology Department received a \$1.8 million grant from the National Institutes of Health to investigate potential cures for the visual impairment disease, keratitis. In addition, the University's Eye Research Institute received a \$0.5 million grant from the Vision Research Foundation to combat additional retinal diseases.

Oakland University

Management's Discussion and Analysis

June 30, 2013 and 2012

- In December 2012, Oakland University received a \$6.5 million gift from long-time OU supporters, Hugh and Nancy Elliott. The generous donation will fund the 151-foot Elliott Tower. The tower, which broke ground in April 2013, will be a new centerpiece for the University, complete with a surrounding fountain, garden, and decorative landscaping.
- In October of 2012, the University broke ground on the new 127,000 square foot, \$74.6 million Engineering Center. As part of the State of Michigan's 2010-11 Capital Outlay Budget, Oakland has been allocated \$30.0 million to support the construction. The remaining \$44.6 million has been financed through the issuance of general revenue bonds. The new building will be home to the University's School of Engineering and Computer Science and will feature state of the art classrooms and research space that will increase global competitiveness in alternative energy, health care, automotive, and other high-tech industries.
- In September of 2012, Oakland University opened the 172,825 square foot Human Health Building. The \$64.6 million facility is now home to the University's School of Nursing and the School of Health Sciences.

Overview of the Financial Statements

This annual report consists of financial statements which have been prepared in accordance with GASB Statement No. 35, *Basic Financial Statements and Management's Discussion and Analysis for Public Colleges and Universities*. The fundamental objective of the financial statements is to provide an overview of the University's economic condition. The statements and their primary purpose are discussed below.

- Statement of Net Position. This statement presents information on the University's assets, deferred outflows, liabilities, deferred inflows, and net position (assets plus deferred outflows less liabilities and deferred inflows) as of the end of the fiscal year. Net position is displayed in four components – invested in capital assets, net of related debt; restricted nonexpendable; restricted expendable; and unrestricted. Net position is one indicator of the current financial condition of the University, while the change in net position serves as a useful indicator of whether the financial position is improving or deteriorating.
- Statement of Revenues, Expenses, and Changes in Net Position. This statement presents the operating results of the University, as well as, nonoperating revenues and expenses. The statement also presents information that shows how the University's net position has changed during the fiscal year.
- Statement of Cash Flows. This statement presents information about the University's cash receipts and cash payments during its fiscal year. Cash activities are classified in the following categories: operating activities, noncapital financing activities, capital financing activities, and investing activities.

The University's financial statements can be found on pages 14, 15, and 16 of this financial report.

Notes to the Financial Statements

The footnotes provide additional information that is essential to a full understanding of the data provided in the financial statements. The University's notes to the financial statements can be found on pages 17-38 of this financial report.

Oakland University
Management's Discussion and Analysis
June 30, 2013 and 2012

University Financial Statement Summaries

University Statements of Net Position

The University's net position is summarized in the following Condensed Statements of Net Position:

Condensed Statements of Net Position	June 30,		Change
	2013	2012	
	<i>(in thousands)</i>		
Assets			
Current assets	\$ 184,906	\$ 73,661	151%
Capital assets, net	352,058	312,019	13%
Other noncurrent assets	175,773	186,461	-6%
Total assets	712,737	572,141	25%
Deferred outflows of resources	12,763	16,830	-24%
Liabilities			
Current liabilities	52,092	48,741	7%
Noncurrent liabilities	249,806	139,295	79%
Total liabilities	301,898	188,036	61%
Deferred inflows of resources	4,314	8,689	-50%
Net position			
Invested in capital assets, net of related debt	210,637	192,888	9%
Restricted nonexpendable	19,735	18,726	5%
Restricted expendable	41,061	35,302	16%
Unrestricted	147,855	145,330	2%
Total net position	\$ 419,288	\$ 392,246	7%

The University's total assets were \$712.7 million and \$572.1 million at June 30, 2013 and 2012, respectively. The University's largest asset is its investment in capital assets, including land, land improvements, infrastructure, buildings, equipment, library acquisitions, and construction in progress. Capital assets represent 49% and 55% of the University's total assets at June 30, 2013 and 2012, respectively. Capital expenditures totaled \$53.8 million in 2013 and \$53.6 million in 2012. Included in capital expenditures for 2013 were the Engineering Center, the Student Housing Complex, campus infrastructure projects, equipment and technology additions, and other campus enhancement projects. Depreciation expense was \$13.7 million in 2013 and \$12.6 million in 2012.

Current assets consist primarily of cash and cash equivalents, restricted cash and cash equivalents, and receivables due within one year. Cash and cash equivalents, including restricted cash and cash equivalents, increased \$124.5 million to \$161.6 million at June 30, 2013 largely due to proceeds from the issuance of the Series 2013A and 2012 general revenue bonds. Accounts receivable decreased \$13.7 million to \$9.8 million at June 30, 2013. This is primarily due to the receipt during fiscal year 2013 of a \$12.1 million receivable from the State Building Authority for the capital appropriation related to the Human Health Building.

Oakland University

Management's Discussion and Analysis

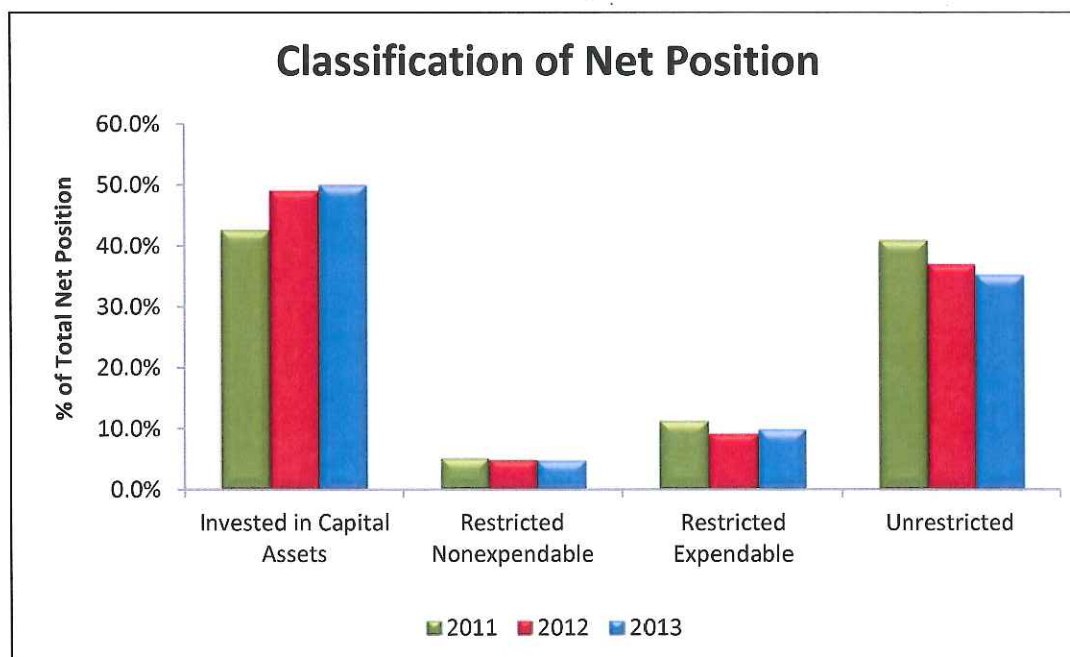
June 30, 2013 and 2012

Other noncurrent assets consist primarily of endowment and other long-term investments. Endowment investments were \$61.4 million at June 30, 2013 and \$55.5 million at June 30, 2012. The increase in endowment fair market value was primarily due to a favorable outcome in the market and contributions. The total return, net of fees, on the University's endowment investments was 9.5% for 2013 and -1.9% for 2012. Other long-term investments were \$104.7 million at June 30, 2013 and \$120.0 million at June 30, 2012 and include intermediate-term fixed income and equity securities. This decrease is attributed to the liquidation of pooled investments that were not reinvested prior to June 30, 2013. The total return on the University's other long-term investments was 5.0% for 2013 and 1.5% for 2012, both net of fees. See the "Statements of Cash Flows" section of this report for additional detail.

All investments held by the University can be liquidated to cash within 90 days or less without incurring additional fees, with the exception of the private equity holding and hedge funds.

The University's total liabilities were \$301.9 million at June 30, 2013 and \$188.0 million at June 30, 2012. Current liabilities consist primarily of accounts payable, accrued expenses, current portion of long-term liabilities, and unearned revenue. The \$3.4 million increase in current liabilities is attributed primarily to the increase in accounts payable, current portion of long-term liabilities, and unearned revenue. Noncurrent liabilities are comprised primarily of bonds and notes payable and represent 83% and 74% of the University's total liabilities at June 30, 2013 and 2012, respectively. The \$110.5 million increase in noncurrent liabilities is attributed primarily to the issuance of Series 2013A and 2012 general revenue bonds totaling \$57.9 million and \$44.2 million, respectively.

The following graph shows net position by classification and restriction:



The University's net position consists of capital assets net of related debt, restricted and unrestricted. Restricted expendable net position represents assets whose use is restricted by a party independent of the University, including restrictions related to grants, contracts, and gifts. Restricted nonexpendable net position consists of gifts that have been received for endowment purposes. Unrestricted net position represents assets of the University that have not been restricted by parties independent of the University.

Oakland University
Management's Discussion and Analysis
June 30, 2013 and 2012

Unrestricted net position includes funds that the Board of Trustees and University management have designated for specific purposes, as well as amounts that have been contractually committed for goods and services that have been purchased and not received as of the end of the fiscal year.

The following summarizes the internal Board of Trustees and University management designations of unrestricted net position:

	June 30,	
	2013	2012
	<i>(in thousands)</i>	
Auxiliary enterprises	\$ 5,112	\$ 9,457
Capital projects and repair reserves	54,361	57,729
Funds designated for departmental use	27,898	25,264
Funds functioning as endowments	29,270	26,545
Gifts and investment income reserves	23,619	18,808
Retirement and insurance reserves	(6,912)	(4,960)
Encumbrances and carryforwards	11,178	9,016
Other unrestricted	3,329	3,471
	<u>\$ 147,855</u>	<u>\$ 145,330</u>

Auxiliary enterprises consist of the operating fund balances at year end for the various auxiliary units including Campus Recreation, Meadow Brook Hall, Golf & Learning Center, Oakland Center, Athletics, etc. The decrease in 2013 is due to funding of various repair and maintenance projects, a new VOIP telephone system, Horizon League initiation costs, and marketing initiatives.

Capital projects and repair reserves consist of the unexpended portion of ongoing capital projects, reserves for plant renewal, and bond sinking funds. The 2013 decrease over 2012 is primarily due to various capital projects that were funded in 2012 being capitalized in the current year.

Funds designated for departmental use consist of specific projects earmarked by various departments.

Funds functioning as endowments were created by the Board of Trustees utilizing University resources. These funds are invested in the endowment pool to achieve long-term growth. The funds consist of endowments for scholarships, excellence in teaching and research, deferred plant renewal, and retirement obligations.

Gifts and investment income reserves include the University's unrestricted gifts, and realized and unrealized investment income reserves. The increase for 2013 is predominately attributable to investment earnings in excess of the need for using these resources to fund current University operations.

Retirement and insurance reserves include the University's liability recorded to date for other postemployment benefits (OPEB). In addition to this liability, the University has an unrecorded OPEB liability of approximately \$22.5 million as of June 30, 2013. This balance also includes reserves for unemployment and workers' compensation for which the University is self-insured.

Oakland University
Management's Discussion and Analysis
June 30, 2013 and 2012

University Statements of Revenues, Expenses, and Changes in Net Position

The University's revenues, expenses, and changes in net position are summarized in the following Condensed Statements of Revenues, Expenses, and Changes in Net Position:

Condensed Statements of Revenues, Expenses and Changes in Net Position	2013	2012 (in thousands)	2011	% Change 2013-2012	% Change 2012-2011
Operating revenues					
Net tuition	\$ 155,967	\$ 149,095	\$ 137,613	5%	8%
Grants and contracts	14,395	15,236	17,768	-6%	-14%
Departmental activities	8,017	5,998	5,470	34%	10%
Auxiliary activities	24,760	23,424	22,599	6%	4%
Other	249	269	418	-7%	-36%
Total operating revenues	203,388	194,022	183,868	5%	6%
Operating expenses	274,948	259,446	243,312	6%	7%
Operating loss	(71,560)	(65,424)	(59,444)	9%	10%
Nonoperating revenues (expenses)					
State appropriations	44,964	43,145	50,761	4%	-15%
Gifts	4,853	5,806	4,295	-16%	35%
Investment income	14,685	1,471	20,879	898%	-93%
Distributed to annuity and life income fund beneficiaries	(58)	(61)	(60)	-5%	2%
Interest expense	(5,789)	(4,466)	(4,919)	30%	-9%
Federal grants	20,726	21,037	20,038	-1%	5%
Other	508	147	142	246%	4%
Net nonoperating revenues	79,889	67,079	91,136	19%	-26%
Income before other revenues	8,329	1,655	31,692	403%	-95%
Capital appropriations	10,073	30,427	-	-67%	100%
Capital grants and gifts	7,675	4,930	1,496	-56%	230%
Additions to permanent endowments	965	588	1,226	64%	-52%
Total other revenues	18,713	35,945	2,722	-48%	1221%
Increase in net position	27,042	37,600	34,414	-28%	9%
Net position					
Beginning of year	392,246	354,646	320,232	11%	11%
End of year	\$ 419,288	\$ 392,246	\$ 354,646	7%	11%

Operating revenues were \$203 million in 2013, \$194 million in 2012, and \$184 million in 2011. The 5% increase in 2013 over 2012 was primarily due to increases in tuition revenue; net of scholarship allowances, which was higher due to an enrollment increase in FYES of 2.4% and; effective for the fall 2012 semester, tuition rates increasing by 2.9% for undergraduates and graduates.

Oakland University
Management's Discussion and Analysis
June 30, 2013 and 2012

Operating expenses were \$275 million in 2013, \$259 million in 2012, and \$243 million in 2011. The operating expense increase of 6% in 2013 over 2012 resulted from supporting enrollment, contractual agreements, and increases in academic and institutional support.

A breakdown of the University's operating expenses by functional classification follows:

University Operating Expenses

	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>% Change</u>	<u>% Change</u>
		(in thousands)		2013-2012	2012-2011
Education and general					
Instruction	\$ 110,296	\$ 104,180	\$ 99,012	6%	5%
Research	10,297	11,252	9,531	-8%	18%
Public service	4,248	3,709	2,943	15%	26%
Academic support	22,730	20,589	19,128	10%	8%
Student services	21,113	18,604	17,368	13%	7%
Institutional support	33,439	32,583	28,752	3%	13%
Operations and maintenance of plant	20,518	18,877	17,891	9%	6%
Depreciation	13,710	12,556	12,040	9%	4%
Student aid	13,127	13,211	12,888	-1%	3%
Total education and general	249,478	235,561	219,553	6%	7%
Auxiliary activities	25,453	23,872	23,743	7%	1%
Other expenses	17	12	16	42%	-25%
Total operating expenses	<u>\$ 274,948</u>	<u>\$ 259,445</u>	<u>\$ 243,312</u>	6%	7%

Education and general expenses increased 6% in 2013 over 2012 and 7% in 2012 over 2011. The increases are mainly attributable to an increase in academic program offerings to meet the needs of higher enrollment, contractual agreements, and equipment purchases related to the University's capital expansion programs.

The increase in Instruction for 2013 is due to a \$6.1 million increase in salaries and fringe benefits related to existing and new academic programs, including \$1.8 million associated with the OUWBSM growth in its second year. The decrease in Research is primarily due to a \$0.7 million reduction in American Reinvestment and Recovery Act (ARRA) funding. The Academic Support increase is predominantly due to \$1.2 million in salaries and fringe benefits for the Kresge and OUWBSM libraries and \$1.0 million in supplies and other expenses. The Student Services increase is related to expansion of the First Year Advising Center and the entry fee related to the University's move to the Horizon League.

The University's operating loss was \$71.6 million in 2013, \$65.4 million in 2012, and \$59.4 million in 2011. Offsetting these losses were net nonoperating revenues of \$79.9 million in 2013, \$67.1 million in 2012, and \$91.1 million in 2011.

Nonoperating revenue is largely comprised of State appropriations and, as reflected in the State's approved appropriation bills, was \$45.0 million in 2013, \$43.1 million in 2012, and \$50.8 million in 2011. The annual appropriation for 2013 increased \$1.9 million, or 4%, due to the University's portion of the State's performance funding allocation.

Oakland University

Management's Discussion and Analysis

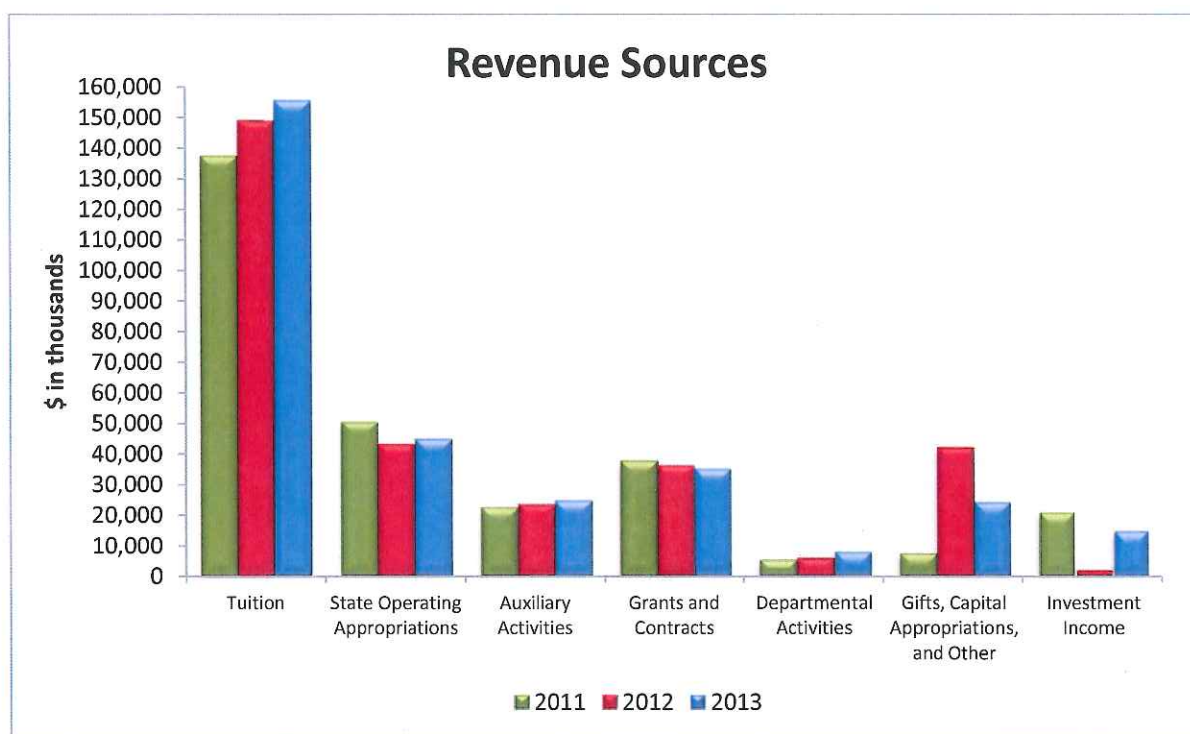
June 30, 2013 and 2012

Due to the market recovery, the University experienced a \$13.2 million gain on investments. This growth is comprised of \$7.9 million in the University's pooled investments and \$5.3 million in the endowment pool.

Nonoperating revenues also include \$20.7 million from Federal Pell Grants in 2013. Pell Grant revenue for 2012 and 2011 was \$21.0 million and \$20.0 million, respectively.

Other revenues decreased \$17.2 million to \$18.7 million in 2013 primarily due to capital appropriations received in 2012, totaling \$30.4 million, from the State Building Authority for the construction of the Human Health Building. Capital appropriations as of June 30, 2013 were \$9.6 million and \$0.5 million for the construction of the Human Health Building and the Engineering Center, respectively. Additionally, a \$6.5 million capital gift was received for the construction of the Elliott Tower.

A graphic illustration of each revenue source is as follows:



Oakland University
Management's Discussion and Analysis
June 30, 2013 and 2012

University Statements of Cash Flows

The University's cash flows are summarized in the following Condensed Statements of Cash Flows:

Condensed Statements of Cash Flows

	<u>2013</u>	<u>2012</u>	<u>2011</u>
		<i>(in thousands)</i>	
Cash provided (used) by			
Operating activities	\$ (52,416)	\$ (50,231)	\$ (43,710)
Noncapital financing activities	72,966	73,071	78,089
Capital financing activities	80,119	(34,522)	(39,951)
Investing activities	23,859	16,069	(34,743)
Net increase (decrease) in cash	<u>124,528</u>	<u>4,387</u>	<u>(40,315)</u>
Cash and cash equivalents			
Beginning of year	37,106	32,719	73,033
End of year	<u>\$ 161,634</u>	<u>\$ 37,106</u>	<u>\$ 32,718</u>

The primary cash receipts from operating activities consist of tuition, auxiliary activities, and grant and contract revenues. Cash disbursements primarily include salaries and wages, benefits, supplies, utilities, and scholarships. The increase in net cash used by operating activities reflects the increase in payments to employees, suppliers, and financial aid recipients.

State appropriations are the primary source of noncapital financing activities. Noncapital State appropriation cash receipts were \$44.6 million in 2013 and \$44.5 million in 2012. Cash received from Pell Grants decreased for the year ended June 30, 2013 by \$0.3 million and increased in 2012 and 2011 \$1.0 million and \$5.1 million, respectively.

Capital financing activities for 2013 include capital expenditures of \$54.1 million in addition to debt service payments totaling \$9.9 million. Cash disbursements for capital expenditures in 2013 included \$15.2 million for the Human Health Building (the University received \$21.2 million in capital appropriations from the State Building Authority and \$0.4 million from a federal grant to partially offset the expense for this project), \$12.2 million for the Engineering Center, \$5.3 million for infrastructure improvements, \$6.7 million in equipment, and \$3.0 million for the new Student Housing Complex. Capital financing activities for 2012 include capital expenditures of \$49.4 million in addition to debt service payments totaling \$8.2 million. Cash disbursements for capital expenditures in 2012 included \$36.7 million for the Human Health Building (the University received \$18.3 million in Capital Appropriations from the State Building Authority and \$1.2 million from a federal grant to partially offset the expense for this project), \$3.5 million for the Steve Sharf Clubhouse (the University received a \$3.5 million gift to fund this project), \$2.6 million for infrastructure improvements, \$1.1 million for the new Engineering Center, and \$2.7 million in equipment.

Cash provided by investing activities during 2013 is the result of investment income and the sale of long-term investments exceeding the purchase of long-term investments.

Oakland University
Management's Discussion and Analysis
June 30, 2013 and 2012

Commitments

The estimated costs to complete construction projects in progress is \$145.2 million as of June 30, 2013, due in large part to the new Engineering Center of \$59.5 million, the new Student Housing Complex of \$26.7 million, new parking structure of \$22.6 million, and various campus enhancement projects totaling \$36.4 million. The Engineering Center is funded from the State Capital Outlay and proceeds from general revenue bonds. The Student Housing Complex, parking structure, and other campus enhancement projects are funded from proceeds from general revenue bonds and other University resources.

University Credit Rating

On May 24, 2013, Moody's Investors Service reaffirmed the University's underlying credit rating as A1 - Stable.

Deferred Plant Renewal

The University annually surveys its plant to identify deferred plant renewal (previously referred to as deferred maintenance), adding new items and deleting items that were addressed during the year. Each year, general revenues are allocated to address deferred plant renewal items. In addition, the University has established a quasi-endowment that provides investment earnings that are used to address deferred plant renewal needs.

Factors or Conditions Impacting Future Periods

Financial and budget planning is directly related to and supportive of the University's mission and operational needs. The ability to plan effectively is influenced by an understanding of the following factors which impact the University's finances.

- State and national economy
- Stability of State appropriations (including performance funding)
- Inflationary pressures
- Program growth and development
- New initiatives
- Technology
- Productivity improvements
- Demographics, including number of high school graduates
- Development of the Oakland University William Beaumont School of Medicine

Oakland University
Statements of Net Position
June 30, 2013 and 2012

	2013	2012
Assets		
Current assets		
Cash and cash equivalents (Note 2)	\$ 56,815,372	\$ 31,903,358
Accounts receivable, net (Note 3)	9,802,304	23,547,067
Appropriations receivable (Note 4)	8,175,296	7,844,548
Pledges receivable, net (Note 5)	3,138,427	2,997,848
Inventories	695,972	1,074,003
Deposits and prepaid expenses	1,134,459	738,694
Student loans receivable, net (Note 6)	325,724	352,863
Restricted cash and cash equivalents (Note 2)	104,818,267	5,202,463
Total current assets	<u>184,905,821</u>	<u>73,660,844</u>
Noncurrent assets		
Endowment investments (Note 2)	61,431,555	55,484,599
Other long-term investments (Note 2)	104,704,528	119,982,397
Pledges receivable, net (Note 5)	7,126,483	8,577,961
Student loans receivable, net (Note 6)	1,411,466	1,337,377
Capital assets, net (Note 7)	352,057,826	312,019,207
Other assets (Note 9)	1,099,460	1,078,307
Total noncurrent assets	<u>527,831,318</u>	<u>498,479,848</u>
Total assets	<u>712,737,139</u>	<u>572,140,692</u>
Deferred outflows of resources (Note 11)	12,762,771	16,830,234
Liabilities		
Current liabilities		
Accounts payable and accrued expenses	21,446,734	20,610,110
Accrued payroll	8,747,671	9,348,921
Long-term liabilities - current portion (Note 10)	6,588,262	5,238,360
Unearned revenue	13,710,784	12,117,299
Deposits	1,598,207	1,426,235
Total current liabilities	<u>52,091,658</u>	<u>48,740,925</u>
Noncurrent liabilities		
Unearned revenue	380,599	595,996
Long-term liabilities (Note 10)	241,607,647	132,521,557
Other postemployment benefits (Note 12)	7,817,556	6,177,345
Total noncurrent liabilities	<u>249,805,802</u>	<u>139,294,898</u>
Total liabilities	<u>301,897,460</u>	<u>188,035,823</u>
Deferred inflows of resources (Note 11)	4,314,435	8,689,053
Net position		
Invested in capital assets, net of related debt	210,637,152	192,887,599
Restricted nonexpendable	19,734,956	18,726,070
Restricted expendable	41,061,288	35,302,277
Unrestricted	147,854,619	145,330,104
Total net position	<u>\$ 419,288,015</u>	<u>\$ 392,246,050</u>

The accompanying notes are an integral part of these financial statements.

Oakland University**Statements of Revenues, Expenses, and Changes in Net Position****June 30, 2013 and 2012**

	2013	2012
Operating revenues		
Tuition (net of scholarship allowances of \$37,151,433 in 2013 and \$31,906,000 in 2012)	\$ 155,967,342	\$ 149,094,773
Federal grants and contracts	10,214,846	11,824,444
State, local, and private grants and contracts	4,180,070	3,412,087
Departmental activities	8,016,890	5,997,526
Auxiliary activities (net of scholarship allowances of \$3,134,224 in 2013 and \$2,709,161 in 2012)	24,760,266	23,423,935
Other operating revenues	248,630	269,104
Total operating revenues	<u>203,388,044</u>	<u>194,021,869</u>
Operating expenses		
Education and general		
Instruction	110,296,123	104,180,089
Research	10,296,931	11,252,501
Public service	4,248,340	3,708,742
Academic support	22,730,020	20,588,635
Student services	21,112,884	18,604,384
Institutional support	33,438,831	32,582,943
Operations and maintenance of plant	20,517,888	18,876,543
Depreciation	13,709,983	12,555,596
Student aid	13,127,014	13,211,307
Auxiliary activities	25,453,277	23,872,123
Other expenses	17,175	12,595
Total operating expenses (Note 16)	<u>274,948,466</u>	<u>259,445,458</u>
Operating loss	<u>(71,560,422)</u>	<u>(65,423,589)</u>
Nonoperating revenues (expenses)		
State appropriations (Note 4)	44,964,100	43,145,000
Gifts	4,852,750	5,805,973
Investment income (net of investment expenses of \$568,564 in 2013 and \$513,062 in 2012)	14,685,497	1,471,099
Distributions to annuity and life income fund beneficiaries	(58,197)	(60,915)
Interest on capital asset related debt	(5,788,817)	(4,465,856)
Federal grants	20,726,249	21,036,832
Other	507,782	146,675
Net nonoperating revenues	<u>79,889,364</u>	<u>67,078,808</u>
Income before other revenues	<u>8,328,942</u>	<u>1,655,219</u>
Capital appropriations	10,073,228	30,426,772
Capital grants and gifts	7,674,464	4,929,415
Additions to permanent endowments	965,331	588,318
Total other revenues	<u>18,713,023</u>	<u>35,944,505</u>
Increase in net position	<u>27,041,965</u>	<u>37,599,724</u>
Net position		
Beginning of year	392,246,050	354,646,326
End of year	<u>\$ 419,288,015</u>	<u>\$ 392,246,050</u>

The accompanying notes are an integral part of these financial statements.

Oakland University
Statements of Cash Flows
June 30, 2013 and 2012

	<u>2013</u>	<u>2012</u>
Cash flows from operating activities		
Tuition	\$ 159,556,982	\$ 147,972,481
Grants and contracts	15,858,572	15,126,785
Payments to suppliers	(67,635,911)	(60,121,245)
Payments to employees	(179,615,754)	(169,798,468)
Payments for scholarships and fellowships	(13,127,014)	(13,211,307)
Loans issued to students	(316,644)	(258,314)
Collection of loans from students	266,077	355,172
Auxiliary enterprise charges	24,939,133	23,336,759
Other receipts	7,657,842	6,367,117
Net cash used by operating activities (Note 17)	<u>(52,416,717)</u>	<u>(50,231,020)</u>
Cash flows from noncapital financing activities		
State appropriations	44,633,352	44,529,780
Federal direct lending receipts	106,481,620	106,844,417
Federal direct lending disbursements	(106,481,620)	(106,844,417)
Gifts and grants for other than capital purposes	27,367,254	27,953,076
Endowment gifts	965,331	588,318
Net cash provided by noncapital financing activities	<u>72,965,937</u>	<u>73,071,174</u>
Cash flows from capital financing activities		
Proceeds from capital debt	138,098,621	-
Capital appropriations	22,212,937	18,287,063
Capital grants, gifts, and other receipts	7,142,408	4,783,961
Purchases of capital assets	(54,127,973)	(49,385,350)
Principal paid on capital debt and leases	(26,157,314)	(3,864,996)
Interest paid on capital debt and leases	(7,049,369)	(4,342,689)
Net cash provided (used) by capital financing activities	<u>80,119,310</u>	<u>(34,522,011)</u>
Cash flows from investing activities		
Proceeds from sales and maturities of investments	69,371,521	67,663,529
Investment income	6,394,361	4,464,487
Purchase of investments	(51,906,594)	(56,058,831)
Net cash provided by investing activities	<u>23,859,288</u>	<u>16,069,185</u>
Net increase in cash and cash equivalents	124,527,818	4,387,328
Cash and cash equivalents		
Beginning of year	37,105,821	32,718,493
End of year	<u>\$ 161,633,639</u>	<u>\$ 37,105,821</u>

The accompanying notes are an integral part of these financial statements.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

1. Significant Accounting Policies

Organization

These financial statements present the financial position, results of operations, and changes in net position of Oakland University (University).

Basis of Accounting

The accompanying financial statements have been prepared using the economic resource measurement focus and the accrual basis of accounting. The statements incorporate all fund groups utilized internally by the University. These statements have been prepared in accordance with accounting principles generally accepted in the United States of America as prescribed by the Governmental Accounting Standards Board (GASB).

The University implemented GASB Statement No. 62, *Codification of Accounting and Financial Reporting Guidance Contained in pre-November 30, 1989 FASB and AICPA Pronouncements*. The objective of this statement is to incorporate into GASB's authoritative literature certain accounting and financial guidance that is included in the following pronouncements issued on or before November 30, 1989, which does not conflict with or contradict GASB pronouncements:

- Financial Accounting Standards Board (FASB) Statements and Interpretations
- Accounting Principles Board Opinions
- Accounting Research Bulletins of the American Institute of Certified Public Accountants (AICPA), Committee on Accounting Procedure

Adoption of this Statement did not have a material impact on the financial statements.

Cash and Cash Equivalents

The University considers all investments with original maturity of 90 days or less when purchased to be cash equivalents. Restricted cash and cash equivalents consists of unexpended bond proceeds which are restricted for use as noted in the bond documents.

Cash Flow Reporting

For the purpose of presentation in the Statements of Cash Flows, cash and cash equivalents includes restricted cash.

Investments

Investments are stated at fair market value.

Inventories

Inventories are stated at the lower of average cost or market. Included in the 2013 inventory are two homes in the Meadow Brook Subdivision owned by the University and valued at a total of \$324,000.

Physical Properties

Physical properties are stated at cost or, when donated, at fair market value at the date of gift. A capitalization threshold of \$5,000 is used for equipment. Depreciation is computed using the straight-line method over the estimated useful life of the property. When assets are retired or otherwise disposed of, the cost and related accumulated depreciation are removed from the accounts. The costs of maintenance and repairs are expended as incurred.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

1. Significant Accounting Policies (continued)

The following are asset classifications and the respective estimated useful lives:

<u>Classifications</u>	<u>Life</u>
Buildings	40 years
Land improvements and infrastructure	20 years
Library acquisitions	10 years
Equipment and software	7 years

Deferred Outflows of Resources

Deferred outflows of resources consist of interest rate swap agreements stated at fair value, early extinguishment of debt, and the deferral of the swap termination cost for the 2001 bonds.

Deferred Inflows of Resources

Deferred inflows of resources consist primarily of the 2007 Constant Maturity Swap interest rate agreement recorded at its estimated fair value.

Revenue Recognition

Operating revenues represent revenue earned from exchange transactions and consist of tuition, certain grants and contracts, departmental activities, auxiliary activities, and other miscellaneous revenues. Nonoperating revenues include State of Michigan (State) appropriations, gifts, certain grants, and investment income. When an expense is incurred for which both restricted and unrestricted net assets are available, the University applies the restricted or unrestricted resources at its discretion.

Revenues related to the summer and fall semesters are recognized in the fiscal year in which the semesters are predominantly conducted.

Gifts are recognized at the later of the date pledged or when the eligibility requirements of the gifts are met.

Funds are appropriated to the University for operations by the State covering the State's fiscal year, October 1 through September 30. The appropriation is for the University's fiscal year ending June 30 and is considered earned.

Revenues are reported net of discounts and allowances.

Bond Issuance Costs

Bond issuance costs are expensed when incurred.

Income Tax Status

The University is classified as a political subdivision of the State of Michigan under Section 115 of the Internal Revenue Code and is therefore exempt from federal income taxes. Certain activities of the University may be subject to taxation as unrelated business income.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

1. Significant Accounting Policies (continued)

Reclassification

Certain fiscal year 2012 balances have been reclassified to conform to the current year presentation.

Change in Accounting Principles

Effective in the fiscal year ended June 30, 2013, the University adopted GASB Statement No. 63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position* and GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*. These statements introduce and define those elements as a consumption of net assets by the University that is applicable to a future reporting period, and an acquisition of net assets by the University that is applicable to a future reporting period, respectively. The standards also incorporate deferred outflows of resources and deferred inflows of resources into the definitions of the required components of the residual measure and by renaming that measure as net position, rather than net assets. In accordance with the standards, the University has modified the presentation of the Statements of Net Position and has reported deferred outflows of resources for early extinguishment of debt, deferral of swap termination cost, and interest rate swap agreements.

The following summarizes the restatements due to adoption of these new standards:

Debt Issuance Costs – GASB Statement No. 65 requires debt issuance costs be recognized as an expense in the period incurred. Accordingly, other assets, net position, and interest on capital asset related debt have been restated to reflect this change.

Statements of Net Position	June 30, 2012	
	Other Assets	Net Position
As Originally Reported	\$ 1,878,048	\$ 393,045,791
Remove Debt Issuance Costs	(799,741)	(799,741)
As Restated	<u>\$ 1,078,307</u>	<u>\$ 392,246,050</u>

Statements of Revenues, Expenses and Changes in Net Position	For the Year Ended June 30, 2012		
	Interest on Capital Asset Related Debt	Net Position Beginning of Year	Net Position End of Year
As Originally Reported	\$ 4,515,275	\$ 355,495,486	\$ 393,045,791
Remove Debt Issuance Costs	(49,419)	(849,160)	(799,741)
As Restated	<u>\$ 4,465,856</u>	<u>\$ 354,646,326</u>	<u>\$ 392,246,050</u>

Early Extinguishment of Debt – GASB Statement No. 65 requires the net effect of early extinguishment of debt and deferral of swap termination cost to be reported as a deferred outflow of resources. Previously, this amount was reported as a reduction of the general revenue bonds liability. Accordingly, \$5,281,194 has been shown as a deferred outflow at June 30, 2013 and \$5,131,161 at June 30, 2012.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

2. Investments and Deposits with Financial Institutions

Operating cash is pooled into investments and deposits, which are uninsured and uncollateralized. This pool is administered according to the University's "Working Capital Management and Investment Policy." The working capital portfolio is divided into three investment groups: short-term, intermediate-term, and long-term investments. Short-term investments are immediately available for use and have an average maturity of one year or less. Intermediate-term investments are liquid within five business days or less and have an average maturity of no more than five years. Long-term investments are liquid within 20 business days or less and have average maturities over five years. The long-term investment asset class is limited to 30% of the total investment pool and includes equities. All investment classes are rated investment grade or better by at least one rating agency. Investments in any one entity, except the United States Government or its agencies, may not exceed 5% of the total investment pool. For non-amortizing securities, the maturity of any single debt instrument shall not exceed 15 years. No more than 50% of equity and bond investments are assigned to a single investment manager.

The operating cash portfolio at June 30, 2013 does not involve any concentration of credit risk as all investments in single issuers or issues amount to less than 5% of the entire investment pool.

The University's working capital investment pool consists of the following as of June 30, 2013 and 2012:

<u>June 30, 2013</u>	<u>Total</u>	<u><1 Year</u>	<u>1-5 years</u>	<u>6-10 years</u>	<u>>10 years</u>
University Operating Pooled Cash					
Swept Money Market Mutual Fund	\$ 63,583,006	\$ 63,583,006	\$ -	\$ -	\$ -
Commonfund Intermediate High Quality Bond Fund	35,378,035	1,110,870	14,653,582	14,476,692	5,136,891
JP Morgan Equity Funds Intrepid Equities	41,535,285	-	-	-	41,535,285
Huntington Situs Equity Fund	2,033,857	-	-	-	2,033,857
WAM Sinking Fund	335,355	-	-	-	335,355
JP Morgan Bond Fund	26,855,052	4,698,155	22,156,897	-	-
Cash with Trustees	104,815,799	104,815,799	-	-	-
Operating investments	274,536,389	174,207,830	36,810,479	14,476,692	49,041,388
Net cash overdraft	(8,198,222)	(8,198,222)	-	-	-
	<u>\$ 266,338,167</u>	<u>\$ 166,009,608</u>	<u>\$ 36,810,479</u>	<u>\$ 14,476,692</u>	<u>\$ 49,041,388</u>
Cash and cash equivalents	\$ 56,815,372				
Restricted cash and cash equivalents	104,818,267				
Other long-term investments	104,704,528				
	<u>\$ 266,338,167</u>				

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

2. Investments and Deposits with Financial Institutions (continued)

<u>June 30, 2012</u>	<u>Total</u>	<u><1 Year</u>	<u>1-5 years</u>	<u>6-10 years</u>	<u>>10 years</u>
University Operating Pooled Cash					
Swept Money Market Mutual Fund	\$ 32,967,955	\$ 32,967,955	\$ -	\$ -	\$ -
Commonfund Intermediate High Quality Bond Fund	44,772,910	4,942,929	19,794,103	13,131,895	6,903,983
JP Morgan Equity Funds Intrepid Equities	34,124,880	-	-	-	34,124,880
WAM Sinking Fund	351,435	-	-	-	351,435
JP Morgan Bond Fund	41,340,227	12,297,102	29,043,125	-	-
Cash with Trustees	5,202,533	5,202,533	-	-	-
Operating investments	158,759,940	55,410,519	48,837,228	13,131,895	41,380,298
Net cash overdraft	(1,671,722)	(1,671,722)	-	-	-
	<u>\$ 157,088,218</u>	<u>\$ 53,738,797</u>	<u>\$ 48,837,228</u>	<u>\$ 13,131,895</u>	<u>\$ 41,380,298</u>
Cash and cash equivalents	\$ 31,903,358				
Restricted cash and cash equivalents	5,202,463				
Other long-term investments	119,982,397				
	<u>\$ 157,088,218</u>				

The investments are shown by category according to their respective duration to describe the level of interest rate risk in the portfolio. Changes in interest rates over time can impact the market value of the fixed income portion of the portfolio. At June 30, 2013, the JP Morgan Bond Fund had a weighted-average maturity of 2.4 years and an average credit quality of AA. The Commonfund Intermediate High Quality Bond Fund had a weighted-average maturity of 7.8 years and an average credit quality of A+.

The University is not exposed to foreign currency risk within the investment pool as of June 30, 2013.

These investments produced net rates of return of 5.0% and 1.5% for the years ended June 30, 2013 and 2012, respectively.

As of June 30, 2013 and 2012, the University had an investment derivative with the following maturity:

<u>June 30, 2013</u>	<u>Fair Value</u>	<u><1 Year</u>	<u>1-5 years</u>	<u>6-10 years</u>	<u>>10 years</u>
Constant Maturity Swap	\$ 3,167,142	\$ -	\$ -	\$ -	\$ 3,167,142
<u>June 30, 2012</u>	<u>Fair Value</u>	<u><1 Year</u>	<u>1-5 years</u>	<u>6-10 years</u>	<u>>10 years</u>
Constant Maturity Swap	\$ 3,010,020	\$ -	\$ -	\$ -	\$ 3,010,020

The investment derivative was approved by the Board of Trustees (Board). The investment derivative is included with deferred outflows of resources in the Statements of Net Position. See Note 11 for further disclosures.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

2. Investments and Deposits with Financial Institutions (continued)

The University's endowment investments are administered according to the University's "Endowment Management and Investment Policy." Concentration of credit risk is limited to no more than 1% of the portfolio in any one principal protected structured product or structured equity product. Endowment investments are broadly diversified and there is no investment in a single issuer other than the U.S. Government that amounts to more than 5% of the portfolio. The "Endowment Management and Investment Policy" restricts fixed income investments to "high quality" (primarily A to AAA rated) corporate bonds, U.S. Treasury, and agency securities or issues of supranational organizations and foreign sovereigns and no more than 20% of the fixed income portfolio may be invested in securities rated less than BBB or that are illiquid.

These investment funds are uninsured and uncollateralized and produced a total net return of 9.5% and -1.9% for the years ended June 30, 2013 and 2012, respectively.

University pooled investment funds consist of the following as of June 30, 2013 and 2012:

June 30, 2013	Total	<1 Year	1-5 years	6-10 years	>10 years
UBS Endowment Investment Pool					
Large Cap Value	\$ 8,601,244	\$ 263,843	\$ -	\$ -	\$ 8,337,401
Large Cap Growth	5,999,683	188,133	-	-	5,811,550
Index Funds	5,850,837	826	-	-	5,850,011
Mid Cap Value	3,036,298	348,250	-	-	2,688,048
Mid Cap Growth	2,743,789	109,025	-	-	2,634,764
Small Cap Core	2,705,050	53,070	-	-	2,651,980
Small Cap Growth	777,744	13,890	-	-	763,854
REIT	1,551,343	57,995	-	-	1,493,348
International Value	3,667,237	123,874	-	-	3,543,363
International Core	3,043,142	95,882	-	-	2,947,260
Developing Markets	1,117,491	-	-	-	1,117,491
Fixed Income Core	10,254,089	468,139	2,492,504	5,242,848	2,050,598
High Yield Bonds	2,986,186	235,100	784,090	1,890,990	76,006
Global Fixed	2,986,088	369,299	1,193,355	1,098,438	324,996
Hedge Funds	4,103,905	114	-	-	4,103,791
Commodity Stock Funds	1,556,218	239	-	-	1,555,979
Private Equity	451,185	-	-	-	451,185
Cash	26	26	-	-	-
	\$ 61,431,555	\$ 2,327,705	\$ 4,469,949	\$ 8,232,276	\$ 46,401,625
June 30, 2012	Total	<1 Year	1-5 years	6-10 years	>10 years
UBS Endowment Investment Pool					
Large Cap Value	\$ 7,529,206	\$ 197,814	\$ -	\$ -	\$ 7,331,392
Large Cap Growth	7,473,310	257,665	-	-	7,215,645
Mid Cap Value	3,022,433	448,910	-	8,660	2,564,863
Mid Cap Growth	2,848,741	85,600	-	-	2,763,141
Small Cap Core	2,659,805	40,527	-	-	2,619,278
Small Cap Growth	659,580	17,272	-	-	642,308
REIT	1,050,672	37,176	-	-	1,013,496
International Value	4,292,726	126,843	-	-	4,165,883
International Core	3,003,821	52,369	-	-	2,951,452
Developing Markets	922,373	-	-	-	922,373
Fixed Income Core	10,683,845	1,028,812	3,207,667	4,804,958	1,642,408
High Yield Bonds	2,729,220	175,207	887,254	1,620,001	46,758
Global Fixed	2,859,946	43	1,460,921	1,398,982	-
Hedge Funds	4,006,473	65	-	-	4,006,408
Commodity Stock Funds	1,423,396	-	-	-	1,423,396
Private Equity	216,630	-	-	-	216,630
Cash	30	30	-	-	-
	55,382,207	2,468,333	5,555,842	7,832,601	39,525,431
Charitable Trusts – Equity Funds	102,392	-	-	-	102,392
	\$ 55,484,599	\$ 2,468,333	\$ 5,555,842	\$ 7,832,601	\$ 39,627,823

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

2. Investments and Deposits with Financial Institutions (continued)

The fixed income investments within the Endowment pool have a fair market value of \$16.2 million as of June 30, 2013, with a credit quality that varies; with 64.5% of the securities rated A or higher, 18.4% rated BBB, and 17.1% rated BB.

The University is not exposed to foreign currency risk within the investment balance as of June 30, 2013.

The private equity investment's estimated market value is \$451,185 as of June 30, 2013 with a total commitment by the University of \$1,000,000 over a five-year period. Hedge fund investments are estimated at a market value of \$4,103,905 as of June 30, 2013. Estimated market values and returns are reviewed by the UBS Alternative Investments U.S. Team through the University's endowment investment adviser UBS Financial Services, Inc.

Fair value is most often determined by open market prices except for the private equity and hedge funds. The estimated fair values are provided by external investment managers and advisers as of June 30, 2013. Alternative investments are not readily marketable, their estimated value may differ from the value that would have been used had a ready market value for such investments existed.

The Charitable Trust – Equity Funds are charitable gift annuities. These are arrangements in which donors contribute assets to the University in exchange for a promise by the University to pay a fixed amount for a specified period of time (typically for the life of the donor or other beneficiary). Annuities payable are established based on the present value of the estimated annuity payouts over the life expectancy of the donor or other beneficiary. This investment was liquidated as of June 30, 2013.

For donor restricted endowments, the Uniform Prudent Management of Institutional Funds Act, as adopted in Michigan, permits the University to appropriate an amount of realized and unrealized endowment appreciation as determined to be prudent.

With the exception of the private equity holding and four hedge funds, the working capital investment pool and endowment investment pool can be liquidated within 90 days or less at fair market value.

3. Accounts Receivable

Accounts receivable consist of the following as of June 30, 2013 and 2012:

	2013	2012
Tuition	\$ 9,496,066	\$ 9,624,494
Auxiliary enterprises	1,517,742	1,410,398
Contracts and grants	2,970,328	4,198,191
Other receivables	710,485	12,879,485
Total accounts receivable	<u>14,694,621</u>	<u>28,112,568</u>
Less: Allowance for doubtful accounts	<u>(4,892,317)</u>	<u>(4,565,501)</u>
Total accounts receivable, net	<u>\$ 9,802,304</u>	<u>\$ 23,547,067</u>

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

3. Accounts Receivable (continued)

Other receivables include reimbursement from the State Building Authority for the construction of the Human Health Building which totaled \$12,139,709 as of June 30, 2012.

4. Appropriations Receivable

The annual State operating appropriation paid to the University is made in 11 monthly installments from October through August. Consistent with State of Michigan legislation, the University has accrued, as of the end of its fiscal year, the payments to be received in July and August. As of June 30, 2013 and 2012, the accrual of the July and August State operating appropriation payments created an appropriation receivable of \$8,175,296 and \$7,844,548, respectively.

5. Pledges Receivable

Pledges receivable consist of the following as of June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Pledges outstanding		
Unrestricted	\$ 40,603	\$ 19,243
Restricted expendable	<u>11,639,647</u>	<u>13,463,070</u>
Total pledges outstanding	<u>11,680,250</u>	<u>13,482,313</u>
Less:		
Allowance for doubtful pledges	(112,305)	(103,929)
Present value discount	<u>(1,303,035)</u>	<u>(1,802,575)</u>
Total pledges outstanding, net	<u>10,264,910</u>	<u>11,575,809</u>
Less: Current portion, net	<u>(3,138,427)</u>	<u>(2,997,848)</u>
Noncurrent portion, net	<u>\$ 7,126,483</u>	<u>\$ 8,577,961</u>

Pledges receivable from donors are recorded at net present value less allowances for doubtful accounts. At June 30, 2013 and 2012, the interest rate used to discount pledges to present value was 5%. The aggregate allowance for doubtful accounts was 1% net of discount at June 30, 2013 and 2012. Approximately \$9.3 million of the total net pledges outstanding is from a single donor.

Payments on pledges receivable at June 30, 2013 are expected to be received in the following years:

Past due	\$ 174,721
Due in one year	3,034,676
Due in two-five years	<u>8,470,853</u>
Total	<u>\$ 11,680,250</u>

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

5. Pledges Receivable (continued)

Bequest intentions and other conditional promises are not recognized as assets until the specified conditions are met because of uncertainties with regard to their realizability and valuation. At June 30, 2013 and 2012 the University had \$35,518,761 and \$31,439,851, respectively, in conditional pledge commitments receivable not included in the accompanying financial statements. Of the \$35,518,761 in conditional pledges for fiscal year 2013, approximately \$14,000,000 is from a single donor. Subsequent to June 30, 2013, this amount was in process of being realized subject to satisfaction of certain short-term restrictions.

6. Student Loans Receivable

Student loans receivable consist of the following as of June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Student loans		
Federal loan programs	\$ 1,804,648	\$ 1,814,236
University loan funds	<u>164,213</u>	<u>123,626</u>
	1,968,861	1,937,862
Less: Allowance for doubtful loans	<u>(231,671)</u>	<u>(247,622)</u>
Total student loans, net	1,737,190	1,690,240
Less: Current portion, net	<u>(325,724)</u>	<u>(352,863)</u>
Noncurrent portion, net	<u>\$ 1,411,466</u>	<u>\$ 1,337,377</u>

In addition, the University distributed \$106,481,620 and \$106,844,417 for the years ended June 30, 2013 and 2012, respectively, for student loans through the U.S. Department of Education Federal Direct Loan program. These distributions and related funding sources are not included as expenses and revenues in the accompanying financial statements, but are reflected in the University's Statements of Cash Flows.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

7. Capital Assets

The following tables present the changes in the various capital asset categories for the University for fiscal years 2013 and 2012:

Asset Classification	Balance June 30, 2012	Additions	Reductions/ Transfers	Balance June 30, 2013
Land	\$ 4,624,914	\$ -	\$ -	\$ 4,624,914
Land improvements and infrastructure	57,383,001	2,356,094	-	59,739,095
Buildings	308,802,388	68,533,015	-	377,335,403
Equipment	34,332,050	6,662,675	3,466,414	37,528,311
Library acquisitions	26,664,987	545,851	32,593	27,178,245
Construction in progress	74,986,676	47,426,193	71,720,061	50,692,808
Total	506,794,016	125,523,828	75,219,068	557,098,776
Accumulated depreciation				
Land improvements and infrastructure	(23,237,965)	(2,633,161)	-	(25,871,126)
Buildings	(123,905,658)	(7,597,403)	-	(131,503,061)
Equipment	(24,852,988)	(2,740,369)	(3,271,010)	(24,322,347)
Library acquisitions	(22,778,198)	(598,811)	(32,593)	(23,344,416)
Total	(194,774,809)	(13,569,744)	(3,303,603)	(205,040,950)
Total capital assets, net	\$ 312,019,207	\$ 111,954,084	\$ 71,915,465	\$ 352,057,826

Asset Classification	Balance June 30, 2011	Additions	Reductions/ Transfers	Balance June 30, 2012
Land	\$ 4,624,914	\$ -	\$ -	\$ 4,624,914
Land improvements and infrastructure	55,912,367	1,470,634	-	57,383,001
Buildings	300,375,937	8,426,451	-	308,802,388
Equipment	36,479,111	2,695,981	4,843,042	34,332,050
Library acquisitions	26,595,440	618,212	548,665	26,664,987
Construction in progress	34,616,188	50,267,573	9,897,085	74,986,676
Total	458,603,957	63,478,851	15,288,792	506,794,016
Accumulated depreciation				
Land improvements and infrastructure	(20,668,976)	(2,568,989)	-	(23,237,965)
Buildings	(117,265,768)	(6,639,890)	-	(123,905,658)
Equipment	(26,978,364)	(2,485,025)	(4,610,401)	(24,852,988)
Library acquisitions	(22,646,285)	(680,578)	(548,665)	(22,778,198)
Total	(187,559,393)	(12,374,482)	(5,159,066)	(194,774,809)
Total capital assets, net	\$ 271,044,564	\$ 51,104,369	\$ 10,129,726	\$ 312,019,207

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

8. State Building Authority

The University has lease agreements with the State Building Authority (SBA) and the State of Michigan for the School of Education and Human Services Building (Pawley Hall), the Science and Engineering Building, the Business and Technology Building (Elliott Hall), and the Human Health Building. The buildings were financed with SBA revenue bonds, State capital appropriations, and University general revenue bonds.

The SBA bond issues are collateralized by a pledge of rentals to be received from the State pursuant to the lease agreements between the SBA, the State, and the University. During the lease terms, the SBA will hold title to the facilities; the State will make all annual lease payments to the SBA; and the University will pay all operating and maintenance costs of the facilities.

At the expiration of the leases, the SBA has agreed to sell each facility to the University for one dollar. The cost and accumulated depreciation for these facilities is included in the accompanying Statements of Net Position.

The University broke ground on the Engineering Center in 2012, and will utilize \$30.0 million in State capital appropriations to support construction of the new facility. The University is expected to obtain occupancy permits and begin use of the facility beginning in the Fall Semester of 2014.

9. Cash Surrender Value of Life Insurance Policies

Included in other assets are the cash surrender value of life insurance policies in the amount of \$966,460 and \$994,230 for 2013 and 2012, respectively. The face value of these life insurance policies totaled \$5,948,072 in 2013 and \$6,148,572 in 2012.

Subsequent to June 30, 2013, the University realized \$2.0 million of life insurance proceeds. The proceeds were related to a policy that had a \$403,000 cash surrender value and \$2.0 million face value at June 30, 2013.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

10. Long-Term Liabilities

Long-term liabilities consist of the following as of June 30, 2013 and 2012:

	Balance June 30, 2012	Additions/ Transfers	Reductions	Balance June 30, 2013	Current Portion
Note and installment purchase agreements payable	\$ 15,257,542	\$ 681,779	\$ 837,314	\$ 15,102,007	\$ 888,278
General revenue bonds:					
Series 2013A bonds	-	57,860,000	-	57,860,000	-
Unamortized premium	-	7,141,047	13,930	7,127,117	459,812
Series 2013B bonds	-	23,290,000	-	23,290,000	390,000
Series 2012 bonds	-	44,155,000	-	44,155,000	-
Unamortized premium	-	4,970,795	251,990	4,718,805	302,151
Series 2009 bonds	32,260,000	-	715,000	31,545,000	730,000
Series 2008 bonds	52,010,000	-	1,335,000	50,675,000	1,380,000
Series 2004 bonds	24,590,000	-	23,270,000	1,320,000	1,320,000
Unamortized premium	683,790	-	683,790	-	-
Series 1998 variable rate Demand bonds	4,600,000	-	-	4,600,000	-
Total, note, installment agreement and bonds payable	129,401,332	138,098,621	27,107,024	240,392,929	5,470,241
Other liabilities:					
Compensated absences	4,595,862	322,504	-	4,918,366	333,857
Early retirement plan	1,617,002	-	732,250	884,752	729,074
Annuities payable and other	465,759	-	75,114	390,645	55,090
Federal portion of Perkins loan program	1,679,962	-	70,745	1,609,217	-
Total other liabilities	8,358,585	322,504	878,109	7,802,980	1,118,021
Total long-term liabilities	\$ 137,759,917	\$ 138,421,125	\$ 27,985,133	\$ 248,195,909	\$ 6,588,262
Total long-term liabilities	\$ 137,759,917			\$ 248,195,909	
Current portion	5,238,360			6,588,262	
Noncurrent portion	\$ 132,521,557			\$ 241,607,647	

	Balance June 30, 2011	Additions/ Transfers	Reductions	Balance June 30, 2012	Current Portion
Note and installment purchase agreements payable	\$ 15,968,080	\$ -	\$ 710,538	\$ 15,257,542	\$ 737,903
General revenue bonds:					
Series 2009 bonds	32,960,000	-	700,000	32,260,000	715,000
Series 2008 bonds	53,280,000	-	1,270,000	52,010,000	1,335,000
Series 2004 bonds	25,785,000	-	1,195,000	24,590,000	1,255,000
Unamortized premium	782,684	-	98,894	683,790	96,306
Series 1998 variable rate Demand bonds	4,600,000	-	-	4,600,000	-
Total, note, installment agreement and bonds payable	133,375,764	-	3,974,432	129,401,332	4,139,209
Other liabilities:					
Compensated absences	4,318,537	277,325	-	4,595,862	307,449
Early retirement plan	2,207,892	-	590,890	1,617,002	730,170
Annuities payable and other	423,266	42,493	-	465,759	61,532
Federal portion of Perkins loan program	1,734,512	-	54,550	1,679,962	-
Total other liabilities	8,684,207	319,818	645,440	8,358,585	1,099,151
Total long-term liabilities	\$ 142,059,971	\$ 319,818	\$ 4,619,872	\$ 137,759,917	\$ 5,238,360
Total long-term liabilities	\$ 142,059,971			\$ 137,759,917	
Current portion	4,535,164			5,238,360	
Noncurrent portion	\$ 137,524,807			\$ 132,521,557	

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

10. Long-Term Liabilities (continued)

Note and Installment Purchase Agreements Payable

In November 2012, the University entered into a lease-purchase agreement in the principal amount of \$169,771 to purchase golf equipment. The lease has a fixed interest rate of 1.98% per annum and requires 48 monthly payments of \$3,679.

In July 2012, the University entered into a lease-purchase agreement in the principal amount of \$512,008 to purchase golf carts. The lease has a fixed interest rate of 1.98% per annum and requires 60 monthly payments of \$7,353 and balloon payment of \$102,401 due October 2017.

In December 2005, the University entered into a general revenue note payable over 264 months in the amount of \$18,253,776 at a fixed rate of interest of 3.785% to finance Phase II of its Energy Service Agreement projects.

Required annual payments for the notes payable and the installment purchase agreements for the fiscal years ending June 30 are as follows:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	\$ 888,278	\$ 546,792	\$ 1,435,070
2015	920,229	514,842	1,435,071
2016	953,364	481,706	1,435,070
2017	965,564	447,432	1,412,996
2018	993,271	411,818	1,405,089
2019-2023	4,999,043	1,514,394	6,513,437
2024-2028	5,382,258	479,835	5,862,093
Total	<u>\$ 15,102,007</u>	<u>\$ 4,396,819</u>	<u>\$ 19,498,826</u>

General Revenue Bonds Payable

In June 2013, the University issued \$57,860,000 general revenue bonds (2013A Bonds), with an average coupon rate of 4.98% and a net original issue premium of \$7,141,047. The proceeds will be utilized to fund the construction of a new student housing complex; a facilities management building; a 1,240 space parking structure; road improvements; and an athletic and recreation complex. The 2013A Bonds were issued with a final maturity of March 1, 2043. The pricing resulted in a 4.03% true interest cost.

In June 2013, the University issued \$23,290,000 of federally taxable general revenue refunding bonds (2013B Bonds), with an average coupon interest rate of 2.99%. The proceeds will be utilized to refund the Series 2004 general revenue refunding bonds (2004 Bonds) maturing in the years 2015 through 2026. The aggregate principal of the refunded portion of the 2004 Bonds totals \$22,015,000 with a call date of May 15, 2014 and an average coupon interest rate of 5.12%. The advance refunding of the 2004 Bonds resulted in a deferral on early extinguishment of \$1,134,224 that will be amortized over the term of the 2013B refunding bonds. As a result of the refunding, the University will reduce its aggregate debt service payments over the remaining 13-year period by approximately \$2,466,000. The refunding will result in an economic gain of \$2,051,000. A trust account has been established for the defeasement of the refunded portion of the 2004 Bonds. The assets and liabilities of the trust account are not recorded as assets or liabilities in the financial statements of the University.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

10. Long-Term Liabilities (continued)

In August 2012, the University issued \$44,155,000 of general revenue bonds (2012 Bonds), with an average coupon interest rate of 4.96% and a net original issue premium of \$4,970,795. The proceeds were utilized to fund a portion of the Engineering Center. The 2012 Bonds were issued with a final maturity of March 1, 2042. The pricing resulted in a 4.08% true interest cost.

In December 2009, the University issued \$33,650,000 general revenue bonds (2009 Bonds) (Taxable – Build America Bonds) to fund a portion of the Human Health Building and several infrastructure projects. The 2009 Bonds were issued in fixed rate mode and include an election by the University to receive payments from the Federal Government under the Build America Bond program created under the American Recovery and Reinvestment Act of 2009. The 2009 Bonds were issued with a final maturity of March 1, 2039. The pricing resulted in a 4.43% true interest cost after adjusting for the Federal interest subsidy.

In June 2008, the University issued \$53,280,000 general revenue refunding bonds (2008 Bonds) to refund the 2001 general revenue bonds. The 2008 Bonds are variable-rate demand obligations with a maturity date of March 1, 2031. In conjunction with this issue, the University terminated the related 2001 Swap at a termination value of \$4,860,000 paid to the counterparty and reissued a new 2008 Swap synthetically fixing the rate on the full amount of the issue to 3.37%. The 2001 Swap termination cost has been deferred and will be amortized over the term of the refunding bonds and is recorded as a deferred outflow. These bonds will mature on March 1, 2031. The aggregate amount of outstanding principal on the 2001 Bonds which has been defeased was \$48,000,000 as of June 30, 2008.

In September 2004, the University issued \$31,770,000 of general revenue refunding bonds (2004 Bonds), with an average coupon interest rate of 5.01% and a net original issue premium of \$1,967,000. The proceeds were utilized to refund the Series 1995 general revenue bonds maturing in the years 2007 through 2026 totaling \$31,320,000 with an average coupon interest rate of 5.74%. The related loss on early extinguishment of debt of \$2,147,000 has been deferred and will be amortized over the term of the 2004 Bonds. As a result of the refunding, the University will reduce its aggregate debt service payments over the subsequent 21 years by approximately \$3,929,000. The refunding results in an economic gain of \$2,592,000. In June 2013, the University issued federally taxable general revenue bonds (2013B Bonds) to refund \$22,015,000 of the 2004 Bonds. The remaining principal balance of \$1,320,000 is payable in fiscal year 2014.

In September 1998, on behalf of the Oakland University Foundation (Foundation), the Economic Development Corporation of the County of Oakland issued limited-obligation revenue variable-rate demand bonds in the amount of \$4,600,000 to finance the R&S Sharf golf course project. These bonds bear interest at a variable or fixed rate, as determined from time to time in accordance with the indenture (the variable rates at June 30, 2013 and 2012 were 0.15% and 0.19%, respectively; the maximum variable rate is 12%). The bonds mature on September 1, 2023 subject to optional early redemption. Within this bond offering, the Foundation executed a Loan Agreement, which obligated it to make all payments in connection with this bond financing including interest, principal, remarketing fees, and letter of credit fees. On February 1, 2006, the University Board of Trustees and the Foundation Board of Directors agreed to transfer Foundation assets and liabilities to the University. As a result, this Foundation loan was transferred to the University in the amount of \$4,600,000.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

10. Long-Term Liabilities (continued)

The following table summarizes debt service requirements for the outstanding bonds payable as of June 30, 2013:

	<u>Principal</u>	<u>Interest</u>	<u>Hedging Derivative, Net</u>	<u>Total</u>
2014	\$ 3,820,000	\$ 6,870,707	\$ 1,620,438	\$ 12,311,145
2015	4,715,000	7,694,869	1,575,260	13,985,129
2016	5,870,000	7,627,921	1,528,146	15,026,067
2017	6,045,000	7,503,304	1,479,042	15,027,346
2018	6,245,000	7,345,468	1,427,840	15,018,308
2019-2023	34,820,000	33,917,664	6,294,587	75,032,251
2024-2028	47,650,000	27,616,015	4,510,218	79,776,233
2029-2033	42,630,000	20,955,848	936,583	64,522,431
2034-2038	32,365,000	13,114,568	-	45,479,568
2039-2042	29,285,000	4,089,820	-	33,374,820
	<u>213,445,000</u>	<u>\$136,736,184</u>	<u>\$ 19,372,114</u>	<u>\$369,553,298</u>
Unamortized premium	11,845,922			
	<u>\$225,290,922</u>			

Other Liabilities

Accrued compensated absences include accrued vacation and sick pay for University employees.

The Early Retirement Incentive Plan is a 2011 cost-containment initiative that provides an incentive for qualifying employees to retire from the University. The benefits are paid monthly to 36 participants' 403(b) accounts over a five-year period which began in 2012. Remaining benefit payments and fees totaling \$0.9 million as of June 30, 2013 will be funded through 2014. The University has resources designated for this purpose.

Charitable gift annuities are arrangements in which donors contribute assets to the University in exchange for a promise by the University to pay a fixed amount for a specified period of time (typically for the life of the donor or other beneficiary). Annuities payable are established based on the present value of the estimated annuity payouts over the life expectancy of the donor or other beneficiary.

11. Deferred Outflows and Inflows of Resources

Deferred Outflows

Effective in the fiscal year ended June 30, 2013, the University adopted GASB Statement No. 63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position* and GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*. The University recorded deferred outflows of \$12,762,771 at June 30, 2013, which includes \$5,281,194 from an early extinguishment of general revenue bonds, Series 2013B and 2008 and a deferral of swap termination costs for the 2001 bonds; and \$7,481,577 estimated negative fair value of the 2008 Swap. At June 30, 2012, the University recorded deferred outflows of \$16,830,234, which includes \$5,131,161 from an early extinguishment of general revenue bonds, Series 2008 and 2004; and \$11,699,073 estimated negative fair value of the 2008 Swap.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

11. Deferred Outflows and Inflows of Resources (continued)

Deferred Outflows (continued)

The University follows the provisions of GASB No. 53, *Accounting and Financial Reporting for Derivative Instruments*. The derivatives are valued using an independent pricing service. The following provides a description of each swap agreement.

Hedging Derivative Instrument:

2008 Interest Rate Swap Agreement

In connection with the 2008 Bonds, the University entered into an interest rate hedging swap agreement (2008 Swap) with Dexia Credit Local, New York Branch in an initial notional amount of \$53,280,000 effective June 13, 2008, the purpose of which is to synthetically fix interest rates on the 2008 Bonds. The agreement swaps the University's variable rate for a fixed rate of 3.37% and is based on 67% of U.S. Dollar LIBOR. The notional amount declines over time and terminates March 1, 2031. The Notional Amount at June 30, 2013 was \$50,675,000. Under the 2008 Swap agreement, the University pays a synthetic fixed rate of 3.37%. No amounts were paid or received when the 2008 Swap was initiated.

The University is currently making payments under the 2008 Swap agreement. The estimated fair value of the 2008 Swap at June 30, 2013 and 2012 was (\$7,481,577) and (\$11,699,073), respectively. These fair values are reflected in the deferred outflows of resources section of the Statements of Net Position. The fair value represents the estimated amount that the University would pay to terminate the 2008 Swap (termination risk), taking into account current interest rates and creditworthiness of the underlying counterparty. In accordance with GASB No. 53, *Accounting and Financial Reporting for Derivative Instruments*, the 2008 Swap is treated as an Effective Hedging Derivative Instrument.

The University is exposed to credit risk, which is the risk that the counterparty will not fulfill its obligations. The 2008 Swap includes collateral requirements intended to mitigate credit risk. At June 30, 2013, there is no collateral posting requirement by either the counterparty or the University. Collateral posting by the University may be required under the agreement when the fair value exceeds (\$5,000,000) at the University's current credit rating of A1 or zero should the University default. At June 30, 2013, the counterparty's credit rating from Moody's Investors Service was Baa2.

Additionally, the 2008 Swap exposes the University to basis risk, which is the risk that arises when variable interest rates on a derivative and an associated bond or other interest-paying financial instruments are based on different indexes. The University is also exposed to interest rate risk which is the risk that as the swap index decreases, the University's net payment on the 2008 Swap increases.

The 2008 Swap is based on an International Swaps and Derivatives Association, Inc. Master Agreement, which includes standard termination events such as failure to pay and bankruptcy, or termination risk. In addition, the Master Agreement includes additional termination events. If the 2008 Swap is terminated, the 2008 Bonds will no longer carry a synthetic interest rate, and the University may be required to pay an amount equal to the fair value if it is negative.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

11. Deferred Outflows and Inflows of Resources (continued)

Deferred Inflows

Investment Derivative Instrument:

2007 Constant Maturity Swap Agreement

In June 2007, the University executed a Constant Maturity Swap (CMS) in an initial notional amount of \$34,370,000 effective October 1, 2007, the purpose of which is to reduce interest rates. Under the CMS, the University pays the counterparty the SIFMA Municipal Swap Index and receives 90.39% of the ten-year SIFMA Swap Rate until March 1, 2031. No amounts were paid or received when the CMS was initiated.

The estimated fair value of the CMS at June 30, 2013 and 2012 was \$3,167,142 and \$3,010,020, respectively. These fair values are included as a reduction of the deferred inflows of resources section in the Statements of Net Position with the change in fair value of \$157,122 and (\$462,348) for fiscal years ended June 30, 2013 and 2012, respectively, included in Investment income in the Statements of Revenues, Expenses, and Changes in Net Position. The fair value represents the estimated amount that the University would receive to terminate the CMS, taking into account current interest rates and creditworthiness of the underlying counterparty.

The University is exposed to credit risk, which is the risk that the counterparty will not fulfill its obligations. At June 30, 2013, the counterparty's credit rating from Moody's Investors Service was Aa3. The CMS includes collateral requirements intended to mitigate credit risk. At June 30, 2013, there is no collateral posting requirement by either the counterparty or the University. Under this agreement, the University is exposed to an interest rate risk which arises when short-term rates exceed the ten-year rates.

In addition, since the rates received and paid by the University are variable rates, the University is exposed to basis risk, which is the risk that arises when variable interest rates are based on different indexes.

The CMS is based on an International Swaps and Derivatives Association, Inc. Master Agreement, which includes standard termination events such as failure to pay and bankruptcy, or termination risk. In addition, the Master Agreement includes additional termination events. If the CMS is terminated, the University may be required to pay an amount equal to the fair value if it is negative. In addition, termination of the CMS would result in the University losing the benefit it is currently receiving related to the CMS payments.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

12. Postemployment Benefits Other than Pensions

Plan Description

In addition to the employee benefits discussed in Note 13, the University provides postemployment healthcare benefits to eligible University retirees and their spouses as part of a single-employer defined benefit plan. The plan is administered by the University. Substantially all University employees may become eligible for coverage if they meet retirement eligibility requirements. The net periodic costs are expensed as employees render the services necessary to earn the postemployment benefits. In general, retirees at least 62 years of age with 15 years of service who were hired before July 1, 2005, depending on the employee group, are eligible for medical benefits in accordance with various labor agreements or within the provisions of University policy. Employees with 25 years of service are eligible for retirement at any age. Except for certain prior retirees, the University shares the cost of coverage with retirees, charging the retirees a contribution equal to the excess of the prevailing premium cost of coverage over a stipulated University subsidy amount. Postemployment healthcare benefits are currently provided to 305 retirees and spouses. Certain employees hired after July 1, 2005, depending on the employee group, may be eligible for participation in the University's post employment health care benefits as "access only" for retirees and spouses, at retiree rates, paid in full by the retiree.

Funding Policy

The contribution requirements of plan members and the University are established in accordance with various labor agreements or within the provisions of University policy. The required contribution is based on projected pay-as-you-go financing requirements. For the year ended June 30, 2013, the University and plan members receiving benefits contributed \$1,752,591 and \$968,629, respectively, to the plan. Approximately 64% of total premiums were paid by the University with the remaining 36% paid by plan members. Required contributions for plan members ranged from no cost to \$956 per month for retiree-only coverage, and from no cost to \$2,295 per month for retiree and spouse coverage.

For the year ended June 30, 2012, the University and plan members receiving benefits contributed \$1,532,758 and \$941,046, respectively, to the plan. Approximately 62% of total premiums were paid by the University with the remaining 38% paid by plan members. Required contributions for plan members ranged from no cost to \$845 per month for retiree-only coverage, and from no cost to \$2,028 per month for retiree and spouse coverage.

Annual OPEB Cost and Net OPEB Obligation

The University's annual other postemployment benefit (OPEB) cost is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover the normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed 30 years.

The components of the University's annual OPEB cost for the year, the amount actually contributed to the plan, and changes in the University's net OPEB obligation are summarized below for the years ended June 30, 2013 and 2012. The amounts are based on the June 30, 2012 actuarial valuation.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

12. Postemployment Benefits Other than Pensions (continued)

	<u>2013</u>	<u>2012</u>
Annual Required Contribution (ARC)	\$ 3,622,087	\$ 3,373,403
Interest on net OPEB obligation	488,010	355,806
Adjustment to ARC	<u>(717,295)</u>	<u>(522,976)</u>
Annual OPEB cost (expense)	3,392,802	3,206,233
Contributions made	<u>(1,752,591)</u>	<u>(1,532,758)</u>
Increase in net OPEB obligation	1,640,211	1,673,475
Net OPEB obligation – beginning of year	6,177,345	4,503,870
Net OPEB obligation – end of year	<u>\$ 7,817,556</u>	<u>\$ 6,177,345</u>

The University's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for 2013 and the two preceding years were as follows:

Year Ended June 30	Annual OPEB Cost	Percentage of Annual OPEB Cost Contributed	Net OPEB Obligation
2013	\$ 3,392,802	51.7%	\$ 7,817,556
2012	\$ 3,206,233	47.8%	\$ 6,177,345
2011	\$ 2,296,372	66.3%	\$ 4,503,870

Funded Status and Funding Progress

Other postemployment health care benefits are not advance-funded on an actuarially determined basis but are financed on a pay-as-you-go basis. The University has decided that future benefits will not be prefunded; however, the University has designated assets to meet future obligations through the creation of a Board-approved, quasi-endowment valued at approximately \$13.2 million, earnings from which will be used to offset annual postemployment contributions. The University's contribution to the plan for the year ended June 30, 2013 and the two preceding years were \$1,752,591, \$1,532,758, and \$1,521,614, respectively. The funded status of the plan as of the most recent actuarial valuation date is as follows:

Schedule of Funding Progress Oakland University Retired Employees Healthcare Plan						
Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded AAL (UAAL)	Funded Ratio	Covered Payroll	UAAL as a Percentage of Covered Payroll
6/30/2013	\$ -	\$ 30,291,980	\$ 30,291,980	0.00%	\$ 96,189,027	31.5%
6/30/2012	-	\$ 28,874,260	\$ 28,874,260	0.00%	\$ 89,860,606	32.1%
6/30/2011	-	\$ 22,494,968	\$ 22,494,968	0.00%	\$ 86,226,076	26.1%

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

12. Postemployment Benefits Other than Pensions (continued)

The information presented in this schedule is intended to approximate the funding progress of the plan based on the use of the Unit Credit Actuarial Cost Method of valuation. The unfunded actuarial accrued liability totaled \$30.3 million as of the June 30, 2012 actuarial valuation date. The unfunded actuarial accrued liability is being amortized over a period of thirty years from the July 1, 2007 valuation date in level dollar payments. Gains and losses are amortized over a period of 15 years from the valuation date.

Actuarial Methods and Assumptions

The actuary chose the Unit Credit Actuarial Cost Method which determines, in a systematic way, the incidence of plan sponsor contributions required to provide plan benefits. It also determines how actuarial gains and losses are recognized in other postemployment benefit costs. These gains and losses result from the difference between the actual experience under the plan and the experience by the actuarial assumptions. Actuarial valuations involve estimates of the value of reported amounts and assumptions about the probability of events far into the future. Actuarially determined results are subject to continual revision as actual results are compared to expectations and new estimates are made in the future.

Actuarial assumptions included a discount rate of 7.9%, various mortality, turnover and healthcare cost trend rates, an assumption that 80% of subsidized current employees and 50% of access only current employees eligible for medical coverage will elect medical coverage, and an assumption that 70% of future retirees that take coverage elect family coverage. The University will review its assumptions on a bi-annual basis and make modifications to the assumptions based on current rates and trends when it is appropriate to do so. The University believes that the assumptions utilized in recording its obligations for the plan are reasonable based on its experience.

Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and plan members) and include the types of benefits provided at the time of valuation and the historical pattern of sharing benefit costs between the employer and plan members to that point.

13. Employee Benefits

The University has contributory, defined-contribution retirement plans for all qualified employees. The plans consist of employee-owned retirement contracts funded on a current basis by employer contributions. Participants may elect to contribute additional amounts to the plan within specified limits. The plans are primarily administered by Teachers Insurance and Annuity Association – College Retirement Equities Fund (TIAA-CREF) and Fidelity Investments. Contributions by the University for the years ended June 30, 2013 and 2012 were \$13,816,887 and \$13,134,193, respectively.

The University also maintains a noncontributory, defined-benefit retirement plan, which is not open to new participants. The plan is administered by TIAA-CREF. At January 1, 2013, the date of the most recent actuarial valuation, the present value of benefits accrued under the plan was fully funded.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

13. Employee Benefits (continued)

The University provides benefits to eligible employees for unused sick days upon retirement and unused vacation days upon termination. This liability is accounted for as part of accrued compensated absences.

The University is self-insured for workers' compensation and unemployment compensation. Liabilities for claims incurred but not reported under these self-insurance programs have been established.

14. Liability and Property Insurance

The University is one of 11 Michigan universities participating in the Michigan Universities Self-Insurance Corporation (M.U.S.I.C.) which provides insurance coverage for errors and omissions liability, commercial general liability, property loss, automobile liability, and automobile physical damage coverage. M.U.S.I.C. provides coverage for claims in excess of agreed-upon deductibles.

Loss coverages, except for the automobile physical damage program, are structured on a three-layer basis with each member retaining a portion of its losses, M.U.S.I.C. covering the second layer, and commercial carriers covering the third. Automobile physical damage coverage is structured on a two-layer basis with no excess coverage from a commercial carrier. Commercial general liability and property coverage are provided on an occurrence basis. Errors and omissions coverage is provided on a claims-made basis.

15. Contingencies and Commitments

In the normal course of its activities, the University is a party in various legal actions. Although some actions have been brought for large amounts, the University has not experienced any significant losses or costs. The University and its legal counsel are of the opinion that the outcome of asserted and unasserted claims outstanding will not have a material effect on the financial statements.

The University is the guarantor on certain faculty residence mortgages. As of June 30, 2013, the amount subject to guarantee by the University was \$1,788,161.

The estimated costs to complete construction projects in progress are \$145.2 million as of June 30, 2013, due in large part to the new Engineering Center of \$59.5 million, the new Student Housing Complex of \$26.7 million, new parking structure for \$22.6 million, and various campus enhancement projects totaling \$36.4 million. The Engineering Center is funded from the State Capital Outlay and proceeds from general revenue bonds. The Student Housing Complex, parking structure, and other campus enhancement projects are funded from proceeds from general revenue bonds and other University resources.

Oakland University
Notes to Financial Statements
June 30, 2013 and 2012

16. Expenditures by Natural Classification

Operating expenses by natural classification for the years ended June 30, 2013 and 2012 are summarized as follows:

	<u>2013</u>	<u>2012</u>
Employee compensation and benefits	\$ 180,244,968	\$ 170,997,576
Supplies and other services	67,866,501	62,680,979
Student aid	13,127,014	13,211,307
Depreciation	13,709,983	12,555,596
Total	<u>\$ 274,948,466</u>	<u>\$ 259,445,458</u>

17. Cash Flow Statement

The table below details the reconciliation of the net operating loss to net cash used by operating activities:

	<u>2013</u>	<u>2012</u>
Operating loss	\$ (71,560,422)	\$ (65,423,589)
Adjustments to reconcile net operating loss to net cash used by operating activities		
Depreciation expense	13,709,983	12,555,596
Changes in assets and liabilities:		
Accounts receivable, net	1,455,589	(1,383,558)
Inventories	378,031	(217,902)
Deposits and prepaid expense	(433,314)	24,905
Student loans receivable	(46,950)	79,290
Accounts payable and accrued expenses	1,971,837	2,777,633
Accrued payroll	(601,250)	(160,800)
Compensated absences	(409,747)	(313,565)
Unearned revenue and student fees	1,378,088	137,964
Deposits	171,972	74,081
Federal portion of student loan program	(70,745)	(54,550)
Other postemployment benefits	1,640,211	1,673,475
Net cash used by operating activities	<u>\$ (52,416,717)</u>	<u>\$ (50,231,020)</u>

18. Related-Party Transactions

The Oakland University Foundation is a related party of the University.

Foundation net assets as of June 30, 2013 were as follows:

Assets	<u>\$ 177,014</u>
Net assets	<u>\$ 177,014</u>

The assets remaining are endowment funds. The June 30, 2013 University financial statements do not include the Foundation's assets or activity.



2200 North Squirrel Road, Rochester, MI 48309-4401 | oakland.edu

Audit Committee of the
Board of Trustees

Oakland University

October 7, 2013

Oakland University
Audit Committee of the
Board of Trustees Meeting Agenda

October 7, 2013

◆ Introduction of Audit Team

• AHP Representatives

Randy Morse – Partner

Roger Hitchcock – Partner

Jill Catterfeld – Manager

◆ Financial Highlights

◆ Audit Committee of the Board of Trustees Letter

- Services Provided and Reports Issued or in Process
- Results of 2013 Audit and Review of Significant Accounting Matters
- The Auditor's Communication with Those Charged with Governance
- Representation Letter

◆ Other Questions or Comments

October 7, 2013

Audit Committee of the Board of Trustees
Oakland University
Rochester, Michigan

We are pleased to submit this report which summarizes the results of our audit of Oakland University (University) and other matters which we believe would be of interest to you.

Services Provided and Reports Issued or in Process

In accordance with our engagement letter, AHP provided the following services:

Audit Services:

- An audit of the financial statements of the University for the year ended June 30, 2013. – Completed.
- An audit in accordance with OMB Circular A-133 and *Government Auditing Standards*. – Completed.

Nonaudit Services:

- An agreed-upon procedures report as required by the NCAA Financial Audit Guidelines to assist the University in complying with NCAA Bylaw 6.2.3.1. – In Process.
- Procedures as required by the State of Michigan related to the inclusion of the University's audited financial statements in the State's comprehensive annual financial report. Additional limited procedures will be required by the State to be performed later in the year, updating our subsequent events procedures through that date. – In Process.
- Procedures related to the review of the 2013 990T. – In Process.
- Agreed-upon procedures related to the issuance of the General Revenue Bonds, Series 2012 in August 2012. – Completed.
- Agreed-upon procedures related to the issuance of the General Revenue Bonds, Series 2013A and General Revenue Refunding Bonds, Series 2013B in May 2013. – Completed.
- Various consultations with the University. – Ongoing.

We have reviewed the services provided and confirm that we are independent of Oakland University and its related parties.

Results of 2013 Audit and Review of Significant Matters

The audit was conducted in accordance with auditing standards generally accepted in the United States of America and *Government Auditing Standards* and included such tests of the accounting records and such other auditing procedures as we considered necessary for the purpose of expressing an opinion on the financial statements.

The following summarizes various matters of interest noted during our audit:

Adoption of GASB No. 63 and 65

During the year, the University adopted GASB No. 63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position*. In accordance with the provisions of the standard, the University has modified the presentation of the Statements of Net Position at June 30, 2013 and 2012. The provisions of this statement required the University to reclassify the deferred outflow of resources related to the estimated negative fair value of the 2008 Swap from a component of noncurrent assets to a deferred outflow of resources; and reclassify the derivative instrument liability from a component of noncurrent liabilities to a deferred inflow of resources on the Statements of Net Position.

The University also adopted GASB No. 65, *Items Previously Reported as Assets and Liabilities*. This statement establishes accounting and financial reporting standards that reclassify, as deferred outflows of resources or deferred inflows of resources, certain items that were previously reported as assets and liabilities, and recognizes, as outflows of resources (expenses) or inflows of resources (revenue), certain items that were previously reported as assets and liabilities. The provisions of this statement required the University to expense certain bond issuance costs as incurred. Due to this adoption of change in accounting principle, the University decreased net position as of June 30, 2011 in the amount of \$849,160 related to outstanding bond issuance costs and adjusted the fiscal year 2012 operating activity. Additionally, in accordance with the provisions of the statement, the University reclassified the deferred extinguishment of general revenue bonds and Swap termination cost for the 2001 bonds from a reduction of the general revenue bonds liability to deferred outflows of resources on the Statements of Net Position.

OMB Circular A-133 Auditing Finding and Management Letter Comment

The University had an audit finding for fiscal year 2013, which is included as finding 2013-1 within the OMB Circular A-133 report. The University also had a management letter comment. These items were previously communicated to the Audit Committee by the University's Internal Audit Department in a report dated June 17, 2013. Both matters were related to grant compliance and were considered isolated incidents. Each has been discussed with management and they believe these issues have been corrected and procedures have been put in place to prevent future matters of this nature.

Oakland University William Beaumont School of Medicine Gift

During the 2008/2009 fiscal year, a pledge was received for \$20.0 million from an anonymous donor for the new Oakland University William Beaumont School of Medicine. Since the initial pledge, \$10.0 million of payments have been made toward this pledge (\$2.0 million during each of the last five years). The discounted value of the pledge receivable approximated \$8.8 million at June 30, 2013.

Allowance for Doubtful Accounts

We performed a detailed analysis of the allowance for doubtful accounts related to accounts receivable, student loan receivables, and pledges receivable. The University determined these allowances were adequate. Based on our testing and review of assumptions made by management, we believe the allowance for doubtful accounts is appropriate at June 30, 2013.

Capital Appropriations

During the year, the University recorded approximately \$10.1 million in capital appropriations revenue from the State Building Authority (SBA) related to the construction of the Human Health Building and Engineering Center. Capital appropriations are paid to the University on a cost reimbursement basis. During fiscal year 2013 and 2012, the University received from the SBA all of the \$40.0 million in capital appropriations for the Human Health Building.

Capital Improvement Projects

Construction in progress at June 30, 2013 was approximately \$50.7 million, of which approximately \$16.8 million was related to the Engineering Center; approximately \$6.3 million was related to the HHS Lab renovations; approximately \$12.4 million was related to the replacement of the curtain wall systems, voice over I.P., and the network room for O'Dowd Hall, and to replace a water line; and approximately \$3.2 million was related to the new student housing complex. The remaining \$12.0 million was related to several smaller projects throughout the University

As of June 30, 2013, it is estimated that the University has approximately \$145.2 million of costs to complete projects, due in large part to the new Engineering Center costs to complete of \$59.5 million; student housing complex costs to complete of \$26.7 million; and the new parking structure costs to complete of \$22.6 million.

We have audited significant transactions related to construction in process and believe that such activity is appropriately recorded and disclosed in the financial statements.

Derivative Instruments

The University has two interest-rate swap agreements, the purpose of which is to reduce overall interest costs over the long term. The Constant Maturity Swap (CMS) is deemed to be an investment; therefore, the change in value of the CMS is recorded in the Statements of Revenues,

Expenses and Changes in Net Position. The second interest-rate swap is a hedging instrument in connection with the 2008 bonds. The fair value and the increase in fair value of this interest-rate swap are recorded in the Statements of Net Position as deferred outflows and inflows of resources.

At June 30, 2013, the CMS had a fair value of approximately \$3.2 million and the hedging swap had a fair value of approximately (\$7.5) million. These amounts would not be recognized unless the Swaps were terminated.

Postemployment Health Benefits

The University offers postemployment health benefits to eligible retirees and spouses. The University is required to record a liability for the actuarially determined benefit obligation. For June 30, 2013, the University recorded an expense of approximately \$3.4 million and made payments of approximately \$1.8 million. The benefit obligation increased by approximately \$1.6 million during the year to approximately \$7.8 million. The total unfunded actuarial accrued liability at June 30, 2013 approximated \$30.3 million.

University Net Position

The net position of the University increased approximately \$27.0 million or 6.9%. This increase is related primarily to \$14.7 million in investment income; \$4.9 million in nonoperating gifts; and \$7.7 million in capital grants and gifts. Included in total net position is approximately \$147.9 million of unrestricted net position which has been internally designated by the Board and management for various uses as outlined in the Management's Discussion and Analysis on page 8. The unrestricted and undesignated portion of unrestricted net position decreased slightly. Also, as a percent of total net position, unrestricted net position decreased by approximately 2% from 2012 to 2013.

Internal Audit Reports

As part of our audit procedures, we reviewed all applicable internal audit reports and matters in progress. These reports and matters have been previously reported to the Board of Trustees by management.

Adopted Audit Standards

The University also adopted the following accounting standard that did not have a material impact on the financial statements.

GASB Statement No. 60, *Accounting and Financial Reporting for Service Concession Arrangements*.

Recently Issued Accounting and Audit Standards

The following GASB guidance will be applicable to the University for audit periods subsequent to June 30, 2013. These Statements are not expected to have a material impact on the University. Other Statements were issued but would not be applicable to the University.

GASB Statement No. 66, *Technical Corrections – 2012 – an amendment of GASB Statement No. 10 and No. 62*, Applicable June 30, 2014 Year End.

GASB Statement No. 68, *Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27*, Applicable June 30, 2015 Year End.

GASB Statement No. 70, *Accounting and Financial Reporting for Nonexchange Financial Guarantees*, Applicable June 30, 2014 Year End.

The Auditor's Communications with Those Charged with Governance

This section discusses our responsibilities under the Statement on Auditing Standards (SAS) No. 122, Section 260, *Communication with Those Charged with Governance*. The following excerpts from SAS No. 122 describe the specific matters required to be communicated to you and our responses thereto:

Our Responsibility under U.S. Generally Accepted Auditing Standards

The auditors' standard report emphasizes that an audit conducted in accordance with auditing standards generally accepted in the United States of America and *Governmental Auditing Standards* is designed to provide reasonable, but not absolute, assurance that the financial statements are free of material misstatement and in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP). Our report dated September 23, 2013 follows this format. Because of the concept of reasonable assurance, and because we did not perform a detailed examination of all transactions, there is a risk that material errors, irregularities, or illegal acts, including fraud and defalcations, may exist and not be detected by us.

Our responsibility, as described by our professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. GAAP. Our audit does not relieve you or management of your responsibilities.

As part of the audit, we considered the internal control of the University. Such considerations were solely for the purpose of determining our audit procedures and not to provide any assurance concerning internal control.

Planned Scope and Timing of the Audit

We performed the audit according to the planned scope and timing previously communicated to you in our scope letter dated January 29, 2013. No matters came to our attention during our audit that resulted in a change to our timing or scope of our procedures.

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the University are described in Note 1 to the financial statements. As noted above and described in Note 1 to the financial statements, the University had a change in accounting policy related to the adoption of GASB No. 63 and 65. Accordingly, the cumulative effect of the accounting change as of July 1, 2011 is reflected in the Statements of Net Position. We noted no transactions entered into by the University during the year for which there is a lack of authoritative guidance or consensus. There are no significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

- Allowance for doubtful accounts
- Fair market value of investments
- Other postemployment benefits
- Deferred inflows and outflows of resources

For each of the estimates listed above, we evaluated the key factors and assumptions used to develop the estimate in determining that it is reasonable in relation to the financial statements taken as a whole.

The disclosures in the financial statements are neutral, consistent, and clear. Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the financial statements were:

- Significant accounting policies
- Investments and deposits with financial institutions
- Bonds payable and interest rate swaps
- Postemployment benefits other than pensions
- Derivative instruments
- Adoption of GASB No. 63 and 65

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. We noted no corrected or uncorrected misstatements during the audit.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of the audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated September 23, 2013. A copy is attached for your reference.

Management's Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the financial statements or a determination of the type of opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all relevant facts. To our knowledge, there were no such consultations with other accountants.

Major Issues Discussed with Management Prior to Retention

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Communication of Fees for Nonaudit Services

As previously described in this letter, we performed certain nonaudit services at the request of management and the Board of Trustees and documented in an engagement letter. Fees for these services did not exceed the amounts noted in the engagement letter.

Management Letter

We considered the University's internal control during the course of the audit, and we remained alert for areas where procedures and controls could be improved. We noted no matters involving the internal control over financial reporting and its operation that we would consider to be

material weaknesses. However, we noted a matter involving the internal control over financial reporting or areas where operations may be improved that we have reported to management of Oakland University in a separate letter dated September 23, 2013. A copy is attached for your reference.

* * *

This report is intended solely for the information and use of the Audit Committee of the Board of Trustees, the Board of Trustees, and management of Oakland University and is not intended to be and should not be used by anyone other than these specified parties.

We will be pleased to respond to any comments or questions you may have concerning this letter, our management letter, or any other aspects of our services to Oakland University.

It has been a pleasure to serve Oakland University during 2013. We would like to express our appreciation for the cooperation and courtesy extended to us by the Audit Committee of the Board of Trustees, the Board of Trustees, and the management and employees of the University and look forward to continuing our association in the future.

Sincerely,

Andrews Hopper Pavlik PLC



Office of the Vice President
for Finance and Administration
and Treasurer to the Board of Trustees

Rochester, Michigan 48309-4498
(248) 370-2445 Fax: (248) 370-2372

September 23, 2013

Andrews Hooper Pavlik PLC
691 N. Squirrel Rd., Suite 280
Auburn Hills, MI 48326

This representation letter is provided in connection with your audits of the financial statements of Oakland University (University), which comprise the respective financial position as of June 30, 2013 and 2012 and the respective changes in financial position, and cash flows for the years then ended, and the related notes to the financial statements, for the purpose of expressing opinions as to whether the financial statements are presented fairly, in all material respects, with accounting principles generally accepted in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items with respect to federal award programs are considered material based on the materiality criteria specified in OMB Circular A-133. Items are considered material if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of September 23, 2013, the following representations made to you during your audit:

Financial Statements

- 1) We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated January 29, 2013, including our responsibility for the preparation and fair presentation of the financial statements and for preparation of the supplementary information in accordance with the applicable criteria.
- 2) The financial statements referred to above are fairly presented in conformity with U.S. generally accepted accounting principles and include all financial information of the University and all component units required by generally accepted accounting principles to be included in the financial reporting entity. There are no component units required by accounting principles generally accepted in the United States of America to be included in the financial reporting entity.

- 3) We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
- 4) We acknowledge our responsibility for the design and implementation of programs and controls to prevent and detect fraud.
- 5) Significant assumptions we used in making accounting estimates are reasonable.
- 6) Related party relationships and transactions, including revenues, expenditures/expenses, loans, transfers, leasing arrangements, guarantees, and amounts receivable from or payable to related parties have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP.
- 7) We have evaluated and classified any subsequent events as recognized or nonrecognized through the date of this letter. No events, including instances of noncompliance, have occurred subsequent to the balance sheet date and through the date of this letter that would require adjustment to or disclosure in the aforementioned financial statements or in the schedule of findings and questioned costs.
- 8) We are not aware of any pending or threatened litigation, claims, or assessments or unasserted claims or assessments that our lawyer has advised us are probable of assertion and must be disclosed in accordance with generally accepted accounting principles.
- 9) Guarantees, whether written or oral, under which the University is contingently liable, if any, have been properly recorded or disclosed.

Information Provided

- 10) We have provided you with:
 - a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters and all audit or relevant monitoring reports, if any, received from funding sources.
 - b) Additional information that you have requested from us for the purpose of the audit.
 - c) Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
 - d) Minutes of the meetings of any governing body (board, committee, etc.) or summaries of actions of recent meetings for which minutes have not yet been prepared.
- 11) All material transactions have been recorded in the accounting records and are reflected in the financial statements.
- 12) We have disclosed to you the results of our risk assessment to determine the risk that the financial statements may be materially misstated as a result of fraud.

- 13) There are no material transactions that have not been properly recorded in the accounting records underlying the financial statements or the schedule of expenditures of federal awards.
- 14) Except as disclosed to you, we have no knowledge of any fraud or suspected fraud affecting the entity involving:
 - a) Management;
 - b) Employees who have significant roles in internal control; or
 - c) Others where the fraud could have a material effect on the financial statements.
- 15) Except as disclosed to you, we have no knowledge of any allegations of fraud or suspected fraud affecting the entity's financial statements communicated by employees, former employees, regulators, or others.
- 16) Except as disclosed to you, we have no knowledge of instances of noncompliance or suspected noncompliance with provisions of laws, regulations, contracts, or grant agreements, or abuse, whose effects should be considered when preparing the financial statements.
- 17) We have disclosed to you all known actual or possible litigation claims, and assessments whose effects should be considered when preparing the financial statements.
- 18) We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware.
- 19) We have evaluated the impact that resulted from adopting GASB Statement No. 63 and 65 as discussed in Note 1 to the financial statements. We have reported and disclosed amounts as deferred inflows or outflows in accordance with the provision of the Standards and have restated prior year net position to reflect this change in accounting principle.

Government-specific

- 20) We have made available to you all financial records and related data and all audit or relevant monitoring reports, if any, received from funding sources.
- 21) There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
- 22) We have taken timely and appropriate steps to remedy fraud, violations of laws, regulations, contracts, or grant agreements, or abuse discovered.
- 23) We have a process to track the status of audit findings and recommendations.
- 24) We have provided our views on reported findings, conclusions, recommendations, as well as our planned corrective actions, for the report.

- 25) We have identified to you any previous audits, attestation engagements, and other studies related to the audit objectives and whether related recommendations have been implemented.
- 26) The University has no plans or intentions that may materially affect the carrying value or classification of assets, liabilities, or net assets.
- 27) The following, if any, have been properly recorded or disclosed in the financial statements:
- a) Guarantees, whether written or oral, under which the University is contingently liable.
 - b) All accounting estimates that could be material to the financial statements, including the key factors and significant assumptions underlying those estimates and measurements. We believe the estimates and measurements are reasonable in the circumstances.
- 28) We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us, including tax or debt limits and debt contracts; and we have identified and upon your request for such information for a specific federal program, disclosed to you all laws, regulations and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts, or other financial data significant to the audit objectives, including legal and contractual provisions for reporting specific activities in separate funds.
- 29) There are no violations or possible violations of budget ordinances, laws and regulations (including those pertaining to adopting, approving, and amending budgets), provisions of contracts and grant agreements, tax or debt limits, and any related debt covenants whose effects should be considered for disclosure in the financial statements, or as a basis for recording a loss contingency, or for reporting on noncompliance.
- 30) There are no:
- a) Other liabilities or gain or loss contingencies that are required to be accrued or disclosed by generally accepted accounting principles.
 - b) Reservations or designation of fund equity that were not properly authorized and approved.
- 31) The University has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
- 32) The University has complied with all aspects of contractual agreements that would have a material effect on the financial statements in the event of noncompliance.
- 33) The financial statements include all component units as well as joint ventures with an equity interest, and properly disclose all other joint ventures and other related organizations, if applicable.
- 34) The financial statements properly classify all funds and activities.

- 35) Net position components (net investment in capital assets; restricted; and unrestricted) and fund balance reserves and designations are properly classified and, if applicable, approved.
- 36) Investments, derivative instruments, and land and other real estate held by endowments are properly valued.
- 37) Provisions for uncollectible receivables have been properly identified and recorded.
- 38) Provision, when material, has been made to reduce excess or obsolete inventories to their estimated net realizable value. Physical counts and measurements of inventories were made by competent employees under the supervision of management, and book records were appropriately adjusted after giving recognition to cut-offs for materials received and products shipped/sold.
- 39) Expenses have been appropriately classified in or allocated to functions and programs in the statement of activities, and allocations have been made on a reasonable basis.
- 40) Revenues are appropriately classified in the statement of activities within program revenues, general revenues, contributions to term or permanent endowments, or contributions to permanent fund principal.
- 41) Interfund, internal, and intra-entity activity and balances have been appropriately classified and reported.
- 42) Deposits and investment securities are properly classified as to risk and are properly disclosed.
- 43) Capital assets, including infrastructure and intangible assets, are properly capitalized, reported, and, if applicable, depreciated. Capital assets are evaluated for impairment if a significant or unexpected decline occurs in their service utility. Impairment loss or insurance recoveries have been properly recorded, if applicable.
- 44) Arrangements with financial institutions involving repurchase, reverse repurchase or securities lending agreements, compensating balances, or other arrangements involving restrictions on cash balances and line-of-credit or similar arrangements, have been properly recorded or disclosed in the financial statements.
- 45) The methods and significant assumptions used to determine fair values of financial instruments result in a measure of fair value appropriate for financial statement measurement and disclosure purposes.
- 46) Receivables recorded in the financial statements represent valid claims against debtors for transactions arising on or before the balance sheet date and have been appropriately reduced to their estimated net realizable value.
- 47) Participation in a public entity risk pool have been properly reported and disclosed in the financial statements.
- 48) Amendments to our pension plan or other postretirement benefit plans are not anticipated and the terms of these plans have been properly recorded and fully disclosed in the financial statements.
- 49) We have made you aware of any and all:

- a) Oral transactions.
 - b) Actions allowed by regulatory agencies that are not documented in writing or by legal references.
 - c) GAAP changes/adoption.
 - d) Lawsuits, regulatory actions, etc.
 - e) IRS examinations or other matters.
 - f) Compliance with IRS arbitrage regulations.
 - g) Pension or OPEB payments made after the University's year-end.
 - h) Termination benefits.
 - i) Uses of specialists.
 - j) Compliance with the debt issuer reporting requirements.
 - k) Contributions to employee benefit plans and bonuses not documented in the University's minutes.
 - l) Adjusting journal entries.
- 50) The financial statements and disclosures have been prepared in accordance with the Governmental Accounting Standards Board statements and all applicable statements have been implemented as required.
- 51) Federal advances and the terms of these advances have been properly recorded and disclosed in the financial statements.
- 52) None of the University's investments have permanently declined in value to an amount less than the carrying value in the statement of net assets. Management considers the decline in value of any debt or equity securities to be temporary.
- 53) All funds disbursed from endowed assets have been done so in accordance with the donor's requirements for the use of these funds.
- 54) All deferred compensation agreements have been provided and all deferred compensation accruals have been properly recorded.
- 55) Provision has been made for any material loss that is probable from environmental remediation liabilities, if applicable. We believe that such estimate is reasonable based on available information and that the liabilities and related loss contingencies and the expected outcome of uncertainties have been adequately described in the financial statements.
- 56) We acknowledge our responsibility for the required supplementary information (RSI). The RSI is measured and presented within prescribed guidelines and the methods of measurement and presentation have not changed from those used in the prior period. We have disclosed to you any significant assumptions and interpretations underlying the measurement and presentation of the RSI.
- 57) With respect to the Schedule of Expenditures of Federal Awards (SEFA):

- a) We acknowledge our responsibility for presenting the SEFA in accordance with accounting principles generally accepted in the United States of America, and we believe the SEFA, including its form and content, is fairly presented in accordance with accounting principles generally accepted in the United States of America. The methods of measurement and presentation of the SEFA have not changed from those used in the prior period, and we have disclosed to you any significant assumptions or interpretations underlying the measurement and presentation of the supplementary information.
 - b) If the SEFA is not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the supplementary information no later than the date we issue the supplementary information and the auditor's report thereon.
- 58) We agree with the findings of specialists in evaluating the interest rate swaps and have adequately considered the qualifications of the specialist in determining the amounts and disclosures used in the financial statements and underlying accounting records. We did not give or cause any instructions to be given to specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had an impact on the independence or objectivity of the specialists.
- 59) We agree with the findings of specialists in evaluating the GASB 45 OPEB liability and have adequately considered the qualifications of the specialist in determining the amounts and disclosures used in the financial statements and underlying accounting records. We did not give or cause any instructions to be given to specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had an impact on the independence or objectivity of the specialists.
- 60) We believe that the actuarial assumptions and methods used to measure pension and OPEB liabilities and costs for financial accounting purposes are appropriate in the circumstances.
- 61) We have provided our GASB 45 actuary all the information necessary to perform the GASB 45 actuarial valuation and we have accurately adopted the provision of GASB 45 in the financial statements and related notes. Also, we have no other postretirement plans that would be subject to GASB 45 that we have not been appropriately recorded and disclosed in the financial statements.
- 62) In regards to any nonattest services performed by you, we have:
- a) Made all management decisions and performed all management functions.
 - b) Designated an individual with suitable skill, knowledge, or experience to oversee the services.
 - c) Evaluated the adequacy and results of the services performed.
 - d) Accepted responsibility for the results of the services.
- 63) With respect to federal award programs:

- a) We are responsible for understanding and complying with and have complied with the requirements of OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations* including requirements relating to preparation of the SEFA.
- b) We acknowledge our responsibility for presenting the SEFA in accordance with the requirements of OMB Circular A-133 §310.b, and we believe the SEFA, including its form and content, is fairly presented in accordance with OMB Circular A-133 §310.b. The methods of measurement and presentation of the SEFA have not changed from those used in the prior period and we have disclosed to you any significant assumptions and interpretations underlying the measurement and presentation of the SEFA.
- c) If the SEFA is not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the SEFA no later than the date we issue the supplementary information and the auditor's report thereon.
- d) We have identified and disclosed to you all of our government programs and related activities subject to OMB Circular A-133 and included in the SEFA made during the audit period for all awards provided by federal agencies in the form of grants, federal cost-reimbursement contracts, loans, loan guarantees, property (including donated surplus property), cooperative agreements, interest subsidies, insurance, food commodities, direct appropriations, and other direct assistance.
- e) We are responsible for understanding and complying with, and have complied with, the requirements of laws, regulations, and the provisions of contracts and grant agreements related to each of our federal programs and have identified and upon your request for such information for a specific federal program, disclosed to you the requirements of laws, regulations, and the provisions of contracts and grant agreements that are considered to have a direct and material effect on each major federal program.
- f) We are responsible for establishing and maintaining, and have established and maintained, effective internal control over compliance requirements applicable to federal programs that provides reasonable assurance that we are managing our federal awards in compliance with laws, regulations, and the provisions of contracts and grant agreements that could have a material effect on our federal programs. We believe the internal control system is adequate and is functioning as intended.
- g) We have made available to you all contracts and grant agreements (including amendments, if any) and any other correspondence with federal agencies or pass-through entities relevant to federal programs and related activities.
- h) We have received no requests from a federal agency to audit one or more specific programs as a major program.
- i) We have complied with the direct and material compliance requirements, including when applicable, those set forth in the *OMB Circular A-133 Compliance Supplement*, relating to federal awards and have identified and

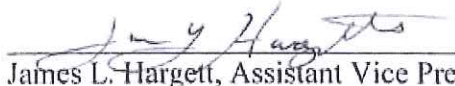
disclosed to you all amounts questioned and all known noncompliance with the requirements of federal awards.

- j) We have disclosed any communications from grantors and pass-through entities concerning possible noncompliance with the direct and material compliance requirements, including communications received from the end of the period covered by the compliance audit to the date of the auditor's report.
- k) We have disclosed to you the findings received and related corrective actions taken for previous audits, attestation engagements, and internal or external monitoring that directly relate to the objectives of the compliance audit, including findings received and corrective actions taken from the end of the period covered by the compliance audit to the date of the auditor's report.
- l) Amounts claimed or used for matching were determined in accordance with relevant guidelines in OMB Circular A-21, *Cost Principles for Educational Institutions*, and OMB's *Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments*.
- m) We have disclosed to you our interpretation of compliance requirements that may have varying interpretations.
- n) We have made available to you all documentation related to compliance with the direct and material compliance requirements, including information related to federal program financial reports and claims for advances and reimbursements.
- o) We have disclosed to you the nature of any subsequent events that provide additional evidence about conditions that existed at the end of the reporting period affecting noncompliance during the reporting period.
- p) There are no such known instances of noncompliance with direct and material compliance requirements that occurred subsequent to the period covered by the auditor's report.
- q) No changes have been made in internal control over compliance or other factors that might significantly affect internal control, including any corrective action we have taken regarding significant deficiencies in internal control over compliance (including material weaknesses in internal control over compliance), have occurred subsequent to the date as of which compliance was audited.
- r) Federal program financial reports and claims for advances and reimbursements are supported by the books and records from which the financial statements have been prepared.
- s) We have charged costs to federal awards in accordance with applicable cost principles.
- t) The copies of federal program financial reports provided you are true copies of the reports submitted, or electronically transmitted, to the respective federal agency or pass-through entity, as applicable.

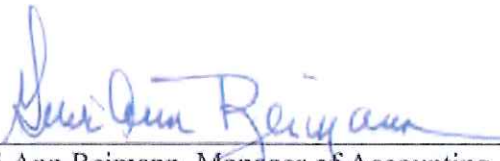
- u) We have monitored subrecipients to determine that they have expended pass-through assistance in accordance with applicable laws and regulations and have met the requirements of OMB Circular A-133.
- v) We have taken appropriate action, including issuing management decisions, on a timely basis after receipt of subrecipients' auditor's reports that identified noncompliance with laws, regulations, or the provisions of contracts or grant agreements and have ensured that subrecipients have taken the appropriate and timely corrective action on findings.
- w) We have considered the results of subrecipient audits and have made any necessary adjustments to our books and records.
- x) We are responsible for and have accurately prepared the summary schedule of prior audit findings to include all findings required to be included by OMB Circular A-133 and we have provided you with all information on the status of the follow-up on prior audit findings by federal awarding agencies and pass-through entities, including all management decisions.
- y) We are responsible for and will accurately prepare the auditee section of the Data Collection Form as required by OMB Circular A-133.
- z) We are responsible for preparing and implementing a corrective action plan for each audit finding.
- aa) We have disclosed to you all contracts or other agreements with service organizations, and we have disclosed to you all communications from the service organizations relating to noncompliance at the service organizations.



John W. Beaghan, Vice President for Finance & Administration
& Treasurer to the Board



James L. Hargett, Assistant Vice President & Controller



Gerri Ann Reimann, Manager of Accounting

Mr. John W. Beaghan
Vice President for Finance and Administration
and Treasurer to the Board
Oakland University

In planning and performing our audit of the financial statements of Oakland University (University) as of and for the year ended June 30, 2013, in accordance with auditing standards generally accepted in the United States of America, we considered the University's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. Accordingly, we do not express an opinion on the effectiveness of the University's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be significant deficiencies or material weaknesses and therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control that we consider to be material weaknesses, as defined above. However, we identified certain deficiencies in internal control and other matters as discussed within this letter.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

This communication is intended solely for the information and use of management, the Audit Committee of the Board of Trustees, the Board of Trustees and is not intended to be and should not be used by anyone other than these specified parties.

Andrews Hooper Pavlik PLC

Auburn Hills, Michigan
September 23, 2013

U.S. Army – Fastening and Joining Research Institute – CFDA No. 12.RD

The University's Internal Audit Department conducted an audit of the Office of Research Administration's (ORA) grant administration process during fiscal year 2013. During this audit, Internal Audit identified \$7,577 of costs that were transferred to the grant as an internal charge in fiscal year 2012 which were charges that were not related to the grant's technology control plan; therefore, the costs were unallowable. This finding was previously communicated to the Audit Committee by the University's Internal Audit Department. The Principal Investigator (PI) for the grant was moving his office and a lab. The portion of the move related to the lab was to be funded by the grant. When the internal charge was reviewed and approved by the PI, the portion of the charge related to the PI's office move was erroneously included in the total charges for the grant. Management has determined that this is an isolated incident.

We recommend that management remind PI's of the importance of reviewing all charges in detail to ensure grant expenses are allowable.

Management's Response

We concur with the auditor. ORA will emphasize to the PIs the importance of PIs reviewing in detail all charges that are to be posted to their grants. This will be done at the inception of a grant and various times during the year, including regular PI trainings and email notifications.

**SCHEDULE OF EXPENDITURES OF FEDERAL AWARD PROGRAMS IN
ACCORDANCE WITH OMB CIRCULAR A-133 YEAR ENDED JUNE 30, 2013**
A Recommendation

1. **Division and Department:** Finance and Administration, Controller's Office
2. **Introduction:** The Schedule of Expenditures of Federal Award Programs in Accordance with OMB Circular A-133 Year Ended June 30, 2013 (Schedule) for Oakland University (University) has been completed (Attachment A).

The audit opinion of Andrews Hooper Pavlik P.L.C. (AHP) states:

"Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified."

"In our opinion, the University complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2013."

"The results of our auditing procedures disclosed an instance of noncompliance, which is required to be reported in accordance with OMB Circular A-133 and which is described in the accompanying schedule of findings and questioned costs as item 2013-1. Our opinion on each major federal program is not modified with respect to this matter. The University's response to the noncompliance finding identified in our audit is described in the accompanying schedule of findings and questioned costs. The University's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response."

"We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses."

"In our opinion, the Schedule of Expenditures of Federal Awards is fairly stated in all material respects in relation to the financial statements as a whole."

Representatives from AHP presented the Schedule in draft form to the Board of Trustees' Audit Committee at the Committee's October 7, 2013 meeting.

3. **Previous Board Action:** As a result of a competitive bid process, the public accounting firm of AHP was appointed by the Board of Trustees (Board) on March 7, 2007, and reappointed on January 9, 2008, October 30, 2008, and April 10, 2010; and

**Schedule of Expenditures of Federal Award Programs in
Accordance with OMB Circular A-133 Year Ended June 30, 2013
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 2**

following another competitive bid process, AHP was reappointed by the Board on March 15, 2011, March 28, 2012, and February 12, 2013, to conduct annual audits of the University's financial accounting records.

4. **Budget Implications:** The annual financial audits are budgeted for in the General Fund. No budget variances have occurred or are expected.

5. **Educational Implications:** None.

6. **Personnel Implications:** None.

7. **University Reviews/Approvals:** The Schedule was prepared by the Controller's Office and reviewed by the Vice President for Finance and Administration, and Interim President, audited by AHP, and presented to the Board's Audit Committee at its October 7, 2013 meeting.

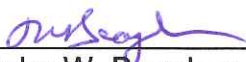
8. **Recommendation:**

RESOLVED, that the Board of Trustees accepts the Schedule of Expenditures of Federal Award Programs in Accordance with OMB Circular A-133 Year Ended June 30, 2013, which was audited by the Board's public accounting firm, Andrews Hooper Pavlik P.L.C.

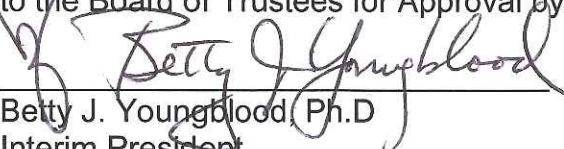
9. **Attachments:**

A. Schedule of Expenditures of Federal Award Programs in
Accordance with OMB Circular A-133 Year Ended June 30, 2013

Submitted to the President
on 9/25, 2013 by



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

Recommended on 9/30, 2013
to the Board of Trustees for Approval by


Betty J. Youngblood, Ph.D
Interim President

Oakland University
Schedule of Expenditures
of Federal Award Programs
in Accordance with OMB Circular A-133

Year ended June 30, 2013

Oakland University

Schedule of Expenditures
of Federal Award Programs
in Accordance with OMB Circular A-133

Year ended June 30, 2013

Table of Contents

Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	1
Independent Auditors' Report on Compliance For Each Major Program; Report on Internal Control Over Compliance; and Report on the Schedule of Expenditures of Federal Awards Required by OMB Circular A-133.....	3
Schedule of Expenditures of Federal Awards.....	6
Notes to Schedule of Expenditures of Federal Awards	8
Schedule of Findings and Questioned Costs.....	10
Summary Schedule of Prior Audit Findings	12

Independent Auditors' Report on Internal Control Over Financial Reporting
and on Compliance and Other Matters Based on an Audit of Financial
Statements Performed in Accordance with *Government Auditing Standards*

Board of Trustees
Oakland University
Rochester, Michigan

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of Oakland University (University), as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise Oakland University's financial statements, and have issued our report thereon dated September 23, 2013.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Oakland University's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Oakland University's internal control. Accordingly, we do not express an opinion on the effectiveness of Oakland University's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the University's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the University's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of our testing, and not to provide an opinion on the effectiveness of the University's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the University's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Andrews Hooper Pavlik PLC

Auburn Hills, Michigan
September 23, 2013

Independent Auditors' Report on Compliance For Each Major Program;
Report on Internal Control Over Compliance; and Report on the Schedule
of Expenditures of Federal Awards Required by OMB Circular A-133

Board of Trustees
Oakland University
Rochester, Michigan

Report on Compliance for Each Major Federal Program

We have audited Oakland University's (University) compliance with the types of compliance requirements described in the *OMB Circular A-133 Compliance Supplement* that could have a direct and material effect on each of the University's major federal programs for the year ended June 30, 2013. The University's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the University's major federal programs based on our audit of the types of compliance requirements referred to above.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the University's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the University's compliance.

Opinion on Each Major Federal Program

In our opinion, the University complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2013.

Other Matters

The results of our auditing procedures disclosed an instance of noncompliance, which is required to be reported in accordance with OMB Circular A-133 and which is described in the accompanying schedule of findings and questioned costs as item 2013-1. Our opinion on each major federal program is not modified with respect to this matter.

The University's response to the noncompliance finding identified in our audit is described in the accompanying schedule of findings and questioned costs. The University's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

Report on Internal Control Over Compliance

Management of the University is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the University's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the University's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis.

A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

Report on Schedule of Expenditures of Federal Awards Required by OMB Circular A-133

We have audited the financial statements of Oakland University as of and for the year ended June 30, 2013 and have issued our report thereon dated September 23, 2013, which contained an unmodified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by OMB Circular A-133 and is not a required part of the financial statements. Such information is the responsibility of management and was derived from, and relates directly to, the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Schedule of Expenditures of Federal Awards is fairly stated in all material respects in relation to the financial statements as a whole.

Andrews Hopper Pavlik PLC

Auburn Hills, Michigan
September 23, 2013

Oakland University

Schedule of Expenditures of Federal Awards

Year ended June 30, 2013

Federal Grant/Pass Through Grant Program Title	Federal Catalog or Grant Number		Federal Expenditures
Research and Development			
U.S. Department of Health and Human Services:			
National Institutes of Health:			
Basic Research Support Grants (17)	93.RD	*(1)	\$ 1,758,920
American Recovery and Reinvestment Act (3)	93.701	*(1)	62,124
Passed through Michigan State University	93.262	*(1)	191,711
Passed through William Beaumont Hospital (2)	93.866	*(1)	158,099
Passed through Harvard University	93.855	*(1)	5,227
Passed through the University of Illinois	93.879	*(1)	1,411
Substance Abuse and Mental Health Services Administration:			
Basic Research Support Grant	93.243	*(1)	55,142
Health Resources and Services Administration:			
Basic Research Support Grant	93.124	*(1)	28,504
U.S. Army:			
Basic Research Support Grants (10)	12.RD	*(1)	1,143,178
Passed through the University of Michigan	12.RD	*(1)	152,014
Passed through Michigan State University	12.RD	*(1)	45,356
National Science Foundation:			
Basic Research Support Grants (22)	47.RD	*(1)	1,230,885
American Recovery and Reinvestment Act (4)	47.082	*(1)	215,316
Passed through Indiana University	47.074	*(1)	53,136
Passed through Illinois State University	47.076	*(1)	2,670
Passed through the University of South Alabama	47.076	*(1)	14,042
Passed through the Oakland County Community Health Association	47.076	*(1)	67,162
Passed through U.S. Civilian Research & Development Foundation	47.079	*(1)	1,890
Passed through the Stevens Institute of Technology	47.076	*(1)	96
U.S. Air Force:			
Passed through RNET Technologies	12.RD	*(1)	3,361
U.S. Department of Agriculture:			
Basic Research Support Grant	10.310	*(1)	736,844
U.S. Navy:			
Basic Research Support Grants (3)	12.300	*(1)	280,445
Passed through the University of Nebraska-Lincoln	12.RD	*(1)	14,602
U.S. Department of Defense:			
National Security Agency:			
Basic Research Support Grant	12.901	*(1)	691
Passed through Mississippi State University (2)	12.RD	*(1)	304,261
Passed through the University of Michigan	12.910	*(1)	123,317
Passed through Yale University	12.910	*(1)	139,022
Passed through General Dynamics Land Systems, Inc.	12.RD	*(1)	20,358
U.S. Department of Education:			
American Recovery and Reinvestment Act passed through			
Ohio State University	84.396	*(1)	547,951
Passed through Ohio State University	84.396	*(1)	4,328
Passed through Michigan State University	84.337	*(1)	5,354

The accompanying notes are an integral part of the Schedule of Expenditures of Federal Awards.

Oakland University

Schedule of Expenditures of Federal Awards (continued)

Federal Grant/Pass Through Grant Program Title	Federal Catalog or Grant Number		Federal Expenditures
Research and Development (continued)			
U.S. Department of Energy:			
Basic Research Support Grant	81.086	*(1)	\$ 89,064
American Recovery and Reinvestment Act passed through University of Minnesota	81.122	*(1)	1,036
Passed through U.S. Automotive Material Partnership (3)	81.000	*(1)	2,906
Passed through Battelle (4)	81.RD	*(1)	122,121
Passed through Intelligent Automation, Inc.	81.086	*(1)	18,591
Passed through Oak Ridge National Laboratory	81.RD	*(1)	25,124
U.S. Department of Transportation:			
Basic Research Support Grant	20.108	*(1)	25,343
Environmental Protection Agency:			
Passed through Wayne State University	66.469	*(1)	18,832
Passed through International Joint Commission	66.469	*(1)	10,038
Passed through the Clinton River Watershed Council	66.469	*(1)	7,612
National Writing Project Corporation	84.928A	*(1)	15,635
National Aeronautics & Space Administration:			
Passed through the Michigan Space Grant Consortium and the University of Michigan (9)	43.000	*(1)	25,457
Total Research and Development			7,729,176
U.S. Department of Education:			
Student Financial Assistance:			
Federal Supplemental Educational Opportunity Grants	84.007	*(1)	509,449
Federal Work-Study Program (Note 7)	84.033	*(1)	384,399
Federal Perkins Loan Program (Note 5)	84.038	*(1)	268,164
Federal Pell Grant Program (Note 6)	84.063	*(1)	20,726,249
William D. Ford Federal Direct Loan Program (Note 4)	84.268	*(1)	106,481,620
National Teach Grant	84.379	*(1)	303,610
Total Student Financial Assistance			128,673,491
TRIO Program:			
Upward Bound (2)	84.047A	*(1)	543,591
Gear Up:			
Passed through the State of Michigan (5)	84.334S		145,871
Fund For Improvement of Postsecondary Education (2)	84.021		21,688
CCAMPIS	84.335		54,590
Passed through the Michigan Department of Education:			
Improve Literacy Teaching and Learning in Urban Schools (2)	84.367		103,298
U.S. Department of Energy – ARRA	81.087	*	492,943
U.S. Department of Agriculture			
Passed through Southeastern Michigan Resource Conservation and Development Council	10.001		65,000
Economic Development Administration	11.307		148,410
National Endowment for the Arts	45.025		2,050
National Writing Project Corporation	84.367		29,355
Small Business Administration:			
Passed through Macomb County	59.006		41,089
Total Expenditures of Federal Awards			\$138,050,552

* Denotes a major program.

(1) Denotes a cluster.

The accompanying notes are an integral part of the Schedule of Expenditures of Federal Awards.

Oakland University

Notes to Schedule of Expenditures of Federal Awards

Year ended June 30, 2013

1. Summary of Significant Accounting Policies

The accompanying Schedule of Expenditures of Federal Awards (Schedule) includes the federal grant activity of the University under programs of the federal government for the fiscal year ended June 30, 2013. Expenditures reported on the Schedule are reported on the same basis of accounting as the financial statements, although the basis for determining when federal awards are expended is presented in accordance with the requirements of OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. In addition, expenditures reported on the Schedule are recognized following the cost principles contained in OMB Circular A-21, *Cost Principles for Educational Institutions*, wherein certain types of expenditures are not allowable or are limited as to reimbursement. Therefore, some amounts presented in this Schedule may differ from amounts presented in, or used in the preparation of, the financial statements.

Because the Schedule presents only a selected portion of the operations of Oakland University, it is not intended to, and does not, present the financial position, changes in net position, or cash flows, if applicable, of Oakland University.

The University reporting entity is defined in Note 1 to the University's financial statements. All federal financial assistance received directly from federal agencies as well as federal financial assistance passed through other government agencies is included on the Schedule.

2. Major Programs and Clusters

As defined in OMB Circular A-133, Student Financial Assistance programs, Trio, and Research and Development programs are considered to be clusters of programs and, accordingly, have been classified as one program for testing purposes. The Student Financial Assistance Cluster, Trio Cluster, Research and Development Cluster, and the U.S. Department of Energy – ARRA CFDA Number 81.087 have been defined as major programs. In determining major programs, the entire Student Financial Assistance cluster was removed due to the large loan and loan guarantee funds within the cluster.

3. Administrative Costs

The following administrative cost allowances were received by the University:

Federal Perkins Loan Program	\$13,408
Federal Work-Study Program	24,620
Federal Supplemental Educational Opportunity Grant Program	33,963
Federal Pell Grant Program	28,310

The University has approved predetermined indirect cost rates that are effective for the year ended June 30, 2013. The base rate for on-campus is 48% of Modified Total Direct Cost.

Oakland University

Notes to Schedule of Expenditures of Federal Awards (continued)

4. William D. Ford Federal Direct Loan Program

During the 2012/2013 award year, the University participated in the U.S. Department of Education Federal Direct Loan Program. Under this program, Direct Subsidized Loans, Direct Unsubsidized Loans, and Direct PLUS Loans are made from the Department of Education to the students. The University is responsible for completing portions of the loan applications, verifying student eligibility, and handling the disbursement of the proceeds to these students. For the year ended June 30, 2013, Direct Student Loans totaled \$95,701,632 (\$31,038,075 subsidized and \$64,663,557 unsubsidized), Direct Parent Loans for Undergraduate Students (PLUS) totaled \$8,174,954, and Direct PLUS Graduate Loans totaled \$2,605,034.

5. Federal Perkins Loan Program

The University utilizes the services of University Accounting Services, Inc. (UAS) to administer the repayment of Perkins Loans and perform certain due diligence procedures. The UAS Compliance Attestation Examination of the Title IV Student Financial Assistance Programs report for the fiscal year ended June 30, 2013 was received and reviewed. No significant items of noncompliance or control weaknesses were noted. During the 2012/2013 fiscal year, Perkins Loans were issued which included no current year federal contribution. There was \$1,804,648 of Federal Perkins Loans (CFDA Number 84.038) outstanding as of June 30, 2013.

Total program disbursements under the Federal Perkins Loans program for the year ended June 30, 2013 were as follows:

Student loans awarded	\$268,164
-----------------------	-----------

The amount shown as Federal Perkins Loan Program loans and loan guarantees represents the amounts loaned by the University during the year less the current year Federal contribution, if any.

6. Federal Pell Grant Program

The Federal Pell Grant Program authorization is based on the most recent ED255-6; Federal Pell Grant Program Statement of Account dated June 26, 2013. Expenditures are the actual amounts incurred through June 30, 2013. The University will process amendments at year end to finalize the 2012/2013 award year.

7. Federal Work-Study Program

During the year, the University transferred \$14,183 from the Federal Work-Study Program to the Job Location and Development Program. This expenditure is being reported as part of the Federal Work-Study Program on the Schedule and was fully expended.

Oakland University

Schedule of Findings and Questioned Costs

Year ended June 30, 2013

Section I – Summary of Independent Auditors' Results

Financial Statements

Type of auditors' report issued:	<u>Unmodified</u>	
Internal control over financial reporting:		
Material weakness(es) identified?	_____ Yes	_____ <u>X</u> No
Significant deficiencies identified that are not considered to be material weakness(es)?	_____ Yes	_____ <u>X</u> None Reported
Noncompliance material to financial statements noted?	_____ Yes	_____ <u>X</u> No

Federal Awards

Internal control over major program:		
Material weakness(es) identified?	_____ Yes	_____ <u>X</u> No
Significant deficiencies identified that are not considered to be material weakness(es)?	_____ Yes	_____ <u>X</u> None Reported

Type of auditors' report issued on compliance for major program:	<u>Unmodified</u>	
Any audit findings disclosed that are required to be reported in accordance with Circular A-133, Section .510(a)?	_____ <u>X</u> Yes	_____ No

Identification of major programs:

<u>Federal Grantor/Program Name</u>	<u>Federal Catalog or Grantor Number</u>
Student Financial Assistance Cluster	
U.S. Department of Education	84.007; 84.033; 84.038; 84.063; 84.268; 84.379
Research and Development Cluster	
U.S. Department of Health and Human Services	93.RD; 93.701; 93.262; 93.855; 93.879; 93.866; 93.243; 93.124
U.S. Army	12.RD
National Science Foundation	47.RD; 47.082; 47.074; 47.076; 47.079
U.S. Air Force	12.RD
U.S. Department of Agriculture	10.310
U.S. Navy	12.300; 12.RD
U.S. Department of Defense	12.RD; 12.901; 12.910
U.S. Department of Education	84.396; 84.337
U.S. Department of Energy	81.086; 81.122; 81.000; 81.RD
U.S. Department of Transportation	20.108
Environmental Protection Agency	66.469
National Writing Project Corporation	84.928A
National Aeronautics & Space Administration	43.000
TRIO Cluster	
U.S. Department of Education	84.047A
U.S. Department of Energy – ARRA	81.087

Dollar threshold used to distinguish between Type A and Type B programs:	_____ <u>\$300,000</u>	
Auditee qualified as low-risk auditee?	_____ <u>X</u> Yes	_____ No

Oakland University

Schedule of Findings and Questioned Costs (continued)

Section II – Findings Relating to the Financial Statements Reported in Accordance with
Government Auditing Standards

None.

Section III – Findings and Questioned Costs Relating to Federal Awards

Research and Development Cluster:

2013-1 U.S. Department of Agriculture – Child Health Incubator Research Project (CHIRP) –
CFDA No. 10.310

Condition and Criteria: The University's Internal Audit Department conducted an audit and identified deficiencies in the University's subrecipient monitoring process for the CHIRP grant, which resulted in costs that were not supported by sufficient documentation or were disallowed; therefore, the costs were unallowable. The University took action and subsequently corrected the issue.

Effect: Failure to properly monitor subrecipients could result in noncompliance with grant requirements and potential questioned costs.

Cause: The Office of Research Administration (ORA) followed its standard operating procedure for subrecipient monitoring. The CHIRP grant was an unusual grant for the University in that it has 7 subrecipients which are local not-for-profit entities that are not subject to OMB Circular A-133 audit requirements; therefore, the subrecipients are considered higher risk and require more comprehensive monitoring by the University to ensure compliance with the grant requirements. This issue is considered to be an isolated incident due to the unusual nature of the subrecipients as the University does not typically have higher risk subrecipients.

Context: This issue was identified during an internal audit of the ORA grant administration process that was conducted during fiscal year 2013.

Auditor's Recommendation: ORA should implement more comprehensive subrecipient monitoring procedures for high-risk subrecipients to ensure compliance with laws and regulations governing grant expenditures.

Views of Responsible Officials and Planned Corrective Actions: Management agrees with this finding. We have revised and updated our standard operating procedures for subrecipient monitoring to provide for risk analysis, appropriate oversight procedures, and delineation of responsibilities of the Principal Investigator and ORA personnel in order to provide optimal monitoring of high-risk projects.

Oakland University
Summary Schedule of Prior Audit Findings
Year ended June 30, 2013

No matters were reported.

FISCAL YEAR 2015 FIVE-YEAR CAPITAL OUTLAY PLAN AND
FISCAL YEAR 2015 CAPITAL OUTLAY PROJECT REQUEST
A Recommendation

1. **Division and Department:** Finance and Administration, Facilities Management, and Capital Planning and Design

2. **Introduction:** Annually, Oakland University (University) is required to submit its Five-Year Capital Outlay Plan (Plan, Attachment A) and top priority Capital Outlay Project Request (Project Request, Attachment B) to the State of Michigan, State Budget Office. The submissions must include a five-year capital plan, long-term projections for enrollment, staffing and program development, and other information designed to help the State understand the University's capital needs.

Colleges and universities submit only their top priority Capital Outlay Request. The University is submitting the Varner Hall Expansion as its Project Request (see Attachment B).

The Plan and Project Request are required to be submitted to the State Budget Office by November 1, 2013.

3. **Previous Board Action:** On October 4, 2012, the Board of Trustees (Board) approved the Fiscal Year 2014 Five-Year Capital Outlay Plan. The State did not accept Project Requests in 2012.

4. **Budget Implications:** Funding to address a portion of the plant renewal items identified in the Plan is budgeted annually. Funding for the University's Project Request would be provided through capital appropriations (maximum of 75% of project costs), fund raising, reserves, and/or debt.

5. **Educational Implications:** Maintaining the University's capital assets and planning for future capital needs has a significant impact on the environment in which the University's mission is fulfilled. The Varner Hall Expansion would provide much needed space to support students in the College of Arts and Sciences.

6. **Personnel Implications:** None.

7. **University Reviews/Approvals:** The Plan was prepared by Capital Planning and Design and reviewed by Facilities Management, the Vice President for Finance and Administration, and Interim President. The Project Request followed the same process, but was also reviewed and endorsed by the Dean of the College of Arts and Sciences and Senior Vice President for Academic Affairs and Provost.

8. **Recommendation:**

**Fiscal Year 2015 Five-Year Capital Outlay Plan and
Fiscal Year 2015 Capital Outlay Project Request
Oakland University
Board of Trustees Formal Session
October 7, 2013
Page 2**

RESOLVED, that the Board of Trustees approves the submission of the attached Fiscal Year 2015 Five-Year Capital Outlay Plan and Fiscal Year 2015 Capital Outlay Project Request to the State of Michigan, State Budget Office, as representative of Oakland University's capital budget needs

9. Attachments:

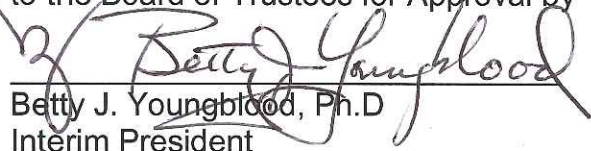
- A. Fiscal Year 2015 Five-Year Capital Outlay Plan
- B. Fiscal Year 2015 Capital Outlay Project Request

Submitted to the President
on 10/2, 2013 by



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

Recommended on 10-2, 2013
to the Board of Trustees for Approval by



Betty J. Youngblood, Ph.D
Interim President

Update 10/2/13

ATTACHMENT A

OAKLAND UNIVERSITY

Fiscal Year 2015 Five-Year Capital Outlay Plan

Table of Contents

I.	Mission Statement	p. 3
II.	Instructional Programming	p. 3
	An Engaged University	p. 3
	A Leading University	p. 4
	A Growing University	p. 4
	Applied Research and Economic Development	p. 6
	Partnerships	p. 7
	Instructional Technology	p. 9
	Technological Enhancements	p. 10
	Cultural and Performing Arts	p. 11
	Community Outreach	p. 12
	Academic and Student Life Enhancements	p. 12
	Degree Programs	p. 15
III.	Staffing and Enrollment	p. 25
	Figure 1 - Faculty and Staff Full Time Equivalent	p. 25
	Figure 2 - Student Credit Hours	p. 26
	Figure 3 - Degrees Awarded by Program	p. 27
	Figure 4 - Enrollment Trends	p. 28
	Figure 5 - Enrollment Projections	p. 29
	Figure 6 - General Fund Sq. Feet per Student in Michigan	p. 30
	Future Staffing Needs	p. 31
	Average Class Size	p. 31
IV.	Facility Assessment	p. 31
	Utilization Rates	p. 31
	Mandated Standards	p. 31
	Functionality	p. 31
	Replacement Value of Facilities	p. 33
	Utility Systems Condition	p. 33
	Facility Infrastructure Condition	p. 34
	Land	p. 34
	Buildings Obligated to the State Building Authority	p. 34
	Classroom Utilization Reports	p. 35
	Facility Condition Assessment	p. 42
V.	Implementation Plan	p. 53
	State Funding Request	p. 53
	University Funded Priorities	p. 53
	Plant Renewal/Deferred Plant Renewal	p. 55

I. Mission Statement

“As a state-supported institution of higher education, Oakland University has a three-fold mission. It offers instructional programs of high quality that lead to degrees at the baccalaureate, master’s, and doctoral levels, as well as programs in continuing education; it advances knowledge and promotes the arts through research, scholarship, and creative activity; and it renders significant public service. In all its activities, the University strives to exemplify educational leadership in a diverse and inclusive environment.”

II. Instructional Programming

Oakland University (Oakland, University or OU) is a doctoral/research University located in Rochester, Michigan, within Oakland County. Through unique and distinctive academic experiences, Oakland is preparing students to make meaningful and substantial contributions to the workplace, academia and the community.

An Engaged University

Oakland University is the only comprehensive, doctoral-level University located in Oakland County, Michigan. Recognized as one of the country’s 83 doctoral/research universities by the Carnegie Foundation for the Advancement of Teaching, the University offers students opportunities to work directly on research projects with expert faculty.

Through a multitude of partnerships with hospitals, Fortune 500 companies, individuals, cities, government agencies and educational institutions, Oakland helps communities solve problems and build thriving, sustainable businesses. These associations reward students with internship and co-op opportunities and provide University researchers access to the latest technology tools. Oakland’s leadership with these partnerships also significantly impacts economic development efforts and commercialization opportunities in the region.

Oakland, in partnership with Beaumont Health System, opened the first M.D.-granting medical school in Oakland County with a class of 50 inaugural students in August 2011. A second class of 75 students was welcomed in August 2012. The first new medical school started in Michigan in a generation, the Oakland University William Beaumont (OUWB) School of Medicine is expected to help boost the local and regional economies by generating new jobs and attracting medical, business and academic leaders from around the world and aid in the transition from a manufacturing to a knowledge-based economy.

The medical school trains physicians to practice 21 century medicine with an emphasis on research, technology, preventive and pre-symptom medicine, treatment and management of chronic disease, and teamwork. OUWB promotes applied research “from the bench to the bedside,” assuring that scientific discoveries and new technologies are able to directly benefit patients in the most rapid timeframe possible.

Oakland has a strong undergraduate program in the basic sciences and is widely recognized for excellence in the biomedical sciences and other health care related programs. It has a School of Nursing, a School of Health Sciences, a renowned Eye Research Institute, and highly regarded programs in bioengineering, informatics and nanotechnology as well as chemical toxicology, health and environmental chemistry, medical physics and biological communication. The schools of Nursing and Health Science are now housed in the new Human Health Building, which opened in August 2012.

Oakland University's other professional schools, Business Administration, Education and Human Services, Engineering and Computer Science, and the College of Arts and Sciences, have been recognized nationally for various accomplishments.

A Leading University

Oakland is committed to providing undergraduate and graduate education marked by academic excellence, unique opportunities and beyond-the-classroom experiences in preparing future leaders, advancing research frontiers and engaging with business, educational and community partners for the benefit of the region and beyond.

Through the dedication of inspired faculty, Oakland prepares students to make meaningful and substantial contributions to society and the workplace by producing graduates who can think critically and creatively, communicate effectively, navigate and use information technology, and interact well with others.

In addition to equipping graduates with a broad base of knowledge and top-notch intellectual and experiential opportunities, Oakland is equally dedicated to the development of students in all aspects of their lives. Through a carefully thought out collection of campus life experiences, the University gives students opportunities to conduct research and participate in internship and co-op experiences.

A Growing University

Oakland is among the fastest growing public universities in the state with student enrollment projections through 2020 including:

- continued enrollment growth
- increased enrollment of minority students
- an increase in graduate students, responding to new program development, greater outreach activities and advanced technology-assisted education delivery

Over the last 13 years, the University has realized a 32 percent increase in enrollment and has added more than 65 new degree programs since 1995 to strengthen educational offerings.

Members of the Oakland University community opened their hearts and their wallets, making generous gifts to the 2012 All-University Fund Drive. A total of 674 faculty, staff and retirees

contributed \$316,266. With OU President Dr. Gary Russi's match included, the amount rose to \$471,257.

Oakland has continued to keep pace with growth by providing new and advanced academic, research and support facilities, such as the:

- Science and Engineering Building
- renovation of Hannah Hall
- Elliott Hall of Business and Information Technology
- Pawley Hall of Education and Human Services
- renovation and expansion of the Oakland Center
- renovation of O'Dowd Hall to provide additional classrooms and space for the Oakland University William Beaumont School of Medicine
- Recreation Center
- renovation and restoration at Meadow Brook Hall
- renovation and technology upgrades of South Foundation Hall
- Student Technology Center: OU Writing Center
- OU Anton/Frankel Center
- First Year Advising Center
- Human Health Building, located on the northwest corner of campus and opened in August 2012

A campus master plan accounts for expected growth and includes:

- a new parking structure which will add 1,245 parking spots
- a new Engineering Center to open in fall 2014
- a new student housing complex that will accommodate over 500 students, beginning fall 2014
- a new recreation and athletic complex to be completed in fall 2014
- new headquarters for Facilities Management
- a new home for The Honors College to be located in the new student housing complex
- infrastructure improvements
- the identification of potential building sites
- a research and development park
- a new humanities facility

Several upgrades, renovations and technological improvements were recently accomplished to various classrooms, laboratories and common areas. Primary laboratories to receive complete renovation were in chemistry, biology, physics, and art and art history – all programs which have experienced large increases in student enrollment or are key components of Oakland biomedical and health care academic offerings.

Applied Research and Economic Development

Oakland offers knowledge, resources and programs that help companies grow. With its research labs, facilities, faculty and students, the University assists companies in transforming ideas into new business developments, turning dreams into reality and giving vitality to vision. The University is committed to assisting startups and spin-offs to locate and secure technology development, business planning and capital acquisition as well as providing opportunities for the licensing of Oakland University's intellectual assets. To foster emerging discoveries, the University features several noted research centers, including the:

- OU SmartZone Business Incubator
- Fastening and Joining Research Institute (FAJRI)
- Center for Robotics and Advanced Automation
- Eye Research Institute (ERI)
- Center for Integrated Business Research and Education (CIBRE)
- Center for Biomedical Research
- Prevention Research Center
- Center for Autism Research, Education and Support (OUCARES)
- Clean Energy Research Center

OU SmartZone Business Incubators: OU INC is a SmartZone Business Incubator/Accelerator, in collaboration with the City of Rochester Hills and Michigan Economic Development Corporation, and partners with Oakland County and Automation Alley. OU INC provides entrepreneurial resources and strategic business solutions for developing business ventures and accelerates ideas to market. It fosters a healthy environment for the growth of new startup companies as well as provides support for existing entities through its facility and resources. The OU INC facility includes business resources, the Clean Energy Research Center and an Integrated Resource Center as well as access to the expertise and skills of staff, faculty, students and corporate partners.

The Macomb-OU INCubator provides entrepreneurial resources, business solutions, access to student interns and proactive support to businesses at every stage in an effort to help startups on their path to success. The goal of the incubator is to create jobs and advance the development of business with obtaining necessary financing for growth, business strategy, consultation, access to appropriate rental space, shared business services, and equipment and technology support services in the areas of defense, homeland security, advanced manufacturing and technology. It is a part of the Velocity Collaboration Center, a joint venture between Oakland University, Macomb County and the City of Sterling Heights.

Fastening and Joining Research Institute (FAJRI): A collaboration between Oakland University, the U.S. Congress, the U.S. Army Tank Automotive Research and Engineering Center (TARDEC), the National Science Foundation and Chrysler Corporation, FAJRI is an externally funded, academic, nonprofit research facility that is solely dedicated to exploring fundamental and applied research to develop and disseminate new technology for the fastening and joining of materials such as: metals, composites, polymers, and bio materials.

Center for Robotics and Advanced Automation: Funded by the National Science Foundation, the Big Three automotive companies and the Department of Defense, the center works on smart control technology with industrial and defense applications, intelligent robotics, homeland security technology, suspension systems, digital shearography, and global satellite communication technology and systems.

Eye Research Institute (ERI): This unique center of ophthalmic research collaborates with the department of ophthalmology at Beaumont Health System on research and provides a joint ophthalmology residency and fellowship program. Since 1968, ERI scientists have received more than \$50 million in support from private and federal health agencies.

Center for Biomedical Research: This center provides core facilities and pilot funding for the applied biomedical research efforts of Oakland University's life scientists. Key research includes eye diseases, chemical toxicology, medical physics and biological communication.

Partnerships

Oakland has leveraged its unique Auburn Hills/Rochester Hills/Rochester location in the heart of Michigan's technology and automotive corridor by forging strategic partnerships with hospitals, Fortune 500 and international companies, individuals, cities, government agencies, and educational institutions, from Southeast Michigan to other countries. The benefits of these associations are far reaching: students are rewarded with internship and co-op opportunities, University researchers have access to the latest technology tools, and the region benefits through new business opportunities and a stronger economy.

Community College Partnership Programs: Oakland University has partnered with area community colleges to create the first joint admissions and concurrent enrollment programs in the state of Michigan. These partnerships offer students expanded resources, tuition savings and maximum flexibility on the path to an OU bachelor's degree. Partners include Macomb Community College, Mott Community College, Oakland Community College and St. Clair County Community College.

Eugene Applebaum College of Pharmacy and Health Sciences: An alliance between Oakland University's School of Health Sciences and Wayne State University (WSU) provides Oakland's undergraduates a unique opportunity to earn a doctorate in pharmacy. Students can earn their bachelor's degree at OU taking pre-pharmacy courses. Their senior year at OU, students take pharmacy classes at WSU. Their senior year at OU is also their first year at WSU, giving students the opportunity to complete a doctoral program in seven years instead of eight, saving both time and money.

Crittenton Hospital Medical Center: Crittenton Hospital Medical Center has funded a \$2 million endowed professorship in Oakland University's School of Nursing that is changing the clinical education and training of nursing students. The nursing professorship conducts patient-focused research on the science and best practices of nursing, an area that has not received much attention to date. Students in the program conduct all of their clinical rotations at Crittenton Hospital Medical Center using the relationship-based care (RBC) model. RBC moves from an individual expert dynamic to one of engaging the patient, identifying options, relaying experiences and empowering the patient and his/her family to make the best treatment decisions.

OU Anton/Frankel Center: Oakland University expanded its reach in Macomb County with the opening of the Anton/Frankel Center (AFC) in fall 2011. With 25,422 square feet of space to house classrooms, offices for advising, student support services, faculty and staff, the AFC signals OU's continued commitment to bringing exceptional academic opportunities to the people of Macomb County. Programs offered at the AFC include bachelor's degrees in criminal justice, psychology, marketing and social work; and master's degrees in public administration and business administration.

The University of Botswana: Oakland University's Department of Counseling in the School of Education and Human Services, in partnership with the University of Botswana (UB), provides student and faculty exchanges, video conferences and partnerships in research, scholarship, teaching and service.

Israel's Max Stern Academic College: Oakland University offers global experiences for students and faculty through myriad overseas programs including a new partnership with Max Stern Academic College in Emek Yezreel, Israel. Students and faculty on both campuses will experience different cultures through research opportunities, academic coursework and student life.

Cooley Law School: Oakland University and Cooley Law School have enjoyed a successful partnership since 2002, when Cooley first offered its Juris Doctor (JD) law program on Oakland's campus. The recently opened Thomas M. Cooley Law School-Auburn Hills campus is the exclusive educational partner law school of Oakland University.

The Pawley Learning Institute: Established through a gift from Dennis Pawley, OU alumnus and former chair of the OU Board of Trustees, the Pawley Learning Institute provides instruction and research on concepts and training that improve organizational practices in business, education and public service sectors.

Applied Technology in Business: This program combines a rigorous education with hands-on training in the application of information technology in business. Students earn a scholarship along with a minor degree in Applied Technology in Business while tackling projects on-site at sponsoring organizations over the course of two years.

St. John Health Providence System at Riverview: Oakland continues to find new ways to fill Michigan's allied health professional and nursing pipeline. Through this partnership, students in the Patient Care Technician, Certified Nursing Assistant, Licensed Practical Nurse and Accelerated Second Degree Nursing programs take lecture and clinical laboratory courses at the Riverview Institute of Oakland University, the former St. John Riverview Hospital in Detroit.

Undergraduate research opportunities: More than 100 undergraduate students have earned Undergraduate Student Research Awards, working closely with faculty mentors to gain valuable hands-on research experience. The awards provide up to \$2,000 and travel opportunities to present student research results at regional, national and international conferences.

Instructional Technology

Access to user friendly instructional technology resources in the classrooms are a standard expectation of Oakland's faculty and students. All general purpose classrooms and a growing number of conference rooms and labs are equipped with enhanced instructional technology resources.

University classrooms are equipped with the following:

- Multimedia workstation containing: a PC computer hardwired to campus network; a digital document camera; an electronic whiteboard; a DVD player; an interface to plug in a user provided laptop computer or mobile display, an interface to plug in an accessory analog audio/video device; sound system; and an electronic media control system
- Ceiling mounted video/data projection system connected to the multimedia workstation
- Wireless network access
- A lecture capture system (Panopto) is also available to record classroom instruction and post recordings online for student review
- Room microphones and video cameras are currently being added

Oakland continues to expand its course offerings via distance education. The three modes of delivery include live interactive video, synchronous and asynchronous web-based learning opportunities.

The Internet is the current transmission vehicle for the University's live two-way compressed video course offerings. The ongoing development and interest in online learning courses and programs has reduced the need to utilize the more expensive live interactive video distance

learning model and thus there is less of a need to maintain high cost video conferencing appliance based systems and resources.

A software based video collaboration tool called Vidyo is also available for the University community to conduct business at a distance. These types of technologies save time and money by providing a communications tool that allows for the sharing of voice, video and content between two or more computers or mobile devices. The growth in web based learning models will continue to expand in the foreseeable future.

Oakland University supports a web-based Course Management System (CMS) solution utilizing Moodle. Moodle can be used as a full "web based" solution where no face-to-face teaching is required or as a "web supplemented" course resource that enhances the standard face-to-face classroom contact between faculty and students. Moodle offers online activities such as discussion boards, chat, quizzes, grade book, file storage and display, RSS feeds, wikis, journals, workshops, automated lessons. Moodle will also be the portal to access lecture capture recordings. We also support another separate instance of Moodle that is our e-Portfolio. It includes digital space for student career Portfolios. A third instance of Moodle is called e-Space that contains department assessment activities, research, academic committees, advising, and other miscellaneous academic activities.

Elluminate is a web-based synchronous learning, video-conferencing solution Oakland is offering where students are able to participate in live class meetings from any computer connected to the Internet. Another teaching tool is Second Life, an experimental island where several faculty meet their classes.

During the Winter 2013 term, Oakland offered 231 course sections that are fully online and approximately one third of all course sections are providing some level of web supplemented activity. Oakland also offers fifteen online degree and certificate programs.

Scantron machines, i-Clicker, and other software are also supported centrally for grading exams and processing course evaluations.

Technological Enhancements

Oakland University is dedicated to enhancing education through the use of contemporary and emerging technologies and continues to commit significant resources to technological enhancements, including:

- Complete administrative software suite.
- On-line registration.
- Extensive wired and wireless network to all classroom buildings and surroundings.
- Elliott Hall of Business and Information Technology, a \$17.5-million, 74,000-square foot, technology-rich facility.
- The Pawley Hall of Education & Human Services Building with 24 enhanced technology classrooms and an all digital video recording, playback and archive system in the School's Counseling Center.

- Interactive television and video conferencing capability to supplement instruction and administrative program activity.
- On-line web-based course offerings to students utilizing Moodle, a course management software (CMS).
- Other teaching and learning software, such as Panopto, CourseWeb, Scantron, Turnitin, Second Life, Camtasia, I-clicker, and Visual Communicator.
- A new Information Commons was developed in Kresge Library adding a significant number of computer work stations for the patrons.
- A remodel of O'Dowd Hall was completed to become the initial home of the new Oakland University William Beaumont School of Medicine, including the addition of many new technology enhancements.
- An off-site School of Nursing instructional center was developed at the St. Johns Riverview Hospital location in Detroit including the creation of 5 technology enhanced classrooms.
- Renovation of the two-story Anton/Frankel Center in Mount Clemens provides Oakland with a third Macomb County location with an additional 25,422 square feet of space. The new center will provide classrooms as well as offices for advising, student support services, faculty and staff.
- Major classroom renovation projects that included significant technology enhancement in older campus buildings continue to be a priority objective.
- A new Health and Human Building was opened providing the University community with the most up-to-date all digital classroom technology systems within all instructional spaces, a state-of-the-art Nursing SIM lab, and many technology enhancements within specialty laboratories.

Helpdesk Operations

Oakland University is moving toward a centralized Help Desk model which supports all desktop, instructional and information technology service needs throughout the Institution. The Help Desk service operation is open extended hours six days a week.

Cultural and Performing Arts

Oakland's contribution to the arts has moved beyond local boundaries to secure a place of prominence in the region. Historically, OU has had a strong performing arts program with record-high enrollment numbers.

The Department of Music, Theatre and Dance offers more than 100 student and faculty performances throughout the school year. Guests enjoy everything from musicals and intimate recitals to experimental plays and innovative dance performances. OU has earned a reputation for taking artistic risks, developing gifted artists, nurturing arts partnerships and achieving new heights of quality and professionalism.

Meadow Brook Hall is the sixth largest historic house museum in the United States and is renowned for its superb craftsmanship, architectural detailing and grand scale. Built between 1926 and 1929 as the residence of Matilda Dodge Wilson (widow of auto pioneer John

Dodge) and her second husband, lumber broker Alfred G. Wilson, the 110-room, 88,000-square-foot, Tudor-revival style mansion is complete with vast collections of original art and furnishings. The U.S. Department of the Interior last year designated The Hall a National Historic Landmark, the highest recognition for historic properties in the United States.

The Oakland University Art Gallery (OUAG), housed in the Department of Art and Art History, continues to garner critical acclaim for the quality and scope of its exhibitions. For more than 40 years, the OUAG has delivered diverse, museum-quality art to Metro Detroit audiences. From September to May, the OUAG presents up to six different exhibitions – from cutting-edge contemporary art to projects exploring historical and global themes. The gallery also offers lectures, performances, tours, special events and more. More than 16,000 visit OUAG each year to experience art and cultural programs.

Outdoor summer amphitheater Meadow Brook Music Festival hosts today's top concerts including rock, alternative, adult contemporary, pop, country, and rhythm and blues; a wine and food festival; stand-up comedians; and family entertainment.

Community Outreach

In the nearly 10 years since Oakland University initiated a formal partnership with the City of Rochester through the Rochester Downtown Development Authority (DDA), much has been accomplished with new initiatives added over time. Oakland considers Rochester its "hometown community" based on its long history with the city dating to the university's founding.

The partnership presents many opportunities for the OU community to benefit from joint educational and cultural programming. Areas of emphasis for students, faculty and alumni have included: employment, internships, research and development projects, business development assistance, community service projects, promotions and business discounts, and opportunities to showcase the arts, theatre and music to complement classroom work.

Students are involved in downtown Rochester events, including the annual Rochester Hometown Christmas Parade. Students, alumni, faculty and staff enjoy discounts at dozens of participating stores and restaurants through the OU GO card. The University also partners with the Rochester Regional Chamber of Commerce for joint programming and assistance. Oakland proudly partners with its other neighboring communities including Auburn Hills, Pontiac and Rochester Hills.

OU and the City of Pontiac have a long history together through programs such as GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs), which helps students in the Pontiac as well as Oak Park school districts; Project Upward Bound, which helps 120 students each year finish high school and develop the social and cultural skills needed to realize their dreams and succeed in college and society; and through the Wade H. McCree Jr. Incentive Scholarship program, which assures that students who meet specific

criteria will be awarded a full-tuition scholarship to Oakland when they graduate from high school.

Oakland University-Macomb County is involved in various community service efforts, including sponsorship of and participation in Turning Point's annual fundraising event and Tara Grant Memorial Walk/Run, the annual KnowResolve Suicide Prevention Be Aware Walk, and the Let's Move Festival of the Races in downtown Mount Clemens. In addition, this year more than 50 Oakland University students and staff, including the OU Dance team, Cheer team and the Grizz, participated in the annual Macomb County Santa Parade.

Academic and Student Life Enhancements

All students should have the benefit of academic support services, especially mentoring and small learning communities, aimed at helping them make the necessary academic and social adjustments to achieve collegiate success.

OU's First Year Advising Center connects new students with university advisers, peer mentors, graduate assistants, faculty and various support services on campus to provide a more effective student experience, especially during the critical first year.

The Oakland University Trustee Academic Success (OUTAS) scholarship program is a national model for retaining and graduating a diverse group of high-achieving university students. OUTAS was established to counter the declining rates of minority retention, graduation and student performance.

The Writing Center in Kresge Library, established through a leadership gift from OU Professor Emeritus of English Joan Rosen, assists hundreds of students each year. The Writing Center provides assistance to students to develop and incorporate effective writing and communications skills in all subject areas.

Oakland's Honors College offers highly motivated students seeking a rich, valuable and challenging undergraduate education an intimate, intellectually friendly and challenging atmosphere. Small classes average 10 to 20 students and allow for more interaction between the professor and other students. The program offers a specially designed core of general education courses in art, literature, western civilization, social science, global perspectives, mathematics, logic, computer science, natural science and technology.

Oakland's Student Technology Center serves as a digital hub for the promotion, instruction and support of technology literacy. Through the center, professional system specialists, combined with undergraduate student technology mentors, provide training and support in one-on-one or group sessions to students. This support helps students become proficient in technology, complete coursework in various disciplines, conduct university-related business transactions and work-related tasks, and improve personal growth skills.

OU has more than 250 student organizations that encourage student involvement and social opportunities.

The Recreation and Athletics Center hosts a number of activities throughout the year in which students may get involved, including intramural and club sports, group exercise classes and wellness-related programs. This multi-purpose facility draws more than 5,000 participants a week for recreational sports programs, and hosts sellout crowds at men's basketball games.

New outdoor recreation and athletics facilities, scheduled for completion in fall 2014, will accommodate NCAA Division I athletic events including tennis and track and field meets, club and intramural sports competitions, and a variety of fitness and recreational activities welcoming university students, faculty, staff and community visitors.

UNDERGRADUATE DEGREE PROGRAMS

College of Arts and Sciences (102)

Bachelor of Arts – CASBA (59)

2810	Anthropology
2815	Anthropology – Modified w/Concentration in Linguistics
1055	Art History
1105	Biology
1230	Chemistry
1450	Cinema Studies
2705	Communication
2715	Communication – Modified w/Concentration in Linguistics
1420	Creative Writing
2876	Criminal Justice w/ Special in Law Enforcement
2877	Criminal Justice w/ Special in Courts
2878	Criminal Justice w/ Special in Corrections/Treatments
2879	Criminal Justice w/ Special in Juvenile Justice
2880	Criminal Justice w/ Special in Info. Security and Assurance
2881	Criminal Justice w/ Special in Homeland Security
2290	Dance
1610	East Asian Studies – China
1615	East Asian Studies – Japan
3700	Economics
1405	English
1410	English – Modified w/Concentration in Linguistics
1980	French Language and Literature
1985	French – Modified
2015	German w/Concentration in German Studies
2010	German Language and Literature
2020	German – Modified
1096	Graphic Design
1505	History
1045	Independent Major
2510	International Relations
2040	Japanese Language and Literature
2045	Japanese – Modified
2735	Journalism
2060	Latin American Language and Civilization
1625	Latin American Studies
1700	Liberal Studies
1705	Linguistics
1710	Linguistics – Modified
1805	Mathematics
2205	Music
2375	Philosophy
2405	Physics
2515	Political Science
2605	Psychology
2615	Psychology – Modified w/Concentration in Linguistics
2820	Sociology
2805	Sociology/Anthropology
2825	Sociology – Modified w/Concentration in Linguistics

2830	Sociology – w/Specialization in Criminal Justice (2 + 2)
2100	Spanish Language and Literature
2110	Spanish – Modified
1070	Studio Art
1075	Studio Art – Specialization in Drawing
1090	Studio Art - Specialization in New Media
1080	Studio Art – Specialization in Painting
1085	Studio Art – Specialization in Photography
2294	Theatre
2130	Two Modern Languages
2870	Writing and Rhetoric
2865	Women and Gender Studies

Bachelor of Fine Arts – BFA (4)

2283	Acting
2290	Dance
2285	Musical Theatre
2296	Theatre Design & Technology

Bachelor of Music – BM (7)

2270	Choral/General Music Education
2279	Choral/General Music Education/Performance
2272	Instrumental/General Music Education
2278	Instrumental/General Musical Education Performance
2265	Music – Instrumental Performance
2245	Music – Piano Performance
2240	Music – Vocal Performance

Bachelor of Science – CASBS (12)

1835	Applied Statistics
1225	Biochemistry
1105	Biology
1125	Biology – Modified w/Specialization in Anatomy
1120	Biology – Modified w/Specialization in Cell-Molecular Biology
1130	Biology – Modified w/Specialization in Microbiology Biomedical Sciences
1905	Actuarial Science
1230	Chemistry
1805	Mathematics
2420	Medical Physics
2405	Physics
2530	Public Administration and Public Policy

Bachelor of Science – ENVSCI (3)

1252	Environmental Science/Specialization Sustainability and Res. Mgt.
1257	Environmental Science/Specialization in Environmental Health
1266	Environmental Science

Bachelor of Social Work – BSW (1)

2860	Social Work
------	-------------

K-12 Educational Programs (10)

1992	French w/K-12 Certification
2027	German w/K-12 Certification

- 2047 Japanese w/K-12 Certification
- 2122 Spanish w/K-12 Certification
- 1071 Studio Art/K-12
- 1076 Studio Art – w/K-12 Specialization in Drawing
- 1091 Studio Art – w/K-12 Specialization in New Media
- 1081 Studio Art – w/K-12 Specialization in Painting
- 1086 Studio Art – w/K-12 Specialization in Photography
- 1093 Studio Art – w/K-12 Specialization in Graphic Design

Secondary Education Programs (6)

- 1140 Biology w/Secondary
- 1240 Chemistry w/Secondary
- 1430 English w/Secondary
- 1515 History w/Secondary
- 1825 Mathematics w/Secondary
- 2430 Physics w/Secondary

School of Business Administration (9)

Bachelor of Science – SBABS (9)

- 3100 Accounting
- 3705 Business Economics
- 3700 Economics
- 3200 Finance
- 3300 General Management
- 3400 Human Resource Management
- 3500 Management Information Systems
- 3600 Marketing
- 3806 Operations Management

School of Education and Human Services (2)

Bachelor of Science (2)

- 4120 Elementary Education
- 4320 Human Resource Development

School of Engineering and Computer Science (6)

Bachelor of Science (2)

- 5020 Computer Science
- 5070 Information Technology

Bachelor of Science in Engineering (4)

- 5120 Computer Engineering
- 5140 Electrical Engineering
- 5185 Industrial & Systems Engineering
- 5160 Mechanical Engineering

School of Health Sciences (11)

Bachelor of Science (11)

- 6070 Applied Health Sciences
- 6161 Biomedical Diagnostic and Therapeutic Sciences
- 6020 Health Sciences
- 6167 BDTS: Medical Laboratory Science
- 6162 BDTS: Cytotechnology
- 6163 BDTS: Histotechnology
- 6165 BDTS: Nuclear Medical Technology
- 6166 BDTS: Radiation Therapy
- 6168 BDTS: Radiologic Technology
- 6041 Occupational Safety and Health

6050 Wellness, Health Promotion, and Injury Prevention

School of Nursing (2)

Bachelor of Science in Nursing (2)

7020 Nursing

7040 Nursing (Completion Sequence)

University Programs (1)

Bachelor of Integrative Studies (1)

7605 Integrative Studies

**Bachelor of Science Offered Jointly between the College of Arts and Sciences
and School of Engineering and Computer Science (3)**

5050 Engineering Biology

5040 Engineering Chemistry

5060 Engineering Physics

**Bachelor of Science Offered Jointly between the College of Arts and Sciences
and School of Business Administration (1)**

1905 Actuarial Science

UNDERGRADUATE CONCENTRATIONS AND MINORS

UNDERGRADUATE CONCENTRATIONS (24)

2885 Addiction Studies

1435 American Studies

2850 Archaeology

1270 Environmental Studies

6240 Exercise Science

1995 French Studies

2016 German Studies

2887 Gerontology

6030 Health Behavioral Sciences

6073 Health Information Technology

6023 Integrative Holistic Medicine

1705 Linguistics

6071 Medical Assistant

6055 Nutrition and Health

6075 Occupational Therapy Assistant

6076 Physical Therapist Assistant

6021 Pre-Health Professional

1152 Pre-Medical Studies in Med/Den/Opt/Vet

6022 Pre-Pharmacy

6015 Pre-Physical Therapy

1150 Pre-Professional Studies in Med/Den/Opt/Vet and Physician Assistant

2856 Religious Studies

6072 Respiratory Therapy

6074 Surgical Technology

2855 Urban Studies

UNDERGRADUATE MINORS (99)

3100	Accounting
2740	Advertising
1605	African-American Studies
2810	Anthropology
1810	Applied Mathematics
4355	Applied Leadership Skills
1835	Applied Statistics
3810	Applied Technology in Business
1055	Art History
1105	Biology
1140	Biology – Secondary Teaching
2746	Broadcasting
3840	Business
1230	Chemistry
1240	Chemistry – Secondary Teaching
2889	Child Welfare
1610	East Asian Studies – China
1615	East Asian Studies – Japan
1956	Chinese Language
1955	Chinese Language and Civilization
2841	Christianity Studies
1450	Cinema Studies
2705	Communication
5020	Computer Science
5021	Computing
1420	Creative Writing
2290	Dance
2292	Dance – Secondary Teaching
3700	Economics
4351	Employment Systems and Standards
1405	English
1721	English as a Second Language
3850	Entrepreneurship
1266	Environmental Science
6240	Exercise Science
3200	Finance
1981	French Language
1980	French Language and Literature
3315	General Business
2011	German Language
2010	German Language and Literature
2016	German Studies
2025	German – Secondary Teaching
1095	Graphic Design
1505	History
1515	History – Secondary Teaching
4320	Human Resource Development
3400	Human Resources Management
3302	International Management
2510	International Relations
5070	Information Technology
2842	Islamic Studies
2037	Japanese Language
2035	Japanese Language and Civilization
2040	Japanese Language and Literature

2350	Jazz Studies
2735	Journalism
2843	Judaic Studies
1625	Latin American Studies
1705	Linguistics
3500	Management Information Systems
3600	Marketing
1805	Mathematics
1825	Mathematics – Secondary Teaching
1635	Middle Eastern Studies
2748	Multimedia
2205	Music
6055	Nutrition and Health
6041	Occupational Safety and Health
3806	Operations Management
2375	Philosophy
2405	Physics
2430	Physics – Secondary Teaching
2515	Political Science
2520	Political Science – Secondary Teaching
2605	Psychology
2742	Public Relations
2530	Public Administration and Public Policy
3800	Quantitative Methods
1631	Russian and East European Studies
2820	Sociology
1620	South Asian Studies
2101	Spanish Language
2100	Spanish Language and Literature
2120	Spanish – Secondary Teaching
1070	Studio Art
1720	Teaching English as a Second Language in Linguistics
2294	Theatre
1147	Three Science
4900	Training and Development
1146	Two Science
6050	Wellness, Health Promotion, and Injury Prevention
2865	Women and Gender Studies
2870	Writing and Rhetoric
2355	World Music

GRADUATE DEGREE PROGRAMS

Doctor of Philosophy (14)

PH1900	Applied Mathematical Sciences
PH1115	Biomedical Sciences: Biological Communication
PH1350	Biomedical Sciences: Health and Environmental Chemistry
PH2490	Biomedical Sciences: Medical Physics
PH5030	Computer Science and Informatics
PH4951	Education: Educational Leadership
PH4950	Education: Counseling
PH4952	Education: Early Childhood Education
PH5160	Mechanical Engineering
PH2305	Music Education
PH4940	Reading Education
PH5180	Systems Engineering
PH5540	Electrical and Computer Engineering
PH2605	Psychology

Doctor of Physical Therapy (2)

DP6220
DP6221

Doctor of Science in Physical Therapy (1)

DS6220

Doctor of Nursing Practice (1)

DN7400

Doctor of Medicine (1)

MD9100

Education Specialist (2)

ED4705	Early Education and Intervention
ES4650	Leadership

Master of Arts (7)

MA1105	Biology
MA2710	Communications
MA4400	Counseling
MA1405	English
MA1505	History
MA1705	Linguistics
MA1805	Mathematics

Master of Arts in Liberal Studies (1)

MA1700

Master of Accounting (1)

MA3100

Master of Arts in Teaching (3)

MT4120	Elementary Education
MT4500	Reading and Language Arts
MT4220	Secondary Education

Master of Business Administration (2)

MB3900
MB3901

Master of Education (6)

ME4668	Higher Education Leadership
ME4700	Early Childhood Education
ME4610	Educational Leadership
ME4620	Educational Studies
ME4800	Special Education
ME4615	Teacher Leadership

Master of Music (7)

MM2335	Conducting
MM2345	Instrumental Performance
MM2305	Music Education
MM2320	Piano Pedagogy
MM2325	Piano Performance
MM2310	Vocal Pedagogy
MM2315	Vocal Performance

Master of Public Administration (1)

MP2560

Master of Science (19)

MS1835	Applied Statistics
MS1105	Biology
MS1230	Chemistry
MS5020	Computer Science
MS5540	Electrical and Computer Engineering
MS5620	Embedded Systems
MS5560	Engineering Management
MS6240	Exercise Science
MS5185	Industrial and Systems Engineering
MS1860	Industrial Applied Mathematics
MS3550	Information Technology Management
MS5160	Mechanical Engineering
MS5545	Mechatronics
MS6220	Physical Therapy
MS2405	Physics
MS6045	Safety Management
MS5600	Software Engineering and Information Technology
MS5180	Systems Engineering
MS2605	Psychology

Master of Science in Nursing (5)

MS7270	Adult Gerontological Nurse Practitioner
MS7280	Family Nurse Practitioner
MS7220	Nurse Anesthesia
MS7290	RN to MSN

Master of Training and Development (1)

MD4900

Master of Public Health (1)

MH6300

Graduate Certificate (25)

GC4551	Advanced Microcomputer Applications
GC4820	Autism Spectrum Disorder
GC1107	Biomedical Sciences
GC6245	Clinical Exercise Science
GC7266	Clinical Nurse Leadership
GC6248	Complementary Medicine and Wellness
GC2335	Conducting
GC6246	Corporate and Worksite Wellness
GC6240	Exercise Science
GC2345	Instrumental Performance
GC4625	International Education
GC4550	Microcomputer Applications
GC2305	Music Education
GC6233	Neurological Rehabilitation
GC7285	Nursing Education
GC6230	Orthopedic Manual Physical Therapy
GC6232	Orthopedics
GC6231	Pediatric Rehabilitation
GC2320	Piano Pedagogy
GC2325	Piano Performance
GC1880	Statistical Methods
GC6234	Teaching and Learning for Rehabilitation Professionals
GC1720	Teaching English as Second language
GC2310	Vocal Pedagogy
GC2315	Vocal Performance

Post Masters Graduate Certificate (29)

PM3100	Accounting
PM7271	Adult Gerontological Nurse Practitioner
PM4561	Advanced Reading, Language Arts and Literature
PM3706	Business Economics
PM4661	Central Office Administration
PM2335	Conducting
PM2564	Court Administration
PM2569	Criminal Justice Leadership
PM3851	Entrepreneurship
PM7281	Family Nurse Practitioner

PM3201	Finance
PM3301	General Management
PM2566	Health Care Administration
PM4670	Higher Education
PM3401	Human Resources Management
PM2346	Instrumental Performance
PM3306	International Business
PM2568	Local Government Management
PM3501	Management Information Systems
PM3601	Marketing
PM2305	Music Education
PM2567	Nonprofit Organization & Management
PM7221	Nurse Anesthesia
PM2320	Piano Pedagogy
PM2326	Piano Performance
PM3807	Production/Operations Management
PM4560	Reading, Language Arts and Literature
PM2311	Vocal Pedagogy
PM2315	Vocal Performance

III. Staffing and Enrollment

The following tables and graphs are provided:

Figure 1 - Faculty and Staff Full Time Equivalent (FTE) by Program, FY 2011-12

This chart shows the FTE for faculty, administration and clerical/service for both instructional disciplines and non-instructional program classes.

				CLERICAL AND
		FACULTY	ADMINISTRATION	SERVICE
5	AREA STUDIES	13.51	0.23	0.66
9	COMMUNICATION	39.82	0.09	1.06
11	COMPUTERS	18.41	4.97	3.02
13	EDUCATION	105.30	8.97	11.87
14	ENGINEERING	41.67	10.33	5.22
16	FOREIGN LANGUAGES	48.08	0.51	2.88
23	ENGLISH & LETTERS	82.74	1.85	4.10
24	LIBERAL ARTS	6.72	1.36	2.17
25	LIBRARY	0.50	0.00	0.00
26	BIOLOGY	37.88	7.90	5.22
27	MATH	37.50	5.51	2.84
30	MULTI/INTERDISCIPLINARY	1.09	0.00	0.00
31	PARKS RECREATION & FITNESS	10.61	0.00	0.00
38	PHILOSOPHY	17.77	0.09	0.70
40	PHYSICAL SCIENCES	32.72	7.92	7.53
42	PSYCHOLOGY	25.37	0.16	1.82
44	PUBLIC ADMINISTRATION	9.47	0.00	0.00
45	SOCIAL SCIENCES	48.80	3.73	3.51
50	VISUAL & PERFORMING ARTS	74.48	10.49	12.25
51	HEALTH PROFESSIONS	3.83	0.00	0.00
51.12		16.86	11.45	2.03
51.22	PUBLIC HEALTH	6.48	0.00	0.00
51.22	REG NURSING	41.35	1.48	0.00
51.99	OTHER HEALTH PROFESSIONALS	23.90	4.36	3.67
52	BUSINESS	85.67	2.54	9.30
54	HISTORY	16.96	0.45	1.80
	TOTAL INSTRUCTION	847.49	84.39	81.65
	RESEARCH		10.68	4.12
	PUBLIC SUPPORT		1.68	0.11
	ACADEMIC SUPPORT		190.76	141.45
	STUDENT SERVICES		82.15	95.12
	INSTITUTIONAL SUPPORT		119.58	84.22
	PLANT OPERATION & MAINT		15.51	102.88
	AUXILIARY ENTERPRISES		34.41	2.01
	TOTAL FTEs	800.33	539.16	511.56

Figure 2 - Student Credit Hours by Level and by Program, FY 2012-13
This chart shows credit hours awarded by instructional discipline.

CIP		Lower	Upper	Masters	Doctoral	Total
05	Area Studies	6192	1186			7378
09	Communication	8124	10945	520		19589
11	Computer Science	5216	2652	965	232	9065
13	Education	1073	15265	19046	3855	39239
14	Engineering	4291	5381	3799	612	14083
16	Modern Languages	18248	3968	520		22736
23	English	31892	11540	355		43787
24	Liberal Arts	2264	100	176		2540
25	Library Science	196				196
26	Biology	21341	12717	881	106	35045
27	Math	24760	1370	1145	39	27314
30	Multi/Interdisciplin. Sciences		1298			1298
31	Parks, Recreation & Fitness	3034	2590	810		6434
38	Philosophy	10140	1824			11964
40	Physical Sciences	30127	1682	426	258	32493
42	Psychology	16372	6344	360		23076
43	Criminal Justice	92	268			360
44	Public Administration	436	3054	1420		4910
45	Social Science	21884	13091	231		35206
50	Fine Arts	21194	7728	346	93	29361
51.10	Med Library Sciences	611	3052			3663
51.22	Public Health	437	1938	90		2465
51.23	Rehab & Therapeutic		334	2909	1499	4742
51.38	Nursing	7245	17170	3536	373	28324
51.99	Other Health Professions	4633	9695	132		14460
52	Business	10238	29158	7425		46821
54	History	7792	3360	130		11282
Total		257,832	167,710	45,222	7,067	477,831

Figure 3 - Degrees Awarded by Program, FY 2011-12
This chart shows the degrees awarded by program.

CIP		Bachelor's	Post Bachelor's	Master's	Post Master's	Doctoral	Total
03	Environmental Sciences	6	0	0	0	0	6
05	Area Studies	6	0	0	0	0	6
09	Communication	227	0	0	0	0	227
11	Computer Science	45	0	21	0	0	66
13	Education	181	2	369	53	16	621
14	Engineering	79	0	75	0	12	166
15	Engineering Management	0	0	16	0	0	16
16	Modern Languages	50	0	8	0	0	58
23	English	114	0	11	0	0	125
24	Liberal Arts	113	0	1	0	0	114
26	Biology	189	4	10	0	3	206
27	Math	20	0	11	0	2	33
31	Parks, Recreation & Fitness	0	0	24	0	0	24
38	Philosophy	9	0	0	0	0	9
40	Physical Sciences	11	0	13	0	3	27
42	Psychology	180	0	0	0	0	180
44	Public Administration	70	0	27	0	0	97
45	Social Science	177	0	0	0	0	177
50	Fine Arts	105	2	7	0	0	114
51.16	Nursing	364	0	50	3	21	438
51.22	Public Health	23	0	8	0	0	31
51.99	Other Health Professions	204	16	1	0	41	262
52	Business	413	0	204	3	0	620
54	History	54	0	4	0	0	58
Total	Total	2,640	24	860	59	98	3,681

Figure 4 - Enrollment Trends from Fall 1998 to Fall 2013

This graphic shows the growth over the last twelve years in undergraduate and graduate resident students and undergraduate and graduate non-resident students. During this period Oakland University's enrollment increased from 14,289 to 20,169, an increase of over 41%.

Fall Term	Undergraduate			Graduate			Total		
	In-State	Out of State	Total	In-State	Out of State	Total	In-State	Out of State	Total
1998	10,963	148	11,111	3,061	117	3,178	14,024	265	14,289
1999	11,473	181	11,654	2,989	83	3,072	14,462	264	14,726
2000	11,797	205	12,002	3,132	101	3,233	14,929	306	15,235
2001	12,311	218	12,529	3,236	110	3,346	15,547	328	15,875
2002	12,418	216	12,634	3,310	115	3,425	15,728	331	16,059
2003	12,731	228	12,959	3,515	102	3,617	16,246	330	16,576
2004	12,894	221	13,115	3,580	207	3,787	16,474	428	16,902
2005	13,233	215	13,448	3,787	104	3,891	17,020	319	17,339
2006	13,484	217	13,701	3,936	100	4,036	17,420	317	17,737
2007	13,907	183	14,090	3,879	113	3,992	17,786	296	18,082
2008	14,233	164	14,397	3,646	126	3,772	17,879	290	18,169
2009	15,091	184	15,275	3,526	319	3,645	18,617	303	18,920
2010	15,331	199	15,530	3,400	123	3,523	18,731	322	19,053
2011	15,637	201	15,838	3,411	130	3,541	19,048	331	19,379
2012	15,954	236	16,190	3,385	165	3,550	19,339	401	19,740
2013	16,283	311	16,594	3,316	259	3,575	19,599	570	20,169

Figure 5 – Enrollment Projections by School/College and Level, Fall 2012 – Fall 2016
Oakland University continues to experience increases in enrollments.

Enrollment Projections by School/College and Level Fall 2012 - Fall 2016							
	Actual	Projections					% Change
Undergraduate	2011	2012	2013	2014	2015	2016	2011 - 2016
CAS	6,036	6,105	6,170	6,218	6,282	6,354	5.3%
SBA	2,113	2,146	2,169	2,186	2,208	2,234	5.7%
SEHS	1,317	1,333	1,347	1,358	1,371	1,387	5.3%
SECS	1,030	1,089	1,100	1,109	1,120	1,133	10.0%
SHS	1,846	1,923	1,943	1,959	1,979	2,001	8.4%
SON	1,845	1,870	1,889	1,904	1,924	1,946	5.5%
UP/None	1,651	1,631	1,648	1,661	1,678	1,698	2.8%
Total	15,838	16,098	16,267	16,396	16,563	16,754	5.8%
Graduate	2011	2012	2013	2014	2015	2016	
CAS	437	423	424	428	433	459	5.0%
SBA	437	430	431	434	442	465	6.4%
SEHS	1,599	1,581	1,584	1,603	1,637	1,693	5.9%
SECS	431	426	428	441	447	466	8.1%
SHS	258	250	251	254	258	271	5.1%
SON	329	321	322	326	331	346	5.3%
Medical School	50	125	225	349	448	547	994.0%
Total	3,541	3,556	3,664	3,834	3,995	4,433	25.2%
Total	2011	2012	2013	2014	2015	2016	
CAS	6,473	6,529	6,594	6,646	6,714	6,813	5%
SBA	2,550	2,576	2,600	2,621	2,650	2,699	6%
SEHS	2,916	2,914	2,931	2,960	3,008	3,081	6%
SECS	1,461	1,515	1,528	1,550	1,567	1,599	9%
SHS	2,104	2,173	2,194	2,212	2,237	2,273	8%
SON	2,174	2,191	2,212	2,231	2,255	2,292	5%
Medical School	50	125	225	349	448	547	994%
University Programs	1,651	1,631	1,648	1,661	1,678	1,698	3%
Total	19,379	19,654	19,931	20,230	20,558	21,002	8%

Figure 6 – General Fund Square Feet per Student in Michigan, FY 2011-2012

This chart shows that Oakland University is last in general fund square footage per student of the 15 Michigan institutions. Source: Heidi Data Base

Rank by SQ FT	
UNIV	SQFT/FYES
UM-AA	343.11
ULSSU	337.72
MTU	325.35
MSU	313.46
WSU	292.46
WMU	263.54
NMU	224.90
UM-D	208.72
UM-F	208.68
EMU	177.40
CMU	164.29
SVSU	163.75
FSU	149.69
GVSU	123.44
OU	99.01

Future Staffing Needs

Oakland University currently employs 3,924 full and part-time faculty and staff and 2,714 student employees. In addition, there are over 100 employees of contract service providers for food service, bookstore, and custodial services. Faculty and staff will grow with increased enrollment.

Average Class Size

Average class size for undergraduate instruction in fall 2012 was 30.6 students. Graduate class size in fall 2012 was 15.5 and PhD classes averaged 17.2 students. It is important to the institutional character that the size of classes remains small. However, larger classes have been a cost-effective way to absorb growth.

IV. Facility Assessment

Utilization Rates

Oakland University has the lowest building square footage per student (figure 6) of any of the 15 public universities. However, a comparison of its programmatic mix with its doctoral programs and the relatively large number of engineering and science programs would lead to the conclusion that it should at least be near the overall average in total space. Program by program comparisons to national norms for disciplines indicates that all programs fall short in space.

Classroom utilization is also very high, especially in the evenings. Oakland's enrollment includes a large number of non-traditional students. Demand for evening classes exceeds available facilities. A large number of evening classes are offered at area high schools.

Mandated Standards

Mandated standards for animal research are met.

Functionality

The limited amount of specialized program space affects overall space functionality. This is particularly evident in the most impacted areas of Nursing, Health Sciences, Engineering and the Performing Arts. Recent facilities additions for the sciences, nursing, business and education provide good space for programmatic needs. Most academic programs on the Oakland University campus are offered in the following buildings:

- North Foundation Hall – Completed in 1959, and is primarily a student services building, but also includes two classrooms. The building is receiving a general facelift and significant improvements to the air distribution system.

- South Foundation Hall - Completed in 1959, this building is primarily a classroom building. The University has been adding technology to the classrooms over the past several years. This building is used by nearly all academic disciplines.
- Hannah Hall of Science - Completed in 1961, houses science, health science, and engineering laboratories as well as classrooms and offices. Air conditioning was added as part of a major energy project undertaken several years ago. Portions of the building were renovated to accommodate health sciences as part of the State funded Science and Engineering Building.
- Kresge Library – Completed in 1961 with additions in 1989. This is the central library for the institution.
- Wilson Hall - Completed in 1967, houses the departments of Art and Art History, and Communications and Journalism. It also houses Meadow Brook Theatre and administrative offices.
- Dodge Hall of Engineering - Completed in 1969, houses engineering and biology laboratories, offices, and classrooms. It also provides space for the Eye Research Institute and the administrative/academic computing center. The School of Engineering and Computer Science has a significant space deficit compared to national standards. This deficit will be significantly reduced by the construction of the new Engineering Center.
- Varner Hall - Completed in 1970, houses the departments of Music, Theatre and Dance (MTD), History, Political Science, and Sociology/Anthropology. The facilities for MTD are inadequate to meet the needs of their growing programs.
- O'Dowd Hall - Completed in 1982, this building houses the School of Nursing, the Graduate Office, the Registrar, the Departments of English, Writing and Rhetoric, Modern Languages and Literatures, Linguistics, Philosophy, and a number of general purpose classrooms. O'Dowd Hall is the home of the School of Medicine. The building continues to suffer from leaks along the curtain wall that have been a problem for a number of years. The curtain wall is being replaced in 2012-13.
- Elliott Hall - Completed in 2000, houses the School of Business Administration and Information Technology.
- Pawley Hall - Completed in 2002, houses the School of Education and Human Services, as well as the Lowry Child Development Center.
- Human Health Building – Completed in Fall, 2012, this 172,825 square foot building houses the School of Health Sciences and the School of Nursing. Collectively, this new enterprise is part of Oakland University's vision of better preparing today's health care students by creating an innovative partnership in one structure. With this new building, growth in undergraduate and graduate enrollment can be significantly increased in response to vital shortages in nursing and heavy demand for health science professionals.

- Oakland University Engineering Center (OUEC) - Construction started in Fall, 2012, it is designed to provide high quality twenty first century instructional and research facilities for all engineering and computer science programs that are vital to the revival of the economy of Southeast Michigan as well as the State of Michigan in general. This includes supporting the global competitiveness of the US alternative energy, health care and bio-medical, automotive, defense, and other high-tech industries. The OUEC will add approximately 86,884 square feet of net assignable space to the School of Engineering and Computer Science (SECS), as well as 13,500 square feet of assignable general purpose classroom space to support the growth of the overall student population.

Although academic programs are offered in other facilities and there are a number of other service buildings and auxiliary buildings, the above are the major academic facilities. The average age of buildings on the main campus is 30 years old. In general, buildings are in fair condition. Oakland University maintains a comprehensive list of plant renewal and deferred plant renewal projects, which is updated annually.

Replacement Value of Facilities

The replacement value of Oakland University's 3.1 million square feet, including Meadow Brook Hall is estimated at \$922 million.

Utility Systems Condition

The utility systems in facilities (i.e., heating, ventilation, air conditioning (HVAC), water, sewage, gas and electrical) are in varying degrees of condition, depending on facility age. All are fully functional, with those in the 30 to 40 year age and beyond group needing upgrades to increase efficiency and effectiveness of operation. The storm water system for some of the facilities flooded due to unusual 100-year storms and need attention in coming years. The existing water/sewage infrastructure is adequate to serve the projected programming needs for the next 10 years. An upgrade to the electrical substation was completed in 2003, which included cabling, switchgear, and a new substation. This upgrade will meet projected electrical needs for at least 15 years however capacity of the cabling needs to be evaluated as the campus grows in the future. Additional upgrades to infrastructure throughout campus will be required as campus facilities age and enrollment grows.

Many of the older facilities lack fire suppression systems and would be in consideration to update the facilities per current Codes during major renovation projects.

Due to the age of OU's infrastructure replacement/upgrade is needed for the underground HTHW lines. A new HTHW line needs to be installed to complete the south loop from the new Engineering Center (under construction) to Varner Hall, IT closets, IT cabling with Voice over IP capabilities, Boiler #4 in the Central Heat Plant, and the infrastructure (HVAC, plumbing and electrical) in the academic buildings (Dodge Hall of Engineering, South Foundation Hall, Hannah Hall of Science, Varner Hall) as well as residence halls (Hamlin Hall and Vandenberg Hall).

Facility Infrastructure Condition

The pavement/sidewalks/structural infrastructure is generally in fair condition. Funds are allocated annually to pavement/sidewalk repair to restore the most deteriorated portions.

Campus major projects included in the next 5-year plan are installation of a Co-generation system, replacement of old air-handling units, HTHW system upgrade, storm water management, and upgrade VOIP communication network. A service contract will be in place to maintain new micro-turbines (2) in the new Engineering Center, which will open in fall 2014. Oakland budgets \$3.8 million for non-routine maintenance in its current fiscal year from Endowment Distribution, Recreation Reserves and Housing Reserves.

Land

Oakland University's campus includes 1,443 acres. The main campus is approximately 350 acres. The remaining campus includes several major developments (a faculty/staff subdivision, the National Register Meadow Brook Estate, two golf courses), a large amount of wetland, and significant undeveloped acreage. The Campus Master Plan, approved by the Board of Trustees in April 2001, has identified future uses for all of the undeveloped property.

Buildings Obligated to the State Building Authority

The following buildings/portions of buildings are bonded through State bonds:

- Science and Engineering Building – lease expiration in 2034
- Elliott Hall – lease expiration in 2040
- Pawley Hall – lease expiration in 2042
- Human Health Building – lease expiration in 2047

The following facilities are bonded through the University:

- Golf course - final payment in 2026
- Recreation and Athletic Center - final payment in 2026
- Student Apartments – final payment in 2031
- Electrical Power Upgrade – final payment in 2031
- Parking Structure – final payment in 2031
- Oakland Center Expansion – final payment in 2031

Oakland University Classroom Utilization Reports

Peak - 10 AM to 3 PM
Fall 2009 Data

25 Available Weekly Room Hours - WRH
Room Type 110 - Classrooms

Bldg Num	Room Num	ASF	Capacity	WRH	WRH%	Station Occupancy
DHE	200	1,126	108	22.00	88.0%	56.1%
DHE	201	3,004	314	23.01	92.0%	22.4%
DHE	202	702	52	21.10	84.4%	72.1%
DHE	203	990	77	22.00	88.0%	54.4%
DHE	204	374	25	14.00	56.0%	58.3%
DHE	236	394	25	22.00	88.0%	63.3%
DHE	237	389	25	18.43	73.7%	56.6%
EH	204	541	35	17.33	69.3%	48.9%
EH	206	523	35	19.00	76.0%	74.9%
EH	208	686	45	22.67	90.7%	62.5%
EH	210	683	45	21.00	84.0%	60.7%
EH	212	696	45	19.60	78.4%	60.4%
EH	214	902	44	16.26	65.0%	56.4%
EH	235	1,021	40	16.36	65.4%	84.6%
EH	237	1,026	40	21.17	84.7%	77.1%
EH	239	1,018	40	17.00	68.0%	68.4%
HHS	190	2,131	187	25.27	101.1%	55.0%
HHS	195	2,068	187	23.13	92.5%	74.6%
HHS	220	548	40	20.06	80.2%	80.8%
HHS	225	422	30	12.93	51.7%	74.7%
HHS	350	498	40	14.82	59.3%	49.1%
NFH	156	1,757	157	21.23	84.9%	74.6%
NFH	159	1,757	90	14.00	56.0%	72.2%
ODH	108	424	60	22.00	88.0%	82.9%
ODH	110	1,548	60	22.00	88.0%	88.5%
ODH	202A	1,591	0	18.00	72.0%	49.4%
ODH	202B	2,391	0	17.67	70.7%	57.6%
ODH	202C	1,561	0	16.10	64.4%	93.3%
ODH	203	2,460	229	23.92	95.7%	60.8%
ODH	204	2,426	178	19.13	76.5%	73.3%
PH	302	1,660	72	16.93	67.7%	57.1%
PH	306	910	48	19.01	76.0%	72.3%
PH	307	938	48	16.00	64.0%	74.7%
PH	308	910	48	15.60	62.4%	62.8%
PH	309	930	48	18.00	72.0%	65.3%
PH	310	732	36	15.67	62.7%	71.6%
PH	312	738	36	23.00	92.0%	72.3%
PH	314	916	48	23.00	92.0%	46.6%

PH	316	918	48	9.55	38.2%	47.2%
PH	318	910	48	20.22	80.9%	70.5%
PH	320	735	36	18.22	72.9%	58.5%
SEB	093	574	0	16.93	67.7%	50.7%
SEB	130	673	42	18.00	72.0%	72.5%
SEB	164	1,131	64	18.00	72.0%	73.4%
SEB	168	1,112	64	18.00	72.0%	66.7%
SEB	172	1,130	64	22.46	89.8%	61.2%
SEB	185	883	50	19.00	76.0%	56.7%
SEB	187	543	36	23.00	92.0%	72.8%
SEB	364	428	30	15.62	62.5%	82.3%
SEB	372	1,043	50	2.35	9.4%	11.1%
SEB	376	669	30	15.07	60.3%	84.7%
SEB	378	618	30	16.00	64.0%	78.3%
SEB	384	654	44	18.00	72.0%	65.4%
SEB	386	607	40	18.00	72.0%	60.0%
SEB	388	607	30	23.00	92.0%	69.0%
SFH	163	985	70	22.00	88.0%	71.0%
SFH	164	667	48	23.00	92.0%	70.7%
SFH	165	992	75	19.65	78.6%	70.8%
SFH	166	667	48	22.00	88.0%	42.5%
SFH	167	667	30	23.00	92.0%	81.6%
SFH	168	667	48	23.00	92.0%	48.6%
SFH	169	667	40	23.00	92.0%	53.7%
SFH	170	667	48	22.00	88.0%	53.6%
SFH	171	667	40	23.00	92.0%	44.2%
SFH	172	667	48	22.00	88.0%	39.4%
SFH	173	667	48	23.00	92.0%	52.7%
SFH	174	667	48	22.22	88.9%	70.8%
SFH	176	732	48	20.67	82.7%	49.3%
SFH	263	991	75	23.00	92.0%	70.0%
SFH	265	446	25	19.00	76.0%	68.8%
SFH	266	688	48	23.00	92.0%	64.0%
SFH	268	668	48	22.00	88.0%	52.5%
SFH	269	688	48	20.00	80.0%	54.2%
SFH	270	688	48	18.00	72.0%	44.9%
SFH	271	668	48	19.00	76.0%	38.6%
SFH	272	668	48	23.00	92.0%	55.0%
SFH	273	668	48	21.93	87.7%	48.0%
SFH	274	668	48	22.00	88.0%	45.3%
SFH	276	733	48	23.00	92.0%	39.9%
SFH	363	896	70	18.00	72.0%	61.9%
SFH	364	668	48	23.00	92.0%	43.9%
SFH	365	992	75	18.00	72.0%	52.9%
SFH	366	668	48	22.00	88.0%	51.3%
SFH	367	668	48	21.67	86.7%	56.9%
SFH	368	668	48	22.00	88.0%	44.1%
SFH	369	668	48	21.67	86.7%	50.0%
SFH	370	688	48	22.00	88.0%	53.2%
SFH	371	668	48	23.00	92.0%	57.8%
SFH	372	668	48	22.00	88.0%	43.8%
SFH	373	668	48	23.00	92.0%	32.2%

SFH	374	668	48	22.33	89.3%	46.5%
SFH	376	732	48	20.00	80.0%	47.1%
VAR	205	1,151	90	22.00	88.0%	79.2%
VAR	206	1,184	90	14.00	56.0%	87.1%
VAR	229	371	25	0.00	0.0%	n/a
VAR	479	998	60	23.00	92.0%	60.0%
WH	102	870	60	22.00	88.0%	83.9%
WH	105	856	60	18.00	72.0%	78.3%
WH	124	1,062	90	19.00	76.0%	83.9%
WH	301	306	20	22.00	88.0%	69.1%
WH	313	500	25	15.00	60.0%	85.3%
WH	416	372	15	8.00	32.0%	60.0%
Averages		888	56	19.47	77.9%	65.9%

Classroom Utilization Report

Off Peak - 8 AM to 10 am and 3pm to 5 pm
Fall 2009 Data

20 Available Weekly
Room Hours - WRH
Room Type 110 - Classrooms

Bldg Num	Room Num	ASF	Capacity	WRH	WRH%	Station Occupancy
DHE	200	1,126	108	8.00	40.0%	30.8%
DHE	201	3,004	314	16.91	84.5%	22.0%
DHE	202	702	52	16.00	80.0%	74.9%
DHE	203	990	77	17.00	85.0%	56.3%
DHE	204	374	25	9.00	45.0%	72.9%
DHE	236	394	25	11.00	55.0%	73.1%
DHE	237	389	25	5.00	25.0%	21.6%
EH	204	541	35	16.33	81.6%	53.8%
EH	206	523	35	17.00	85.0%	63.5%
EH	208	686	45	14.38	71.9%	61.7%
EH	210	683	45	9.93	49.7%	80.8%
EH	212	696	45	12.00	60.0%	60.7%
EH	214	902	44	5.33	26.7%	79.6%
EH	235	1,021	40	9.67	48.4%	50.9%
EH	237	1,026	40	17.67	88.4%	60.0%
EH	239	1,018	40	6.93	34.7%	62.8%
HHS	190	2,131	187	17.00	85.0%	59.4%
HHS	195	2,068	187	17.00	85.0%	73.7%
HHS	220	548	40	18.44	92.2%	81.7%
HHS	225	422	30	5.60	28.0%	61.3%
HHS	350	498	40	8.93	44.7%	77.9%
NFH	156	1,757	157	5.00	25.0%	68.3%
NFH	159	1,757	90	12.00	60.0%	69.2%
ODH	108	424	60	15.93	79.7%	73.0%
ODH	110	1,548	60	16.00	80.0%	74.2%
ODH	202A	1,591	0	8.00	40.0%	63.3%
ODH	202B	2,391	0	7.01	35.0%	60.1%

ODH	202C	1,561	0	9.00	45.0%	60.8%
ODH	203	2,460	229	18.15	90.8%	57.9%
ODH	204	2,426	178	17.00	85.0%	55.0%
PH	302	1,660	72	9.00	45.0%	74.7%
PH	306	910	48	14.57	72.8%	76.1%
PH	307	938	48	6.55	32.8%	52.9%
PH	308	910	48	15.76	78.8%	62.0%
PH	309	930	48	14.00	70.0%	55.4%
PH	310	732	36	10.88	54.4%	63.0%
PH	312	738	36	9.00	45.0%	52.2%
PH	314	916	48	9.00	45.0%	67.8%
PH	316	918	48	9.00	45.0%	31.7%
PH	318	910	48	14.00	70.0%	63.4%
PH	320	735	36	7.98	39.9%	62.2%
SEB	093	574	0	12.44	62.2%	35.8%
SEB	130	673	42	10.00	50.0%	56.2%
SEB	164	1,131	64	16.00	80.0%	65.6%
SEB	168	1,112	64	13.00	65.0%	36.2%
SEB	172	1,130	64	13.67	68.4%	66.3%
SEB	185	883	50	10.50	52.5%	29.1%
SEB	187	543	36	13.00	65.0%	54.1%
SEB	364	428	30	5.00	25.0%	26.0%
SEB	372	1,043	50	0.00	0.0%	n/a
SEB	376	669	30	9.13	45.7%	130.7%
SEB	378	618	30	7.00	35.0%	26.7%
SEB	384	654	44	9.00	45.0%	33.3%
SEB	386	607	40	16.00	80.0%	58.6%
SEB	388	607	30	14.00	70.0%	47.6%
SFH	163	985	70	12.93	64.7%	52.9%
SFH	164	667	48	19.00	95.0%	49.9%
SFH	165	992	75	13.00	65.0%	46.9%
SFH	166	667	48	11.33	56.6%	57.7%
SFH	167	667	30	15.93	79.7%	54.4%
SFH	168	667	48	17.00	85.0%	46.0%
SFH	169	667	40	14.67	73.4%	46.5%
SFH	170	667	48	12.00	60.0%	45.5%
SFH	171	667	40	17.00	85.0%	33.7%
SFH	172	667	48	17.00	85.0%	44.2%
SFH	173	667	48	13.00	65.0%	56.1%
SFH	174	667	48	14.55	72.8%	42.6%
SFH	176	732	48	15.67	78.4%	43.4%
SFH	263	991	75	7.10	35.5%	87.4%
SFH	265	446	25	17.00	85.0%	45.4%
SFH	266	688	48	12.00	60.0%	45.1%
SFH	268	668	48	13.10	65.5%	51.3%
SFH	269	688	48	11.00	55.0%	76.3%
SFH	270	688	48	13.00	65.0%	53.0%
SFH	271	668	48	13.00	65.0%	46.2%
SFH	272	668	48	12.00	60.0%	40.5%
SFH	273	668	48	13.00	65.0%	66.0%
SFH	274	668	48	13.00	65.0%	58.8%
SFH	276	733	48	9.00	45.0%	35.2%

SFH	363	896	70	16.00	80.0%	72.9%
SFH	364	668	48	13.00	65.0%	37.0%
SFH	365	992	75	6.00	30.0%	29.8%
SFH	366	668	48	13.00	65.0%	53.2%
SFH	367	668	48	13.00	65.0%	50.6%
SFH	368	668	48	12.00	60.0%	39.8%
SFH	369	668	48	12.00	60.0%	53.0%
SFH	370	688	48	6.00	30.0%	22.9%
SFH	371	668	48	13.00	65.0%	53.5%
SFH	372	668	48	10.00	50.0%	45.4%
SFH	373	668	48	12.00	60.0%	45.5%
SFH	374	668	48	11.26	56.3%	55.3%
SFH	376	732	48	11.00	55.0%	55.7%
VAR	205	1,151	90	16.00	80.0%	73.9%
VAR	206	1,184	90	12.00	60.0%	65.6%
VAR	229	371	25	0.00	0.0%	n/a
VAR	479	998	60	13.00	65.0%	24.1%
WH	102	870	60	10.00	50.0%	62.7%
WH	105	856	60	9.00	45.0%	58.1%
WH	124	1,062	90	13.00	65.0%	69.6%
WH	301	306	20	6.00	30.0%	43.3%
WH	313	500	25	17.00	85.0%	74.4%
WH	416	372	15	4.00	20.0%	33.3%
Averages		888	56	11.87	59.3%	61.5%

Classroom Utilization Report

Evening 5 PM - 10 PM
Fall 2009 Data

25 Available Weekly
Room Hours - WRH
Room Type 110 - Classrooms

Bldg Num	Room Num	ASF	Capacity	WRH	WRH%	Station Occupancy
DHE	200	1,126	108	16.43	65.7%	56.3%
DHE	201	3,004	314	12.00	48.0%	27.8%
DHE	202	702	52	17.00	68.0%	13.8%
DHE	203	990	77	13.00	52.0%	25.7%
DHE	204	374	25	9.00	36.0%	56.9%
DHE	236	394	25	9.00	36.0%	74.2%
DHE	237	389	25	13.00	52.0%	62.5%
EH	204	541	35	13.70	54.8%	40.8%
EH	206	523	35	8.60	34.4%	74.8%
EH	208	686	45	14.20	56.8%	58.2%
EH	210	683	45	13.20	52.8%	43.6%
EH	212	696	45	16.20	64.8%	65.5%
EH	214	902	44	12.70	50.8%	68.8%
EH	235	1,021	40	13.42	53.7%	68.9%
EH	237	1,026	40	14.92	59.7%	59.5%
EH	239	1,018	40	13.70	54.8%	52.4%
HHS	190	2,131	187	8.00	32.0%	44.4%
HHS	195	2,068	187	14.13	56.5%	43.2%

HHS	220	548	40	24.11	96.4%	66.3%
HHS	225	422	30	12.10	48.4%	58.6%
HHS	350	498	40	15.52	62.1%	74.6%
NFH	156	1,757	157	12.70	50.8%	37.2%
NFH	159	1,757	90	8.27	33.1%	56.6%
ODH	108	424	60	11.15	44.6%	36.2%
ODH	110	1,548	60	15.75	63.0%	41.9%
ODH	202A	1,591	0	8.60	34.4%	46.4%
ODH	202B	2,391	0	3.55	14.2%	43.1%
ODH	202C	1,561	0	13.00	52.0%	40.2%
ODH	203	2,460	229	4.55	18.2%	60.9%
ODH	204	2,426	178	5.00	20.0%	34.4%
PH	302	1,660	72	14.70	58.8%	55.8%
PH	306	910	48	13.70	54.8%	55.6%
PH	307	938	48	14.20	56.8%	71.5%
PH	308	910	48	10.65	42.6%	57.8%
PH	309	930	48	13.70	54.8%	50.5%
PH	310	732	36	15.20	60.8%	50.7%
PH	312	738	36	13.70	54.8%	51.8%
PH	314	916	48	10.65	42.6%	81.4%
PH	316	918	48	10.65	42.6%	57.5%
PH	318	910	48	13.20	52.8%	44.0%
PH	320	735	36	14.20	56.8%	59.8%
SEB	093	574	0	8.55	34.2%	37.8%
SEB	130	673	42	14.43	57.7%	48.8%
SEB	164	1,131	64	16.00	64.0%	30.1%
SEB	168	1,112	64	17.00	68.0%	60.9%
SEB	172	1,130	64	17.00	68.0%	68.4%
SEB	185	883	50	16.50	66.0%	31.8%
SEB	187	543	36	14.60	58.4%	33.7%
SEB	364	428	30	11.21	44.8%	37.4%
SEB	372	1,043	50	12.00	48.0%	30.0%
SEB	376	669	30	10.78	43.1%	18.6%
SEB	378	618	30	17.00	68.0%	47.8%
SEB	384	654	44	9.00	36.0%	39.9%
SEB	386	607	40	13.05	52.2%	47.3%
SEB	388	607	30	16.22	64.9%	56.1%
SFH	163	985	70	14.75	59.0%	52.4%
SFH	164	667	48	16.30	65.2%	43.5%
SFH	165	992	75	12.10	48.4%	41.6%
SFH	166	667	48	10.15	40.6%	42.2%
SFH	167	667	30	11.87	47.5%	124.0%
SFH	168	667	48	14.20	56.8%	43.8%
SFH	169	667	40	10.65	42.6%	71.1%
SFH	170	667	48	16.20	64.8%	39.0%
SFH	171	667	40	11.55	46.2%	39.8%
SFH	172	667	48	13.70	54.8%	36.4%
SFH	173	667	48	12.00	48.0%	40.3%
SFH	174	667	48	13.20	52.8%	77.1%
SFH	176	732	48	14.70	58.8%	53.7%
SFH	263	991	75	11.10	44.4%	59.1%
SFH	265	446	25	11.10	44.4%	51.8%

SFH	266	688	48	15.20	60.8%	72.0%
SFH	268	668	48	12.65	50.6%	45.9%
SFH	269	688	48	14.70	58.8%	63.2%
SFH	270	688	48	15.20	60.8%	47.4%
SFH	271	668	48	12.65	50.6%	50.3%
SFH	272	668	48	16.10	64.4%	42.9%
SFH	273	668	48	14.20	56.8%	38.1%
SFH	274	668	48	12.10	48.4%	40.9%
SFH	276	733	48	13.37	53.5%	54.0%
SFH	363	896	70	16.20	64.8%	53.9%
SFH	364	668	48	9.55	38.2%	49.8%
SFH	365	992	75	8.00	32.0%	36.0%
SFH	366	668	48	11.60	46.4%	30.4%
SFH	367	668	48	13.70	54.8%	42.4%
SFH	368	668	48	9.10	36.4%	40.8%
SFH	369	668	48	11.15	44.6%	45.1%
SFH	370	688	48	11.20	44.8%	38.2%
SFH	371	668	48	13.70	54.8%	53.4%
SFH	372	668	48	14.20	56.8%	52.8%
SFH	373	668	48	6.55	26.2%	25.2%
SFH	374	668	48	11.10	44.4%	27.1%
SFH	376	732	48	13.00	52.0%	40.1%
VAR	205	1,151	90	9.10	36.4%	82.1%
VAR	206	1,184	90	11.65	46.6%	40.9%
VAR	229	371	25	0.00	0.0%	n/a
VAR	479	998	60	14.20	56.8%	48.0%
WH	102	870	60	14.20	56.8%	60.1%
WH	105	856	60	15.20	60.8%	64.6%
WH	124	1,062	90	6.60	26.4%	37.0%
WH	301	306	20	14.20	56.8%	65.1%
WH	313	500	25	12.32	49.3%	76.1%
WH	416	372	15	7.10	28.4%	69.8%
Averages		888	56	12.53	50.1%	48.9%

FACILITY CONDITION ASSESSMENT

PLANT RENEWAL, DEFERRED PLANT RENEWAL & PLANT ADAPTATION BACKLOG

The Facilities management computerized Capital Asset Management (CAM) program is a relational database management system, containing approximately 1,500 projects; totaling over \$201 million. In addition to this summary report, the database is capable of producing ad-hoc reports by priority rank, building system, completed and In-process projects in the current fiscal year, and backlog category.

The objective with this document, in addition to identifying our needs, is to raise awareness of the deferred plant renewal liability, and to serve as a point of departure for broader facilities planning as well as to set priorities. These assessments identified needs, established scope, determined preliminary costs, and prioritized facility projects for the University.

Oakland University completed facility condition assessments in 2006 for 34 campus buildings and updates the assessments of four buildings each year.

		Million Dollar					
System Code	Projects Category	2012 Projects Total	Closed Projects	In-Process Projects	New Projects added	2013 Projects Total	
AC	Accessibility	\$ 4.42	\$ -	\$ 0.01	\$ (1.38)	\$ 3.03	See Note 1
EL	Electrical	\$ 11.40	\$ 0.26	\$ 0.30	\$ 3.61	\$ 14.45	
EN	Energy	\$ 1.67	\$ 0.97	\$ 0.35	\$ 3.58	\$ 3.93	
ES	Exterior System	\$ 15.32	\$ 0.75	\$ 0.27	\$ 3.29	\$ 17.59	
FS	Fire/Life Safety	\$ 13.09	\$ -	\$ 0.07	\$ 5.44	\$ 18.46	
HE	Health	\$ 0.85	\$ 0.20	\$ 0.15	\$ 0.64	\$ 1.14	
HT	High Temp / Hot Water	\$ 13.81	\$ 1.07	\$ 0.37	\$ (0.20)	\$ 12.17	See Note 1
HV	HVAC	\$ 33.65	\$ 0.49	\$ 1.34	\$ 6.44	\$ 38.26	
IS	Interior System	\$ 26.89	\$ 11.36	\$ 4.42	\$ 16.40	\$ 27.51	
IT	Information Technology	\$ 25.35	\$ -	\$ 3.77	\$ 0.50	\$ 22.08	
PL	Plumbing	\$ 23.41	\$ 4.26	\$ 0.30	\$ 0.27	\$ 19.11	
RW	Roads / Walks / Parking Lots	\$ 3.82	\$ 1.20	\$ 2.05	\$ 2.49	\$ 3.06	
SI	Site	\$ 17.27	\$ 1.44	\$ 1.09	\$ 2.69	\$ 17.43	
SS	Security Systems	\$ 0.04	\$ -	\$ 0.44	\$ 0.44	\$ 0.04	
VT	Elevator	\$ 3.74	\$ 0.42	\$ 0.05	\$ 0.36	\$ 3.64	
		\$ 194.73	\$ 22.42	\$ 14.98	\$ 42.23	\$ 201.90	
NET CHANGE FROM PREVIOUS YEAR						\$7.17	

Note 1: Projects were eliminated as a result of non-validity and/or duplication.

Remarks Facility Management continually checks the validity of projects in the database and eliminates projects that are not viable. The total net change for the project backlog (\$7.17) is mainly due to inflation.

DEFINITIONS

Capital Asset Management is a systematic approach to renewing the University's capital assets through planned:

Plant Renewal

Deferred Plant Renewal

Plant Adaptation

These terms have been formally defined by the National Association of College and University Business Officers (NACUBO) as follows:

Plant Renewal

"...a systematic approach to planning and budgeting for known future cyclical renewal and replacement requirements that extend the (present) life and retain the usable condition of campus facilities and (building) systems ... not normally contained in the annual operating budget. ..." (NACUBO) Cyclical renewals typically exceed five year cycles and include such items as roof replacement, electrical switchgear, and HVAC system replacement. These expenditures keep the physical plant and related infrastructure in reliable operating condition for its present use.

Deferred Plant Renewal

"... encompasses measures that are not carried out because of underfunding in the budgeting process or perceived low priority..." (NACUBO) This includes actual projects, from the prior or current years, not included in the routine maintenance work. These projects represent "Postponed Work" that was deferred because total costs exceed current budget, or projects that are of a "low priority" that present a minimal return on investment. Also included in the Deferred Plant Renewal project list are those projects that were shifted because funds were re-allocated to address emergencies that have no other funding source.

Plant Adaptation

"...improvements are driven by institutional program changes ..." (NACUBO) This involves a programmatic process to plan and fund for projects that will be required due to an evolving use of the institution (e.g., changes in academic disciplines, shifting expectations, supporting institutional mission, etc.), or changing standards (e.g., campus master plans, architectural standards, etc.). These expenditures are over and above normal maintenance, and are not typically contained in the annual operating budget.

FACILITY CONDITION ASSESSMENT RANKING

PRIORITY 1

Current Critical (immediate or current year)

Projects in this category require immediate action to:

- Return a facility to normal operation
- Stop accelerated deterioration
- Correct a cited safety hazard

PRIORITY 2

Potentially Critical (within one year)

Projects in this category, if not corrected expeditiously, will become critical within a year. Situations in this category include:

- Intermittent interruptions
- Rapid deterioration
- Potential safety hazard

PRIORITY 3

Necessary – Not Yet Critical (within years two – five)

Projects in this category include conditions requiring prompt attention to preclude predictable deterioration or potential down time and associated higher costs if deferred further.

PRIORITY 4

Recommended (within years six – ten)

Projects in this category include items that represent a sensible improvement to existing conditions. These are not required for the most basic function of a facility; however, Priority 4 projects will either improve overall usability and/or reduce long-term maintenance.

PRIORITY 5

Recommended (beyond year ten)

Projects in this category may not improve overall usability and/or reduce long-term maintenance; however, they provide an economic payback that would not otherwise be present. Projects in this category may represent to upgrade buildings with current codes during major renovation projects. Projects in this category may also represent non-time based improvement, upgrade, or recommendation.

SOURCE: Association of Higher Education Facilities Officers (APPA)

ABBREVIATIONS

CAMPUS SYSTEM - Accessibility (AC)
Electrical (EL)
Energy Management (EN)
Exterior Structure (ES)
Fire/Life Safety (FS)
Health (HE)
High Temperature / Heat Water (HT)
HVAC (HV)
Information Technology (IT)
Interior / Finish System (IS)
Plumbing (PL)
Roads, Walks, Parking Lots (RW)
Site (SI)
Vertical Transportation (VT)
Security Systems (SS)

CATEGORY - Plant Renewal (PR)
Deferred Plant Renewal (DPR)
Plant Adaptation (PA)

FACILITIES CONDITION NEEDS INDEX (FCNI) Facility Condition Needs Index provides a relative measure for comparing one building (or group of buildings) to another. The index is a simple calculation, derived by dividing the total project costs (for the ten-year window) by the total facility replacement cost (FRC). When applying the index as an evaluation tool, the lower the number, the better the facility condition. It should also be noted that this is an index, not a percentage. It can (and often does in the case of historic facilities) exceed 1.00.

Facility Condition Needs Index

Individual Building FCNI Range	Condition Description
0.01 – 0.05	Excellent condition, typically new construction
0.06 – 0.15	Good condition, renovations occur on schedule
0.16 – 0.30	Fair condition, in need of normal renovation
0.31 – 0.40	Below average condition, major renovation required
0.41 – 0.59	Poor condition, gut / renovation indicated
0.60 and above	Complete facility replacement indicated

FACILITIES REPLACEMENT COST FRC is reported as the total replacement cost for the building or structure and its contents or fixed assets. As an example, the FRC for student housing includes the replacement cost for the building and all the fixtures within each room. Likewise, the FRC for a central heating plant would include the cost of the structure and the boilers, generators and other equipment contained within.

Executive Summary
All Campus Buildings - Facility Condition Assessment

Building Code	Building Name	Use	Square Feet	FRC	Project Costs	FCNI Total	Year Built	Benchmark Per APPA
ANI	Anibal House	HS	20,487	\$3,884,810	\$1,194,404	0.31	1962	Below Average
ASD	Athletic Sports Dome	UNIV	30,557	\$5,371,152	\$2,485,661	0.46	1996	Poor Condition
AVN	Ann V. Nicholson Apartments	HS	181,291	\$21,755,146	\$1,071,253	0.05	1998	Excellent Condition
BB	Belgian Barn	AUX	9,324	\$705,830	\$223,286	0.32	1935	Below Average
BGM	Building Grounds Maintenance Bldg	UNIV	14,400	\$1,359,755	\$534,661	0.39	1994	Below Average
BRS	Biomedical Research Support Facility	UNIV	14,300	\$5,027,160	\$624,558	0.12	1999	Good Condition
CCC	Chicken Coop Center	AUX	8,404	\$717,140	\$169,209	0.24	1930	Fair Condition
CHP	Central Heating Plant	UNIV	16,833	\$23,670,542	\$4,762,154	0.20	1974	Fair Condition
DHE	Dodge Hall of Engineering	AD	151,204	\$43,931,711	\$15,318,531	0.35	1968	Below Average
ECMB	East Campus & Misc. Buildings	AUX	89,294	\$20,927,517	\$1,415,010	0.07	N/A	Excellent Condition
EH	Elliott Hall	AD	74,582	\$15,619,678	\$1,503,001	0.10	2000	Good Condition
FM	Facilities Management Building	AD	4,084	\$289,768	\$563,277	1.94	1987	Full Replacement
FTZ	Fitzgerald House	HS	20,610	\$3,908,133	\$1,701,746	0.44	1961	Poor Condition
GAT	Gatehouse at MBH	UNIV	2,032	\$913,198	\$724,145	0.79	1929	Historical
GHC	Graham Health Center	UNIV	13,161	\$2,150,930	\$871,179	0.41	1970	Poor Condition
GLC	Golf & Learning Center	AUX	6,038	\$1,061,328	\$236,764	0.22	1914	Fair Condition
GLF	Golf Courses	AUX		\$23,436,645	\$8,137,682	0.35	N/A	Below Average
GRN	Greenhouse	UNIV	3,630	\$638,063	\$788,655	1.24	1917	Historical
GTM	George T. Matthews Apartments	HS	47,464	\$7,412,380	\$1,722,774	0.23	1982	Fair Condition
HAM	Hamlin Hall	HS	143,872	\$34,027,808	\$9,629,224	0.28	1968	Fair Condition
HHB	Human Health Building	UNIV	172,825	\$66,703,000	\$20,524	0.00	2012	Excellent Condition
HHS	Hannah Hall of Science	AD	89,418	\$39,904,442	\$15,008,170	0.38	1961	Below Average
HIL	Hill House	HS	42,522	\$10,057,068	\$3,167,887	0.31	1964	Below Average
JDH	John Dodge House	AD	10,696	\$1,890,505	\$745,143	0.39	1880	Below Average
KL	Kresge Library	AD	164,522	\$28,481,550	\$2,508,329	0.09	1961	Good Condition
MBH	Meadow Brook Hall	AUX	78,002	\$46,873,289	\$9,511,214	0.20	1929	Fair Condition
MC	Main Campus	UNIV		\$117,183,223	\$24,890,620	0.21	N/A	Fair Condition
MCMB	Main Campus Misc. Buildings	AUX	18,429	\$4,319,139	\$341,000	0.08	1960	Excellent Condition
NFH	North Foundation Hall	AD	67,691	\$23,900,009	\$6,590,817	0.28	1959	Fair Condition
OC	Oakland Center	AUX	146,693	\$2,496,108	\$6,125,878	0.24	1959	Fair Condition
ODH	O'Dowd Hall	AD	105,000	\$38,952,643	\$8,460,109	0.22	1982	Fair Condition
OIT	O'Dowd Hall IT Network Building	UNIV	822	\$2,122,182	\$10,262	0.00	2011	Excellent Condition
OUInc.1	O.U. INCubator Health Enhancement Bldg	UNIV	11,385	\$1,888,240	\$427,504	0.23	1983	Fair Condition
OUInc.2	O.U. INCubator Shotwell Gustafson	AUX	25,850	\$4,543,779	\$866,498	0.19	1929	Fair Condition
PH	Pawley Hall	AD	132,406	\$30,386,301	\$3,746,065	0.12	2002	Good Condition
PRY	Pryale Hall	AD	20,829	\$4,034,521	\$1,588,209	0.39	1963	Below Average
PS1	Parking Structure	UNIV	179,820	\$10,717,578	\$65,100	0.01	2002	Excellent Condition
PSS	Police and Support Services	UNIV	26,444	\$4,422,035	\$1,113,949	0.25	1976	Fair Condition
SEB	Science and Engineering Building	AD	165,494	\$54,718,906	\$5,598,307	0.10	1997	Good Condition
SFH	South Foundation Hall	AD	55,041	\$10,661,293	\$3,916,705	0.37	1959	Below Average
SRAC	Student Recreation and Athletic Center	AD	253,494	\$44,190,993	\$2,779,385	0.06	1998	Excellent Condition
SS	Spenser Substation	UNIV	14,769	\$2,596,019	\$77,964	0.03	2003	Excellent Condition
SSC	Steve Sharf Clubhouse	AUX	9,900	\$3,591,700	\$30,000	0.00	2011	Excellent Condition
SST	Sunset Terrace	HS	12,587	\$2,666,637	\$440,186	0.17	1952	Fair Condition
VAR	Varner Hall	AD	119,939	\$36,299,782	\$12,987,090	0.36	1970	Below Average
VBH	Vandenberg Hall	HS	178,321	\$42,175,496	\$16,434,348	0.39	1967	Below Average
VWH	Van Wagner House	HS	43,305	\$10,242,259	\$2,677,432	0.26	1965	Fair Condition
WH	Wilson Hall and Meadow Brook Theatre	AD	98,153	\$36,556,700	\$18,098,819	0.50	1967	Poor Condition
Grand Totals:			3,095,954	\$921,849,067	\$201,904,688	0.22	Fair Condition	
Note: FRC excludes furnishing and furniture cost.								

**Detailed Project Totals
Facility Condition Analysis
Project Class by Priority Class**

Project Class	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Subtotal
PR = Plant Renewal	\$573,705	\$4,410,127	\$60,531,949	\$50,400,833	\$27,678,754	\$143,595,368
DPR = Deferred Renewal	\$1,284,782	\$6,184,397	\$15,051,588	\$10,716,824	\$15,130,046	\$48,367,637
PA = Plant Adaption	\$0	\$0	\$879,532	\$1,994,015	\$7,068,137	\$9,941,683
TOTALS	\$1,858,487	\$10,594,524	\$76,463,069	\$63,111,672	\$49,876,937	\$201,904,688

Facility Replacement Cost	\$921,849,067
---------------------------	---------------

Facility Condition Needs Index	0.22
--------------------------------	------

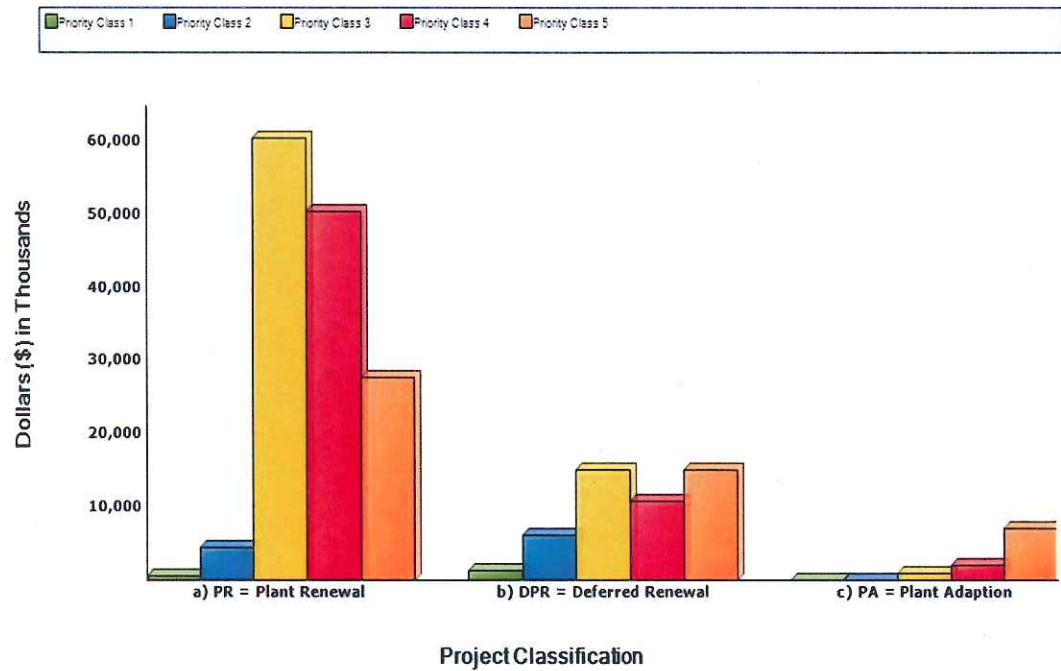
Gross Square Feet	3,095,954
-------------------	-----------

Total Cost Per Square Foot	\$65.20
----------------------------	---------

FACILITY CONDITION ANALYSIS

Project Class by Priority Class

ALL : ALL BUILDINGS



**Detailed Project Total
Facility Condition Analysis
System Code by Project Class**

System Code	System Description	PR = Plant Renewal	DPR = Deferred Renewal	PA = Plant Adaption	Subtotal	%
AC	ACCESSIBILITY	\$2,470,466	\$491,431	\$63,108	\$3,025,005	1.50%
EL	ELECTRICAL	\$10,238,216	\$3,603,440	\$612,606	\$14,454,261	7.16%
EN	ENERGY	\$2,157,934	\$1,774,168	\$0	\$3,932,102	1.95%
ES	EXTERIOR	\$12,572,078	\$4,902,925	\$116,846	\$17,591,849	8.71%
FS	FIRE/LIFE SAFETY	\$8,698,081	\$1,114,782	\$8,649,623	\$18,459,580	9.14%
HE	HEALTH	\$439,906	\$704,124	\$0	\$1,144,029	0.57%
HT	HIGH TEMP/HEAT WATER	\$10,554,192	\$1,618,468	\$0	\$12,172,660	6.03%
HV	HVAC	\$31,803,508	\$6,453,230	\$0	\$38,256,739	18.95%
IS	INTERIOR/FINISH SYS.	\$20,746,713	\$6,260,987	\$499,500	\$27,507,200	13.62%
IT	INFORMATION TECHNOLOGY	\$22,075,205	\$0	\$0	\$22,075,205	10.93%
PL	PLUMBING	\$17,637,805	\$1,476,530	\$0	\$19,114,335	9.47%
RW	ROAD/WALKS/PARKING LOTS	\$1,686,504	\$1,375,582	\$0	\$3,062,086	1.52%
SI	SITE	\$1,625,967	\$15,805,881	\$0	\$17,431,848	8.63%
SS	SECURITY SYSTEMS	\$0	\$41,048	\$0	\$41,048	0.02%
VT	VERT. TRANSPORTATION	\$888,793	\$2,747,948	\$0	\$3,636,741	1.80%
	TOTALS	\$143,595,368	\$48,370,544	\$9,941,683	\$201,904,688	100.00%

Facility Replacement Cost	\$921,849,067
---------------------------	---------------

Facility Condition Needs Index	0.22
--------------------------------	------

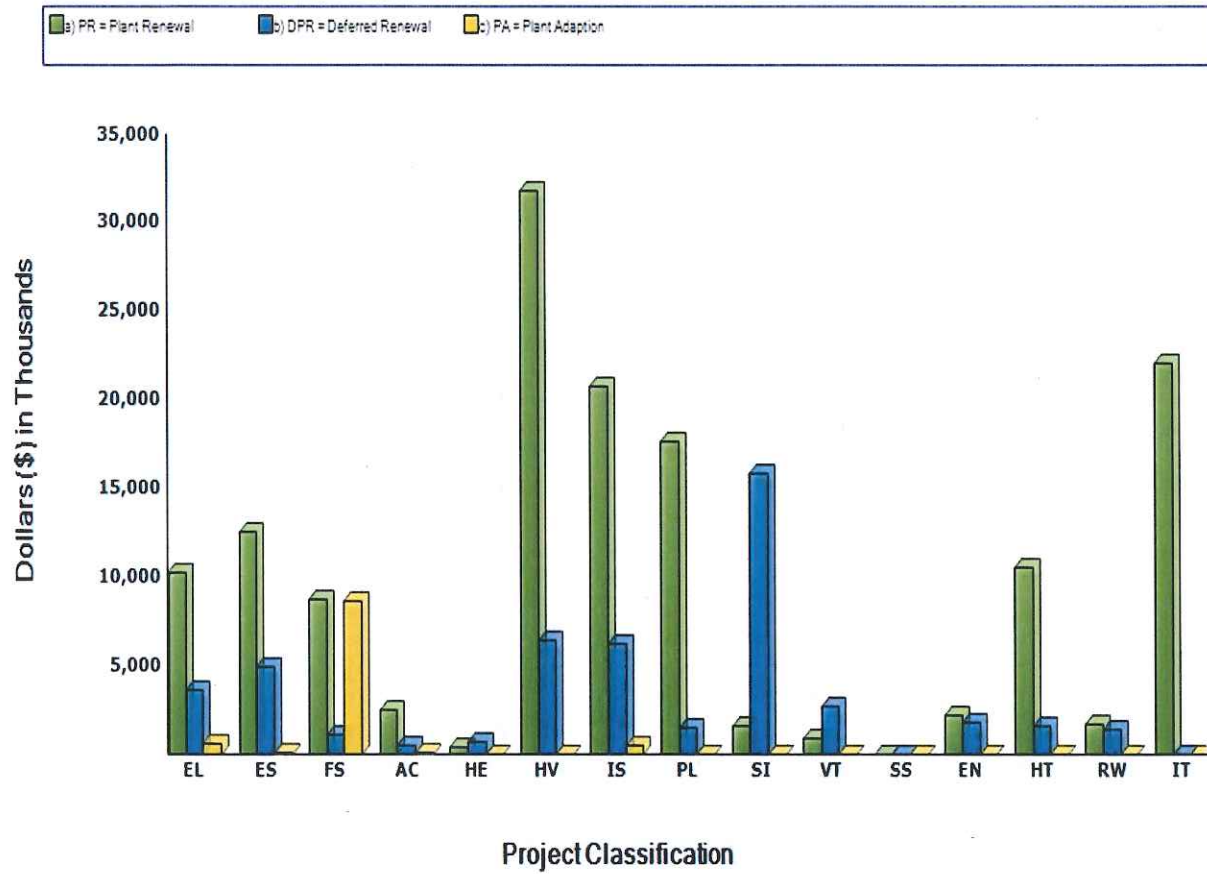
Gross Square Feet	3,095,954
-------------------	-----------

Total Cost Per Square Foot	\$65.20
----------------------------	---------

FACILITY CONDITION ANALYSIS

System Code by Project Class

ALL : ALL BUILDINGS



**Detailed Project Total
Facility Condition Analysis
System Code by Priority Class**

Priority Class

Code	System Description	1	2	3	4	5	Subtotal
		FY 14	FY 15	FY 16-19	FY 20-23	FY 24+	
AC	ACCESSIBILITY	\$29,262	\$151,948	\$1,188,564	\$1,223,765	\$431,465	\$3,025,004
EL	ELECTRICAL	\$97,558	\$425,429	\$3,301,824	\$2,296,657	\$8,332,793	\$14,454,261
EN	ENERGY	\$41,295	\$378,875	\$1,189,857	\$1,645,770	\$676,307	\$3,932,104
ES	EXTERIOR	\$236,008	\$1,544,636	\$6,283,341	\$8,250,428	\$1,277,436	\$17,591,849
FS	FIRE/LIFE SAFETY	\$154,737	\$806,606	\$3,907,377	\$5,383,544	\$8,207,316	\$18,459,580
HE	HEALTH	\$46,264	\$380,571	\$290,096	\$396,413	\$30,684	\$1,144,029
HT	HIGH TEMP/HEAT WATER	\$102,324	\$518,123	\$6,810,168	\$4,093,153	\$648,893	\$12,172,660
HV	HVAC	\$328,495	\$2,876,630	\$11,064,727	\$19,983,002	\$4,003,885	\$38,256,739
IS	INTERIOR/FINISH SYS.	\$691,723	\$2,650,834	\$9,145,800	\$7,853,172	\$7,165,671	\$27,507,200
IT	INFORMATION TECHNOLOGY	\$10,262	\$0	\$15,579,795	\$1,515,930	\$4,969,219	\$22,075,205
PL	PLUMBING	\$70,559	\$495,196	\$9,373,555	\$5,760,994	\$3,414,031	\$19,114,335
RW	ROAD/WALKS/PARKING LOT	\$0	\$45,496	\$2,431,980	\$543,795	\$40,814	\$3,062,086
SI	SITE	\$0	\$160,206	\$3,713,279	\$3,634,502	\$9,923,862	\$17,431,848
SS	SECURITY SYSTEMS	\$0	\$41,048	\$0	\$0	\$0	\$41,048
VT	VERT. TRANSPORTATION	\$50,000	\$118,928	\$2,182,706	\$530,546	\$754,562	\$3,636,741
	TOTALS	\$1,858,487	\$10,594,526	\$76,463,069	\$63,111,671	\$49,876,938	\$201,904,688

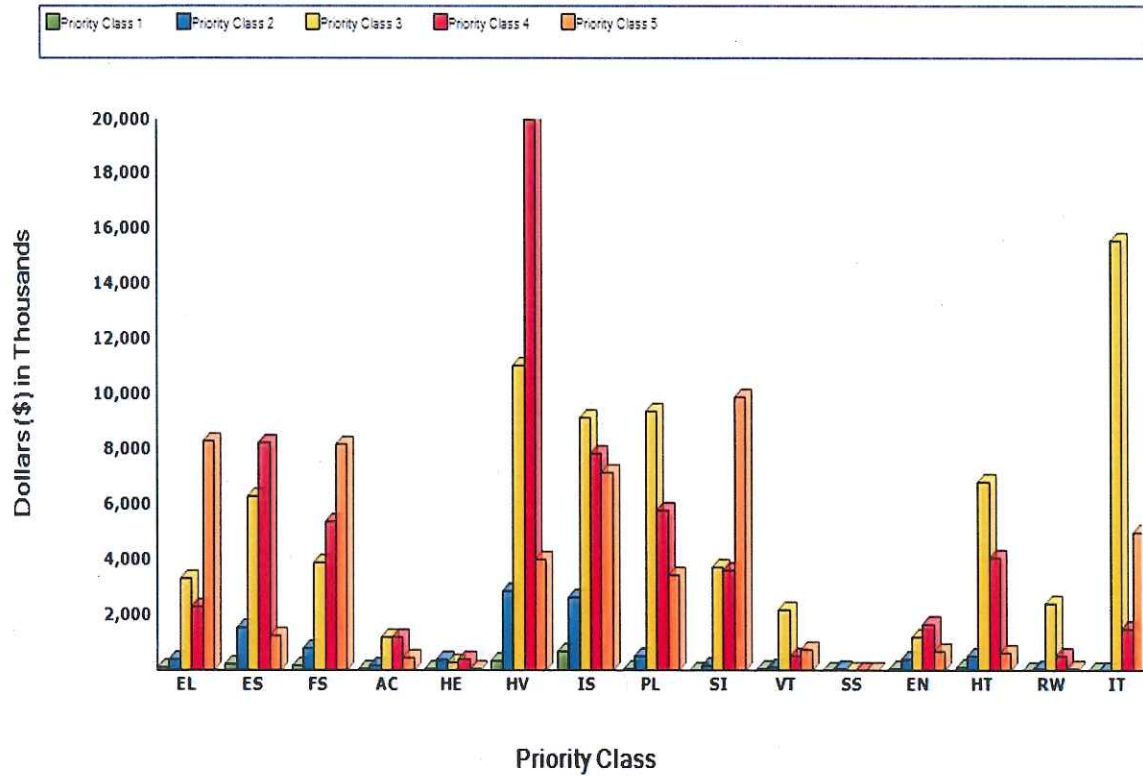
Facility Replacement Cost	\$921,849,067
---------------------------	---------------

Facility Condition Needs Index	0.22
--------------------------------	------

Gross Square Feet	3,095,954
-------------------	-----------

Total Cost Per Square Foot	\$65.20
----------------------------	---------

FACILITY CONDITION ANALYSIS **System Code by Priority Class** **ALL : ALL BUILDINGS**



V. Implementation Plan

State Funding Request

In the future, as additional state projects are considered, Oakland University has need for the following based on program growth, opportunity and State needs:

Oakland University Varner Hall Expansion

The proposed Oakland University Varner Hall Expansion is the University's highest priority capital outlay request and is designed to provide state-of-the-art instructional facilities for rapidly growing academic programs in the Social Science disciplines of Psychology, Political Science/Public Administration, History, Sociology, Anthropology, Social Work, and Criminal Justice, as well as the disciplines of Communication/Journalism, Writing and Rhetoric, and Music, Theater, and Dance. The facility will house classrooms, studios, practice rooms, research and computer labs, and faculty and administrative offices. The project will encompass primarily new construction and will be directly attached to the existing Varner Hall, currently the home for many of these departments. The expanded facility will provide technology enabled, discipline specific teaching studios reflecting advanced design that will accommodate students in dozens of majors offered by the numerous departments in the College of Arts and Sciences. The proposed Varner Hall Expansion will total approximately 258,000 gross square feet of new academic space. This represents a 106% total increase in space for the units involved. Additional space is crucial to address the current severe space shortages as well as to sustain the desired growth in enrollment across the College of Arts and Sciences, which produces 62% of the University's student credit hours. The proposed Varner Hall Expansion is designed to accommodate the growth in size and diversity of academic programs that promote the quality of our educational, scholarly, and community outreach activities. The proposed project will provide a focal point for units in the College of Arts and Sciences that serve the region of Southeast Michigan.

University Funded Priorities

Campus Infrastructure (funded)

All subprojects associated with the infrastructure improvements are presently under construction or are complete and operational. They include improvements to the existing high temperature hot water distribution system (completed and operational), the construction of an independent and secure structure that will house information technology hardware (complete and operational), the renovation of O'Dowd Hall's curtain wall system (complete and operational), and the technology and wiring upgrades to O'Dowd Hall (nearly complete).

Oakland University William Beaumont School of Medicine (OUWB) Renovations (funded)

Currently in design or various stages of construction, these renovations consist of approximately 32,000 square feet in Hannah Hall and 23,000 square feet in O'Dowd Hall. The outcome will be a new gross anatomy lab, expanded student lounge,

upgrades to 6 classrooms, expanded study areas, active learning classroom space and other academic department enhancements.

Undergraduate Student Housing (funded)

Phase I, currently under construction, consists of 504 additional beds to support the growing demand for on campus student housing. Expanding housing is in keeping with the campus master plan goal of having 4,000 residential students at Oakland University by year 2030.

Parking Garage (funded)

A new parking deck, currently under construction, will provide 1,245 additional parking spaces to accommodate the increased demand as Oakland University grows.

Elliott Tower (funded)

The Elliott Tower development, currently under construction, will enhance the campus experience by providing a unique recognizable structure that will be visible from locations on campus and off. It will provide needed outdoor gathering space for the campus community. The entire cost is funded by a generous gift from Hugh and Nancy Elliott.

North Foundation Admissions Welcome Center (funded)

The renovation of existing space in North Foundation Hall, currently under construction, will enhance and support the activities of the admissions department. It will become the destination hub for student recruitment and retention and will serve as the University's front door.

PSS Renovation (funded)

A phased renovation, this work will provide infrastructure, space and operational enhancements for Oakland's Police department.

QUEC (funded)

Funded by the State and University matching funds as part of the 2012 Capital Outlay, the 128,000 square foot Engineering Center is currently under construction. It will provide state-of-the-art instructional, research and development space for the School of Engineering and Computer Science and will be occupied fall of 2014.

Upper Fields Development (funded)

The sports and recreation complex currently under construction will provide tennis courts, soccer fields, track, campus recreation fields, grand stand and support structures for Oakland's Athletic and Campus Recreation programs.

Facilities Management Addition (funded)

Construction of the Facilities Management Addition to the Building and Grounds Building currently under construction will consolidate the departments within the Facility Management Organization, provide needed space and promote a more efficient operation.

Plant Renewal / Deferred Plant Renewal

As previously noted, Plant Renewal and Deferred Plant Renewal projects total \$192 million of the \$202 million Facility Condition Analysis. The current annual investment into deferred plant renewal and plant renewal is approximately \$1.6 million from General Fund budgets and maintenance endowments; between \$1.5 million and \$5.0 million from Auxiliaries Maintenance Reserves; and \$0.7 million from University Technology Services budgets.

**FISCAL YEAR 2015
CAPITAL OUTLAY PROJECT REQUEST**

Institution Name: Oakland University

Project Title: Varner Hall Expansion

Project Focus: ☒ Academic ☐ Research ☐ Administrative/Support

Type of Project: ☐ Renovation ☐ Addition ☒ New Construction

Program Focus of Occupants: Social Science including Arts

Approximate Square Footage: 258,000 GSF

Total Estimated Cost: \$98 Million

Estimated Start/Completion Dates: Immediately, construction will start one year after funding approval.

Is the Five-Year Plan posted on the institution's public internet site? ☒ Yes ☐ No

Is the requested project the top priority in the Five-Year Capital Outlay Plan? ☒ Yes ☐ No

Is the requested project focused on a single, stand-alone facility? ☒ Yes ☐ No

Please provide detailed, yet appropriately concise responses to the following questions that will enhance our understanding of the requested project:

1. Describe the project purpose.

The proposed 258,000 square foot Oakland University Varner Hall Expansion will provide state-of-the-art instructional and laboratory space for Oakland University's College of Arts and Sciences. The proposed building will be an addition to the existing Varner Hall, and will expand the available teaching facilities to accommodate the expansive growth in students and majors in the Arts and Sciences. The expanded building will directly address space needs in technology and laboratories that are at the core of twenty-first century teaching and academic programs.

The newly expanded building will house much-needed instructional and research facilities for programs in the following fields:

- Psychology
- Political Science
- Public Administration
- Sociology
- Anthropology
- Social Work
- History
- Communication and Journalism
- Music
- Theatre
- Dance
- Writing and Rhetoric
- Criminal Justice

In addition, the new building will support new facilities for the following University service:

- Video Services

The on-campus functions of the College of Arts and Sciences are currently dispersed over nearly every building on campus, including Varner Hall which also houses the administrative offices of the College. The consolidation of these academic functions in the proposed Varner Hall Expansion will co-locate and build cooperative teaching, technology, and learning opportunities for the students of Oakland University's College of Arts and Sciences.

The design and functionality of the Varner Hall Expansion will follow state-of-the-art standards for educational systems, concentrating on the concept of living and learning communities and the centrality of student-related functions. Project goals that will be achieved through the implementation of this project are:

- Increased emphasis on hands-on learning
- Increased emphasis on informal and peer learning
- Enabling student organizations as a learning channel
- Enhancement of project based learning
- Increased student involvement in original research
- Additional high-tech, appropriately equipped and designed learning spaces
- More flexibility to allow evolution and change in technologies, programs, and pedagogies

The added space and enhanced capabilities provided in the Varner Hall Expansion will enable increased recruitment and retention of students, and support the University's goal of significantly increased enrollments by 2020. As by far the largest college at Oakland University, the students and faculty of the College of Arts and Sciences are in great need of additional programmatic teaching and laboratory space.

2. Describe the Scope of the Project.

The scope of this proposed project is a 258,000GSF addition to the existing Varner Hall. Varner Hall, originally constructed in 1970, is one of the oldest buildings on campus. Additional space is crucial to address the current severe space shortages as well as to sustain the desired growth in enrollment across the College of Arts and Sciences, which produces 62% of the University's student credit hours. The proposed Varner Hall Expansion is designed to accommodate the growth in size and diversity of academic programs that promote the quality of the educational, scholarly, and community outreach activities. This project will provide a focal point for units in the College of Arts and Sciences that serve the region of Southeast Michigan.

The proposed building addition will house digital classrooms, technology-enabled learning studios, and student-centered laboratories, as well as expansion of space for faculty-student interaction. It will become the hub and focus of the College of Arts and Sciences at Oakland University. Its strategic location near the center of campus will facilitate student access and engagement, as well as synergy within the College. By connecting the programmatic and teaching functions with the college administration and faculty resources, the proposed facility expansion is programmed to engage more students with faculty at a higher level.

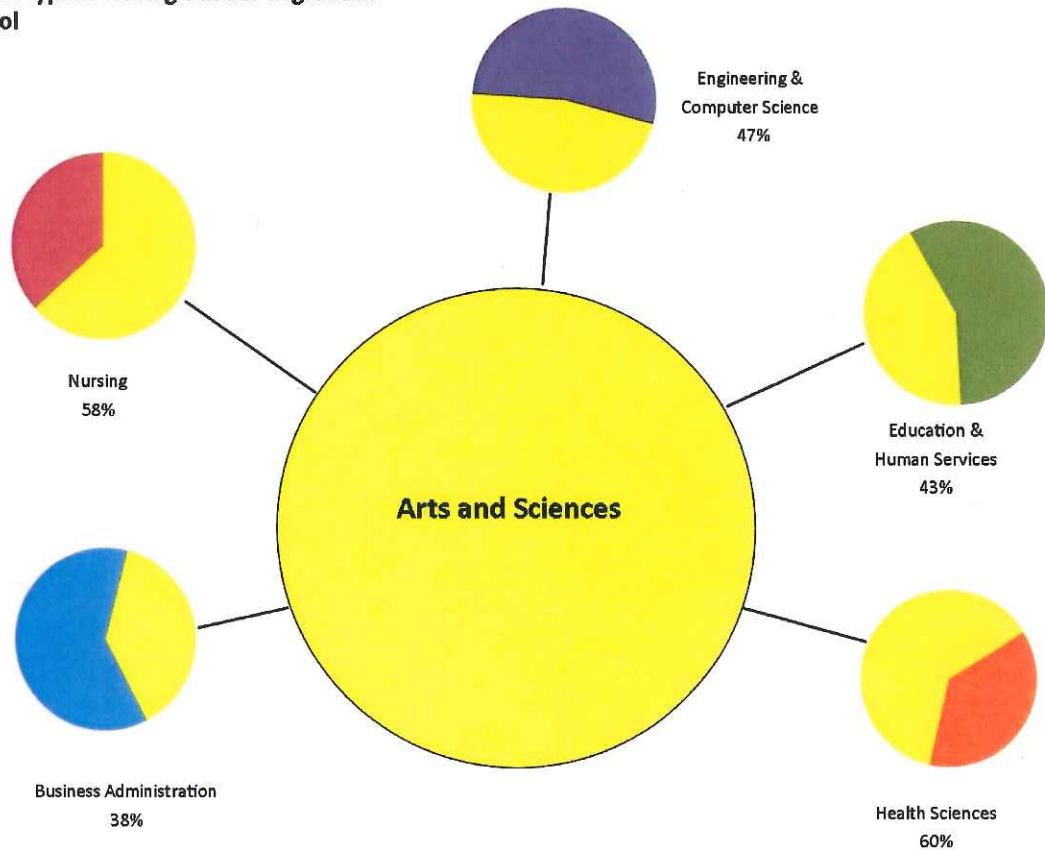
By proposing an addition to the existing Varner Hall, the project can be constructed without the temporary relocation of any of the currently existing teaching and faculty resources, thereby saving project cost. In addition, when complete and fully occupied, this proposed project will create other space on campus for use and re-purposing by other campus departments that are also in need of additional programmed teaching space. The efficiency of this approach is consistent with University goals and objectives,

minimizes academic disruption due to construction activities, and provides state-of-the-art, department specific academic space.

3. How does the project enhance the core academic and/or research mission of the institution?

The College serves all undergraduates through General Education and major prerequisites in other Schools on campus—at least 38%, and as high as 60% of the credits completed by majors in other Schools are earned in the College. The new space will allow the College of Arts and Science to continue to serve the growing programs in other Schools in an effective way. The current departments in Varner Hall (Music, Theatre, and Dance (MTD); Sociology, Anthropology, Social Work, and Criminal Justice; Political Science; and History) enroll more than 1400 majors (more than the School of Engineering and Computer Science). The improved quality of MTD space is likely to result in recruitment of higher achieving students and the provision of a greater number of, and more varied, arts events to the community. The opportunity to bring more of the Social Sciences into the same space is likely to increase academic and research collaboration.

Percentage of College of Arts and Sciences credits required for typical undergraduate degrees in each School



4. How does the project enhance Michigan's talent enhancement, job creation and economic growth initiatives on a local, regional and/or statewide basis?

Two recent surveys of employers conducted for the American Association of Colleges and Universities by Hart Research Associates (2007, 2010) provided findings relevant to this question. Employers say that they are looking for employees who have a broad range of skills and knowledge and in-depth skills and knowledge in a specific field or major. The Varner Hall Expansion project provides Oakland with an opportunity to do both. Through General Education courses the College provides students of all majors with the "broad range of skills" that employers are seeking. Skills like being able "to effectively communicate orally and in writing" and "critical thinking and analytical reasoning skills" which were the two skills with the largest agreement in the survey. Within the majors represented in this project, Oakland provides students with the in-depth skills and knowledge of specific majors and provides students with the kind of experience-based learning that the survey respondents identified as important. This project, therefore, provides the venue that will enhance talent development and produce graduates armed with the tools that employers are seeking.

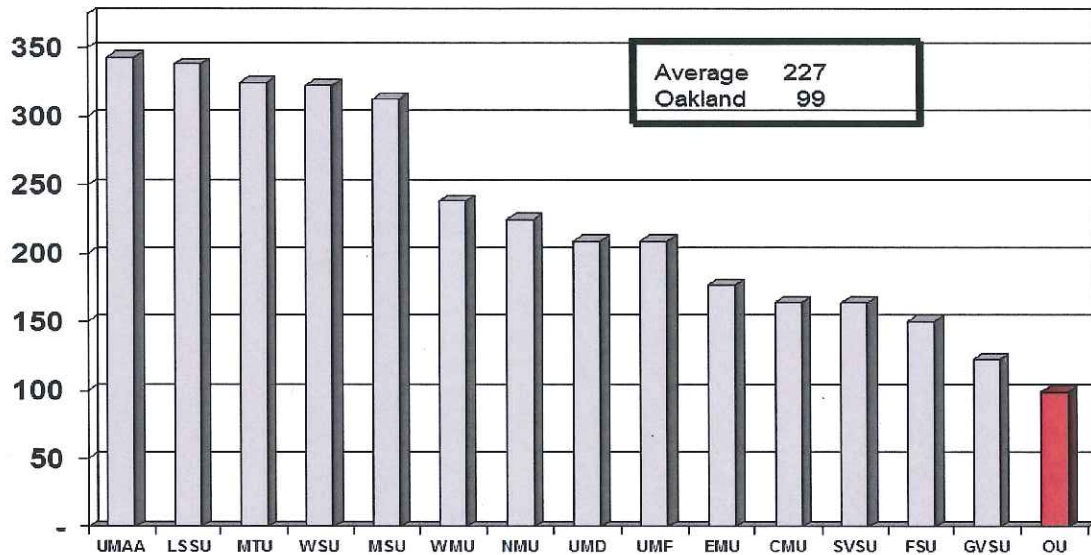
5. How does the institution measure utilization of its existing facilities, and how does it compare relative to established benchmarks? How does the project help to improve the utilization of existing space and infrastructure, or support the need for additional space and infrastructure?

Oakland University measures space utilization through the use of appropriate data based on current demands and future expectations. Using national and state planning guidelines and peer comparisons, this data is used to create space needs calculations considering availability, condition, utilization, location and adjacencies between the assessed needs and the existing space. A space inventory of all buildings has been created and is updated continuously.

Without the additional space provided by this project, the College of Arts and Science, and the University as a whole, will be challenged to meet anticipated enrollment growth. Oakland has a significant shortage of full time and part time faculty offices and instructional areas. Compared to other similar universities and based on the space needs calculations, the University has a long term need for a significant increase of assignable square footage. This project will help relieve that shortage.

See the following chart on the next page for a comparison of General Fund square footage per student from FY2012 HEIDI data, showing Oakland with the lowest level in the state; far less than half the average.

FY2012 General Fund Building Sq. Ft. per FYES



Source: HEIDI

- 6. Does the project address or mitigate any current life/safety deficiencies relative to existing facilities? If yes, please explain.**

The Varner Hall Expansion project represents all new construction, and is a new addition/expansion of the existing Varner Hall. It will not mitigate or address any currently existing deficiencies in other facilities. This proposed project allows for the creation of state-of-the-art, technology enabled learning studios and laboratories that are designed to comply with all current life safety codes and requirements for student occupancy and instruction.

- 7. How does the institution intend to integrate sustainable design principles to enhance the efficiency and operations of the facility?**

Sustainable design principles will be implemented in all aspects of this proposed project including materials and resources, indoor environmental quality, design innovation, site sustainability, water efficiency, energy and atmosphere, and regional priorities.

- 8. Are match resources currently available for the project? If yes, what is the source of the match resources? If no, identify the intended source and the estimated timeline for securing said resources?**

No, however, if this project receives State funding approval, plans are in place to immediately begin soliciting private support for the required matching funds, and, if necessary, bonds will be issued to supplement the private support.

9. If authorized for construction, the state typically provides a maximum of 75% of the total cost for university projects and 50% of the total cost for community college projects. Does the institution intend to commit additional resources that would reduce the state share from the amounts indicated? If so, by what amount?

Oakland University does not have such plans at this time.

10. Will the completed project increase operating costs to the institution? If yes, please provide an estimated cost (annually, and over a five-year period) and indicate whether the institution has identified available funds to support the additional cost.

Yes, the project will increase operating costs. Operating costs would be funded by a combination of campus-wide cost containment initiatives, reallocation of existing budgetary resources, and possibly, increased tuition revenues.

Project Annual and 5 Year Operating Budget (258,000 sf)		
	\$ /sf	
Plant Engineering	0.04	\$10,320
Custodial Cleaning	1.75	\$451,500
Bldgs. & Grounds	0.75	\$193,500
Plant Maintenance	0.22	\$56,760
FM Admin.	0.02	\$5,160
Skilled Trades (persons)	1 ½	\$135,000
Purchase Utilities	2.25	\$580,500
Security		\$25,000
GSF		\$20,000
Year 1 Total		\$1,477,740
Year 2 (3% increase)		\$1,482,173
Year 3 (3% increase)		\$1,486,620
Year 4 (3% increase)		\$1,491,080
Year 5 (3% increase)		\$1,495,553
Total for 5 Years		\$7,433,165

11. What impact, if any will the project have on tuition costs?

Potential debt service and operating costs would be funded by a combination of campus-wide cost containment initiatives, reallocation of existing budgetary resources, and possibly, increased tuition revenues.

12. If this project is not authorized, what are the impacts to the institution and its students?

The consequences related to not providing this facility for Oakland University students relate to a diminished quantity and quality of instructional space. The current facilities are over 100% of capacity,

with hallways and storage areas being used for instructional purposes, so it would be very difficult for any of the current programs to grow or to develop new programs within these areas. Oakland will be much less competitive in recruiting students, especially in Music, Theater, and Dance due to the quality of space.

13. What alternatives to this project were considered? Why is the requested project preferable to those alternatives?

The College of Arts and Sciences will be the sole occupant of the proposed new addition to Varner Hall. Currently, College programs and departments are scattered across the entire campus, with little identity or academic synergy for the departments. Through extensive study it was determined that there is no other space on campus that could be cost effectively renovated to meet the needs of all of the College departments. Other sites on campus were studied for appropriateness and cost effectiveness to accommodate the programmatic needs of growth and academic synergy in CAS. No other site provides the combination of construction efficiency, departmental co-location, and program identity for current and recruited students.

In addition, Oakland University has the lowest ratio of space to students of all the public universities in the State of Michigan (see chart in section 5, above). Growth in space at Oakland has not nearly kept pace with the strategic enrollment growth on campus. The proposed location on campus for the Varner Hall Expansion is the best and most efficient site to address this important need for state-of-the-art technology-enabled learning space.