



SVSU

***Board of Control
Minutes***

December 18, 2015



SAGINAW VALLEY STATE UNIVERSITY

MEETING MINUTES
BOARD OF CONTROL
REGULAR FORMAL SESSION
Wickes Hall, Room 350
December 18, 2015
1:30 p.m.

PRESENT:

Scott Carmona, Chair
Jenee Velasquez, Vice Chair
David Gamez, Secretary
John Kunitzer, Treasurer
Dennis Durco
Cathy Ferguson
Patrick McInnis
Vicki Rupp
Donald Bachand, Ex Officio

ABSENT:

OTHERS PRESENT:

Jill Allardyce	Holly Larose-Roenicke
Shaun Bangert	David Lewis
Andy Bethune	Debbie Marsh
JJ Boehm	James Muladore
John Decker	Press
Craig Douglas	Michael Randolph
Jarroed Eaton	Angela Reinert
Justin Engel	Judy Ruland
Dan Goodell	Linda Sims
Deborah Huntley	Craig Snook
Tim Inman	Jason Swackhamer
John Kaczynski	Mamie Thorns
Michelle Knous	Andrew Wagstaff
Mary Kowaleski	Mike Watson
	Jennifer Weiss

SAGINAW VALLEY STATE UNIVERSITY
BOARD OF CONTROL
DECEMBER 18, 2015
REGULAR FORMAL SESSION
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I. CALL TO ORDER

Chair Carmona called the meeting to order at 1:35 p.m.

II. PROCEDURAL ITEMS

A. Approval of Agenda and Additions to and Deletions from Agenda

There were no additions to or deletions from the agenda.

The agenda was APPROVED as distributed.

B. Approval of Minutes October 12, 2015 Regular Formal Session of the Board of Control

It was moved and supported that the minutes of the October 12, 2015 Regular Formal Session be approved.

The minutes were unanimously APPROVED as written.

C. Recognition of the Official Representative of the Faculty Association

Professor Shaun Bangert, President of the Faculty Association, commented that she would like to congratulate those students who will be graduating in December. She also acknowledged the faculty who have worked so hard to prepare our students as they embark on a new journey in life.

D. Recognition of the Student Association

Jarrold Eaton, President of the Student Association, noted that the Fall semester was very productive and the Student Association is looking forward to the new year.

E. Communications and Requests to Appear Before the Board

- Jill Allardyce, J.J. Boehm, Justin Engel, Dan Goodell, Tim Inman, Holly Larose-Roenicke, Michael Randolph, Angela Reinert, Craig Snook and Jason Swackhamer, Staff Members of the Month for November, were introduced to the Board. (See Appendix One: November)
- Michelle Knous, Staff Member of the Month for December, was introduced to the Board. (See Appendix Two: December)

III. ACTION ITEMS

1. Resolution to Congratulate the 2015 Student Association for their Leadership in the Battle of the Valleys Competition

RES-2154 It was moved and supported that the following resolution be adopted:

WHEREAS, Since 2003, students from Saginaw Valley State University and Grand Valley State University, led by their respective Student Associations, have competed in a charitable fund-raising competition known as the Battle of the Valleys; and

WHEREAS, Since 2003, Battle of the Valleys fundraising has raised \$470,257 for various charities and foundations. SVSU has raised \$331,242 or about 65 percent of the total, and has out-raised GVSU during nine of the 12 years; and

WHEREAS, In 2015, SVSU students raised \$24,450 for this year's charity partner, Get Outside for a Healthy Inside, which is a citizen initiative organization for a Healthy Saginaw. The goal of the organization is to increase the number of parks, urban trails and other green spaces to increase the opportunities for physical activity and community engagement for Saginaw residents of all ages and abilities; and

WHEREAS, All proceeds from this year's fundraiser will go to the second-year organization to increase physical activity in Saginaw, focusing specifically on building parks and maintaining trails;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulate the 2015 Student Association and through them, the entire student body which they represent, for a successful and commendable fund-raising effort and for continuing a spirit of generosity and philanthropy on this campus.

Chair Carmona thanked the Student Association on their excellent fund-raising effort for a very worthy cause. He noted that their generosity and spirit makes the University proud.

The motion was APPROVED unanimously.

2. Resolution to Congratulate the 2015 SVSU Men's Soccer Team

RES-2155 It was moved and supported that the following resolution be adopted:

WHEREAS, The 2015 Saginaw Valley State University men's soccer team finished the season posting a final record of 15-4-1; and

WHEREAS, The team advanced to the NCAA Division II Playoffs; and

WHEREAS, Tyler Channell (Troy, Michigan) was Named GLIAC Offensive Player of the Year, D2CCA Midwest Region Player of the Year, NSCAA All-Midwest Region First Teamer and was named a D2CCA First Team All-America selection, Coach Andy Wagstaff earned GLIAC Coach of the Year Honors and Jordan Kalk (Richmond Hill, Ontario) earned First Team All-GLIAC honors, D2CCA and NSCAA All-Midwest Region honors and was named a D2CCA Third Team

All-America Selection, Troy Watson (Toronto, Ontario), and Aleksandar Isaevski (Skopje, Macedonia) were named First Team All-GLIAC and Isaevski earned NSCAA Second Team All-Midwest Region honors as well; and

WHEREAS, Tyler Stephens (Roseville, Michigan) earned Second Team All-GLIAC honors and NSCAA Second Team All-Midwest Region honors, and, Vaughn Frederick (Garden City, Michigan), and Alexandre Bouillennec (Pederne, France) earned Second Team All-GLIAC honors while Omar Sinclair (Manchester, England) was All-GLIAC Honorable Mention;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulate Head Coach Andy Wagstaff, Assistant Coach Michael Lamb, Assistant Coach Paul Doroh, Assistant Coach Matt Walker, Assistant Coach Ross Gibson, and team members Alexandre Bouillennec, Alec Capstick, Joshua Howell, Raphael Stulz, Jordan Kalk, Tyler Stephens, Omar Sinclair, Rhys Coogan, Alberto Gangutia, Oluwatobi Oyeleye, Matthew Lang, Troy Watson, Kevin Kelly, Matt Davis, Isaiah Orbe, Dillon Herried, Brett Landles, Vaughn Frederick, Aleksandar Isaevski, Tyler Channell, Griffin Parks, Andrew Dalou, Brian Sockow, Michael Winters, Matt Wilson and Louis Barrow for attaining this high level of achievement and commend Coach Wagstaff and the team for their outstanding performance on the field. Their commitment to excellence and performance has brought national distinction to the University and its athletic programs.

The motion was APPROVED unanimously.

3. Resolution to Congratulate the 2015 SVSU Women's Volleyball Team

RES-2156 It was moved and supported that the following resolution be adopted:

WHEREAS, The 2015 Saginaw Valley State University women's volleyball team finished the season posting a final record of 22-9; and

WHEREAS, The team qualified for the 2015 GLIAC Tournament as the No. 6 seed; and advanced to the NCAA Division II Playoffs for just the fourth time in program history; and

WHEREAS, Senior Brooke Tiller (Maumee, Ohio) was named GLIAC Libero of the Year and earned All-GLIAC and D2CCA All-Midwest Region Second Team honors, Juniors Kelly Vellucci (Livonia, Michigan) and Kaylee Schmitt (DeWitt, Michigan) were named All-GLIAC First Team and Junior Andrea Brigham (Concord, Michigan) was All-GLIAC Honorable Mention;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulate Head Coach Will Stanton, Assistant Coach Callie Youngman, Assistant Coach Shannon Flippin and Volunteer Assistant Coach

Kelsey Ferla, and team members Tamara Heller, Emily Nieman, Caley Vink, Kennedy Marker, Morgan Eddy, Monica Skrabut, Brooke Tiller, Kelly Vellucci, Sidney Scott, Jordan Pikaart, Rachel Eisenhour, McKenzie Schuster, Andrea Brigham, Kaylee Schmitt, and Reagan Moffit for attaining this high level of achievement and commend Coach Stanton and the team for their outstanding performance on the court.

The motion was APPROVED unanimously.

4. Resolution to Grant Undergraduate and Graduate Degrees

RES-2157 It was moved and supported that the following resolution be adopted:

WHEREAS, Saginaw Valley State University is granted the authority to confer undergraduate and graduate degrees as outlined in Section 5 of Public and Local Acts of Michigan 1965; and

WHEREAS, Operating Policy 3.101 Article III of the Board reserves to the Board the authority to grant degrees;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University approves the awarding of undergraduate and graduate degrees at the December 18 and 19, 2015 Commencement ceremonies as certified by the faculty and Registrar.

The motion was APPROVED unanimously.

5. Resolution to Approve Faculty Sabbaticals for 2016-2017

RES-2158 It was moved and supported that the following resolution be adopted:

WHEREAS, Saginaw Valley State University is committed to quality education and provides the faculty with opportunities to maintain and enhance their professional knowledge and expertise; and

WHEREAS, The University administration supports faculty sabbatical leaves as an integral part of the SVSU Faculty Development Program;

NOW, THEREFORE, BE IT RESOLVED, THAT, the following faculty members be granted sabbatical leaves as specified below for the academic year of 2015-2016:

<u>Name</u>	<u>Department</u>	<u>Leave Request</u>	<u>Proposal Title</u>
Donahue, Jesse	Political Science	Winter 2017	Snakes in American Popular Culture

Hatcher, Larry	Psychology	Fall 2016	Statistical Results in APA Style
Huang, Ming-Tie	Physics	Winter 2017	Electron Correlation from Photon-impact Ionization of Atoms with Synchrotron Radiation
Lewis, Ava	Nursing	Winter 2017	Development of Global Health Institute at SVSU
Park, Hong	Economics	Fall 2016	Complete Two Research Papers for Publication in Referred Journals
Ross, Arra	English	Winter 2017	The Writing of a Long Poem Sequence
Thompson, Gary	English	Fall 2016 Winter 2017	Performance Studies as an Approach to Teaching Critical Thinking
Vratulis, Vetta	TEMS	Fall 2016	Reading and Writing in Digital Environments
Yang, Bing	Biology	Fall 2016 Winter 2017	Increase the Immune Response Against Tumor Associated Carbohydrate Antigens
Youngstedt, Scott	Sociology	Fall 2016 Winter 2017	Economic and Cultural Dimensions of Water Access in Niamey, Niger

Dr. Deborah Huntley, Vice President and Provost, noted that each of the proposed sabbaticals support the University teaching mission. Provost Huntley noted that the faculty chair is recommending these individuals and she fully supports this recommendation.

The motion was APPROVED unanimously.

6. Resolution to Approve Confirmation of Board Members for Previously Authorized Public School Academies

RES-2159 **It was moved and supported that the following resolution be adopted:**

WHEREAS, the Saginaw Valley State University Board of Control, the school's authorizing agent, requires that University Charter Schools' Board of Directors have a minimum of five members and a maximum of nine members; and

WHEREAS, individual Charter Schools have a desire to replace Board members who have submitted their resignation; and

WHEREAS, certain Charter Schools have a desire to have parents of students represented on their Board of Directors; and

WHEREAS, certain Charter Schools desire to reappoint a board member whose term of office has expired;

NOW, THEREFORE, BE IT RESOLVED, that the individuals listed below be appointed by the Saginaw Valley State University Board of Control as new members of the Board of Directors of the following Charter Schools:

Branch Line School, Livonia

Erica Chekaway Appointment Term: 1/1/16 – 6/30/16

Ms. Chekaway earned her BA in Elementary Education from the University of Michigan-Dearborn and her MA in Educational Technology from Central Michigan. She currently serves as Store Manager at O'Reilly Auto Parts of Westland. Ms. Chekaway believes her experience in both education and business will be valuable to the Academy board.

Keith Ledbetter Appointment Term: 1/1/16 – 6/30/16

Mr. Ledbetter earned his BA in Political Science from Michigan State University. He currently serves as Senior State Relations Manager for Fiat Chrysler Automobiles. Mr. Ledbetter believes his experience on traditional and charter school boards coupled with his strong leadership, public policy, and public relations skills will be an asset to the Academy board.

Jody Payne Appointment Term Ending: 6/30/17

Mr. Payne earned his BA and MA in Accounting from Michigan State University. He also earned his teaching certificate in elementary education (math and history) from Michigan State. Mr. Payne currently works as a teacher in the Novi Community Schools. He believes his 7 years in finance/accounting, 17 years in public education, and 11 years running a charity program will be an asset to the Academy board.

Cesar Chavez Academy, Detroit

Michael Duncan Appointment Term: 1/1/16 – 6/30/17

Mr. Duncan is a commercial driver for Great Lakes Beverage where he has served for over 35 years. His extracurricular activities include residential Real Estate Investment and Management, church Men's group leader, and hunting. Mr. Duncan believes that his life experiences will be an asset to the Academy board.

Genesee STEM Academy, Detroit

Edgar Taylor Appointment Term Ending: 6/30/17

Mr. Taylor earned his Bachelor's in Science and Math from Jackson State University of Mississippi and his Master's in Curriculum & Instruction from Michigan State University. Though Mr. Taylor is retired, his passion still remains to help others grow and develop through positive relationships and educational experiences. He believes his public school experience in the Flint area will be an asset to the Academy board.

The New Standard Academy, Flint

Trachelle Young Appointment Term Ending: 6/30/18

Ms. Young earned her BS in Criminal Justice from Jackson State University of Jackson, Mississippi and her Juris Doctorate Degree from Detroit College of Law at Michigan State University. Ms. Young currently owns her own legal practice in Flint. She believes that she will bring legal, procedural, and intellectual skills to the Academy board that would improve the board's ability to focus on its mission, set and obtain achievable goals, and measure progress.

Mr. David Lewis, Director of School and University Partnerships, noted that background, criminal record and reference checks were completed on each of the applicants.

The motion was APPROVED unanimously.

7. Resolution to Approve the Zahnow Library Renovation

RES-2160 It was moved and supported that the following resolution be adopted:

WHEREAS, SVSU has committed to transforming the Melvin J. Zahnow Library from a traditional library to a learning commons; and

WHEREAS, This transformation will expand the physical and virtual spaces in the Melvin J. Zahnow Library to include social learning commons, study zones, open flexible spaces, peer assistance and professional support, spaces for student events and activities, multiple technology platforms, furniture based on the learning styles of users, a dynamic collection of books, journals, and resources that focus on SVSU student academic success and the educational and research needs of SVSU students, faculty and community residents; and

WHEREAS, Project financing is available from capital reserves and private contributions;

NOW, THEREFORE, BE IT RESOLVED, That the Board hereby authorizes the President or the Executive Vice President for Administration and Business Affairs to enter into contracts to renovate the Zahnow Library with a budget not to exceed \$12 million.

Mr. James Muladore, Executive Vice President for Administration and Business Affairs, noted that the proposed project has been thoroughly reviewed by the Board standing

committees throughout the past year. He stated that a number of individuals within the university have been working on this initiative for many months.

Mr. Muladore noted that if the project is approved today, work is scheduled to begin around May 2016 with a scheduled completion date of September 2017.

Provost Huntley commented that this is exciting and important for the academic mission of the university. She added that the project is based on the concept of the 21st century Library that is very technology driven and engages students in formal and informal spaces in flexible learning environments.

The motion was APPROVED unanimously.

8. Resolution to Approve the Auxiliary Operations Business Plan FY2017 and FY2018

RES-2161 **It was moved and supported that the attached resolution be adopted.**
(Appendix Three: Rates)

President Bachand noted that the business plan being proposed has been thoroughly vetted by the SVSU Board's Business, Finance, Audit and Facilities standing committee.

The motion was APPROVED unanimously.

9. Resolution to Reappoint Auditors for Fiscal Year 2016

RES-2162 **It was moved and supported that the following resolution be adopted:**

WHEREAS, It is a good management practice to have conducted an annual independent financial audit; and

WHEREAS, Andrews Hooper Pavlik PLC (AHP) has submitted a proposal to the University to provide financial audit services for a five year period beginning with fiscal year 2016 through fiscal year 2020; and

WHEREAS, The Business, Finance and Audit & Facilities Committee has reviewed and finds satisfactory the past performance of AHP and as a result recommends their firm's reappointment for fiscal year 2016;

NOW, THEREFORE, BE IT RESOLVED, That AHP be reappointed to conduct the fiscal year 2016 financial audit.

The motion was APPROVED unanimously.

IV. INFORMATION AND DISCUSSION ITEMS

There were no information and discussion items.

V. REMARKS BY THE PRESIDENT

President Bachand noted that approximately 637 students will be graduating in December and 560 of those students will participate in tonight's Commencement ceremony.

VI. OTHER ITEMS FOR CONSIDERATION

10. Motion to Move to Informal Session to Discuss Personnel Evaluations

BM-1172 It was moved and supported that the Board move to Informal Session to Discuss Personnel Evaluations.

The motion was APPROVED unanimously.

The Board moved to Informal Session at 2:32 p.m. and reconvened in Regular Formal Session at 3:30 p.m. with Board members Carmona, Durco, Ferguson, Gamez, Kunitzer, McInnis, Rupp and Velasquez in attendance. President Bachand and Mary Kowaleski were also present.

Trustee Kunitzer made a formal motion to establish compensation for the University President and Vice Presidents. Vice Chair Velasquez supported the motion.

11. Resolution to Establish Compensation for the University President and Vice Presidents

RES-2163 It was moved and supported that the following resolution be adopted:

WHEREAS, The Board of Control retains unto itself the authority to establish compensation levels for the University's President and Vice Presidents; and

WHEREAS, The Board of Control has received and accepted favorable performance evaluations from the President; Dr. Deborah Huntley, Provost and Vice President for Academic Affairs; and Mr. James Muladore, Executive Vice President for Administration and Business Affairs;

NOW, THEREFORE, BE IT RESOLVED, That the President's and Vice President's base salaries for the 2016 calendar year be set as follows:

Dr. Donald J. Bachand \$275,000 (with a new 3 year contract expiring June 20, 2019)

Dr. Deborah Huntley \$220,000

Mr. James G. Muladore \$210,000

The motion was APPROVED unanimously.

VII. ADJOURNMENT

12. Motion to Adjourn

BM-11 73 **It was moved and supported that the meeting be adjourned.**

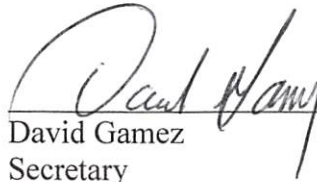
The motion was APPROVED unanimously.

The meeting was adjourned at 3:45 p.m.

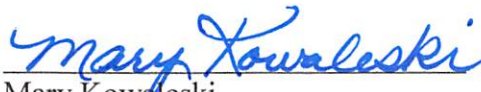
Respectfully submitted:



Scott Carmona
Chair



David Gamez
Secretary



Mary Kowaleski
Recording Secretary
Secretary to the Board of Control

University Communications

November Staff Members of the Month

For a few hours on a cool, crisp Friday in October, a quadcopter (drone) buzzed above the skies of SVSU. With a camera fastened to it, the aerial vehicle captured hours of targeted video footage from all corners of campus.

The moving images — shot for use in upcoming video features and advertisements — came courtesy of efforts by the University Communications office. Their objective: to help tell the SVSU story and show the world what the campus looks like from all possible angles. It was a goal that encapsulates the everyday ambitions of the office's 10 employees, who collectively were named Staff Members of the Month in November.

Securing the drone footage — and satisfying all the legal requirements associated with flying the device on campus during a very tight window of fall weather options — epitomizes the complete oversight and attention to detail behind the staff award. Linda Sims, who has overseen University Communications since she was hired in June, said she has been impressed both with the team's synergy and strategic-minded work.

"We work very well together," said Sims, executive director of communications and external affairs. "I have found that, as we have identified our strategic priorities over the past five months, the team has responded flawlessly and risen to the challenge."

With about 120 years of combined experience, the group provides information on campus news, events and personalities both for the public and campus communities. Their work ranges from developing SVSU's digital footprint to strengthening its image to media releases to dramatic billboard images to this monthly newsletter.

When nominating the staff for the monthly award, Sims noted a number of recent University Communications accomplishments:

- Photographing, designing and securing 17 billboards along major roadways across lower Michigan tied to key themes of SVSU distinction: academic quality, STEM at SVSU and community engagement.
- Timely responses to social media-based escalations of campus security issues.
- Design work and collaboration with the SVSU Foundation for the \$28 million **Talent. Opportunity. Promise.** fundraising campaign celebration event in September.
- Successfully transitioning staff into new leadership roles for editing *Reflections*, SVSU's magazine.
- Managing, promoting, scheduling and hosting over 20 market research sessions with 600 participants in September and October for Dartlet, a reputation management firm helping SVSU strengthen its brand and image.

Fast facts about UComm:

- Wrote more than 200 media releases to date in 2015.
- Produced videos that attracted 46,000 views with a watch time over 110,000 minutes in the last 12 months.
- SVSU's official Facebook page reached a total of 24,000 followers, including a 36 percent increase in new followers over the previous year.
- Developed nearly 900 requests for advertisements in 2015 that help showcase SVSU's commitment to community engagement.
- Produced in excess of 1,000 publications this year.
- Recognized for excellence in design over the past decade with over 50 advertising awards.



The University Communications staff includes, from left, Michael Randolph, university photographer; Tim Inman, director of creative services; Jill Allardyce, assistant director of creative services; Jason Swackhamer, director of web communications; Craig Snook, assistant director of creative services; Holly Larose-Roenicke, assistant director of web communications; Dan Goodell, video production technology specialist; Justin Engel, communications specialist; JJ Boehm, director of media and community relations; and Angela Reinart, temp administrative secretary filling in for Marilyn Bordeaux.

Michelle Knous

Clinical Coordinator • December Staff Member of the Month

Michelle Knous comes to work every day instilling in SVSU's exercise science students "an Olympic athlete mentality."

And Knous would know a thing or two about that mentality. She was an Olympic athlete.

"You just have to have a goal, and then you come in every day and work to get closer to that goal," said Knous, a member of the U.S. women's bobsled team during the 2010 Winter Olympics in Vancouver.

Her chief role at SVSU is to serve as clinical coordinator for senior exercise science students seeking internships required as part of their academic program. She connects students with opportunities at hospitals, community recreation centers such as the YMCA, chiropractors and other organizations and companies that utilize exercise science students. "There's a lot of career counseling, too," Knous said.

"It's great work, because I'm energized by college students and being able to help them find their path. The best thing is when I get an email from a former student who tells me they've been hired somewhere. That's a victory."

She also works as an adjunct instructor at SVSU, teaching the strength and conditioning course. "That's my 'fun time,'" she said. "Strength and conditioning are close to my heart and something I'm passionate about."

Teaching students about training methods and programming to maximize an athlete's physical potential reminds Knous of her days as a competitive athlete.

Those days include high school years spent competing in sports such as basketball, volleyball, and track and field. Her athletic career continued at Michigan State University, where she competed in pole vault on the track and field team.

It was after college where she was recruited for the bobsled team. That journey included living in the Olympic training center in Lake Placid, New York, for two years. When it came time to compete, Knous — then known as Michelle Rzepka — and teammate Shauna Rohbock earned a sixth-place finish in the Vancouver Olympics.

Knous retired from competitive bobsledding after the experience. Two years later, she joined SVSU. "I had never been to SVSU," the Novi native said, "but I came here and fell in love."

In more ways than one. She married Jeremy Knous, associate professor of kinesiology. The couple on Nov. 4 announced the birth of their first child, Barrett Z Knous.

In the fashion of someone accustomed to testing their physical limits, Michelle Knous tried to convince her academic supervisors that she could continue working while also giving birth and caring for a newborn. "No matter what, I always like to stay busy," she said. "I'm always on the go. That's who I am."



**RESOLUTION TO APPROVE THE AUXILIARY OPERATIONS
BUSINESS PLAN FY2017 AND FY2018**

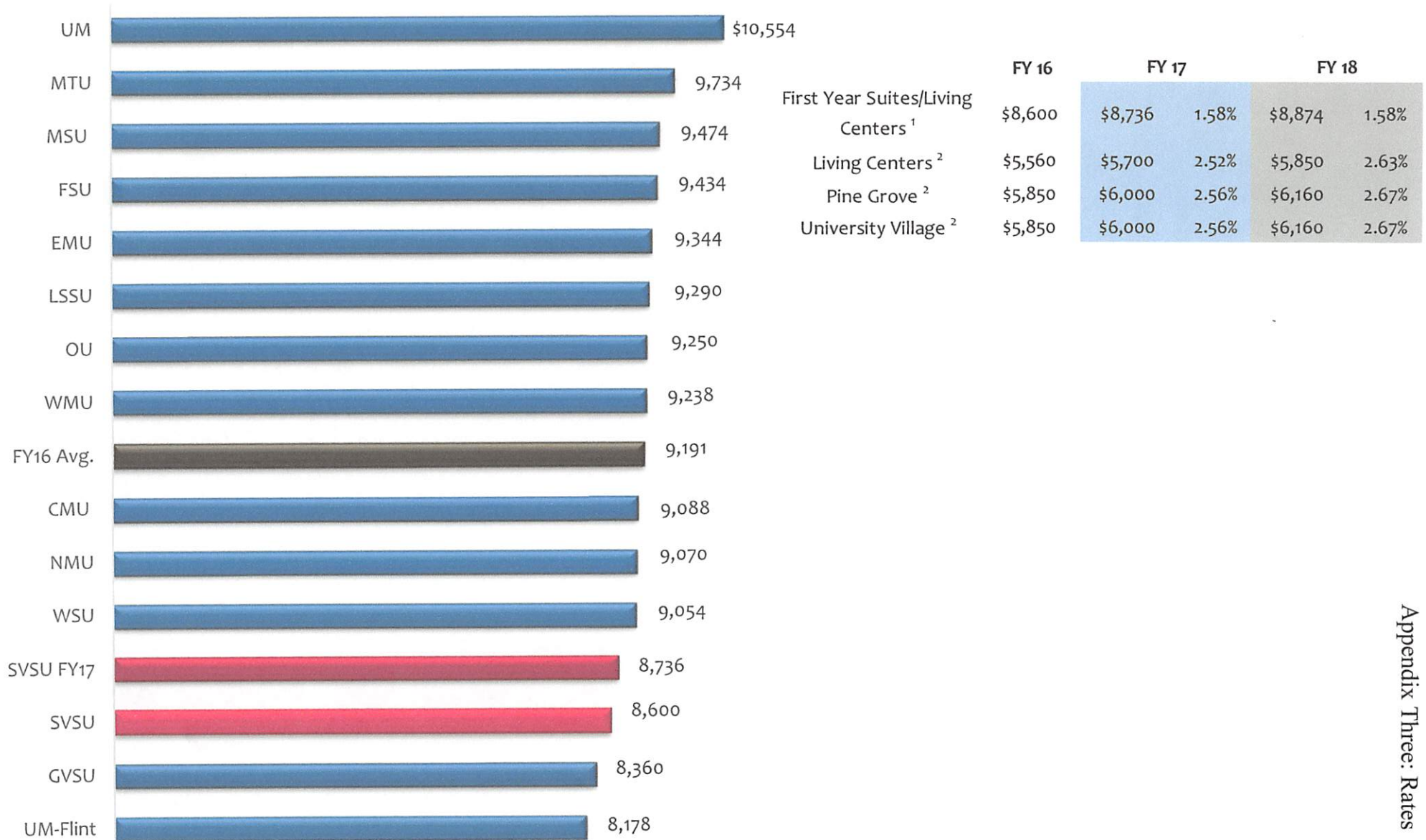
WHEREAS, The FY2016 Auxiliary Operations Budget as revised and the FY2017 and FY2018 Auxiliary Operations Business Plan and related operating budget, inclusive of student housing rental rates, has been reviewed by the Business, Finance, Audit and Facilities Committee;

NOW, THEREFORE, BE IT RESOLVED, That the Auxiliary Operations revised FY2016 operating budget and operating budgets and student housing rental rates for FY2017 and FY2018 be approved as per the attached schedules.

SAGINAW VALLEY STATE UNIVERSITY
AUXILIARY SYSTEM OPERATING BUDGET
FY2016, FY2017 & FY2018

	FY 2016				FY 2017			FY 2018		
	Mod. Base Budget	Revised Budget	Net Change	% Increase	Proposed Budget	Net Change	% Increase	Proposed Budget	Net Change	% Increase
REVENUES										
Housing Rental and Other Program	\$32,086,000	\$31,575,000	(\$511,000)	-1.6%	\$32,285,000	\$710,000	2.2%	\$32,689,000	\$404,000	1.3%
EXPENDITURES										
Program	22,482,000	22,085,000	(397,000)	-1.8%	22,605,000	520,000	2.4%	23,108,000	503,000	2.2%
Debt Service	6,859,000	6,988,000	129,000	1.9%	7,064,000	76,000	1.1%	7,047,000	(17,000)	-0.2%
	29,341,000	29,073,000	(268,000)	-0.9%	29,669,000	596,000	2.1%	30,155,000	486,000	1.6%
Net Operating Margin	\$2,745,000	\$2,502,000	(\$243,000)	-8.9%	\$2,616,000	\$114,000	4.6%	\$2,534,000	(\$82,000)	-3.1%
Net Operating Margin Percentage	8.55%	7.92%			8.10%			7.75%		

Michigan Public Universities 2015-2016 Freshman Room & Board Rates



(1) FTIC \$500 Premium – Living Centers
(2) 4 Bedroom Upperclassmen Rates