

Eastern Mennonite University  
BOARD OF TRUSTEES  
March 23-24, 2007

**Present:**

Trustees: Susan Godshall, Harold Bergey, John Bomberger, Andy Dula, Curt Hartman, Shirley Hochstetler, Gerry Horst, Linford King, Herb Noll, Kay Nussbaum, Kathy Keener Shantz, Lillis Troyer, Diane Umble, Paul R. Yoder, Jr.

Absent: Gilberto Flores, Richard Thomas

Associate

Trustees: Myron Blosser, Steve Brenneman, Dan Garber, Glen Guyton, Robert Hostetler, Joan King, Clyde Kratz, Amy Rush, Judith Trumbo

MEA: J. David Yoder

EMU: Loren Swartzendruber, Beryl Brubaker, Marie Morris, Ken L. Nafziger, Ronald Piper, Kirk Shisler, Ervin Stutzman, Twila K. Yoder, SGA co-presidents: Galen Wenger, Brenna Steury, Kara Bender; Lee Hartman, Sam Weaver, Phil Helmuth, Karen Moshier-Shenk, Andrea Schrock Wenger, Art Borden, Eldon Kurtz

**Session I**

March 23, 2007

**1. Executive Session**

2. **Welcome** – Chair Susan Godshall opened the meeting with a special welcome to new associate trustee E. Thomas Murphy, Jr. who is joining the board as a representative of the United Methodist Church and a member of the Seminary Committee.

Susan's recent activities on behalf of EMU include:

- Regular consultations with President Swartzendruber and Twila Yoder
- Executive session with trustees by conference call to finalize Loren's reappointment to a second four-year term.
- Attended Spring convocation to make the announcement about Loren's reappointment. Susan recalled the audible response and extended applause upon making this announcement.
- Attended Summit for the Sciences in February.
- Joined several people from the Seminary at an Alalon conference, working with church denominations and Seminaries with missional theme.

**3. Roll Call by the Secretary**

4. **Devotions** – Kay Nussbaum opened her remarks by recalling an action of the board to approve the current Mission Statement in November 2002. She shared a personal story of moving to Harrisonburg, Va. in 1974 to attend EMC. Years later, while attending her 25-year reunion, she was completely enamored with the banners at the front of Lehman Auditorium that illustrate the EMU mission statement. Associate trustee, Bob Hostetler, also highlighted the mission statement at the donor appreciation banquet in the fall of 2006. The

clarity and vision of the statement is compelling. Copies of the mission and vision statements were provided and Kay led the group in reading the statements together.

Kay noted the Micah Think Tank report in the docket. She read the proposals on the website, and studied the passages in Micah. Micah did not mince words. He was a truth teller with a God-inspired message. What can Micah say to us as a board, administrators and staff? His message is still as relevant to us as it was to his time. As we look forward to celebrating EMU's 90<sup>th</sup> anniversary, this meeting is a time to invest ourselves in the mission and the call of Micah. Kay called the board to faithfulness, paying attention to how God is nudging us as we move into the future, keeping the mission and values front and center. Kay then led in prayer.

5. **Minutes**

**Action I:** to approve the minutes of November 10-11, 2006

Yoder/Umbler

6. **Student Government Association (SGA) Report** – Kara Bender introduced vice president Brenna Steury who is filling in for her this semester while she is in an internship. Galen Wenger reported on the following SGA activities:

- Reviewed the election processes, both of officers and of senators. No constitutional changes are anticipated, but it is hoped that SGA will be stronger following this review.
- Passed two motions: to require student organizations, including the *Weather Vane*, to develop constitutions; and to develop a code of ethics by the end of this academic year. Faculty and students from the communications department are assisting with this process.
- RAIN (Raising Awareness about Iraq Now) was developed to engage the campus around issues related to the Iraq war.
- A documentary about the experience of Matthew Pearson, a gay student on campus, was presented at the Common Grounds. Over 200 students attended, respectfully listening to Matt's story.
- Strengthened the visibility of SGA on campus by redecorating their office, creating a more inviting space.
- New executive committee will be in place by April, and hoping for returning senators to create a strong SGA for next year.

Brenna thanked the board for their openness to hearing student concerns.

7. **Mennonite Education Agency (MEA) Report** – J. David Yoder was present to provide the MEA report noting the written report in the docket. J. David expressed gratitude to the board for the support EMU provided Bluffton University in the recent bus accident that took the lives of five baseball players, the bus driver and his spouse. MEA provided staff assistance to Bluffton in managing media calls, planning of the memorial service, and other details.

A copy of the January 16, 2007 issue of *The Mennonite* was provided for board members as well as the MEA Annual Enrollment Report. This annual church-school issue of *The Mennonite* includes articles written by Loren Swartzendruber and Dick Thomas.

Other items of interest:

- The Education Leaders Gathering (ELG) in Pittsburgh in February went very well. The next ELG will be held January 29-February 1, 2009 and will specifically involve higher ed institutions. All levels of education are encouraged to send representatives to each ELG.
- *Prayers for Faith and Learning* is a bulletin insert available on the MEA website. Prayer requests are submitted by the various institutions as a way of helping the broader church be aware of its educational institutions.
- A packet of Church Education Sunday materials was also made available to congregations, including a bulletin insert and a worship guide. These materials are available on the MEA website as well.
- The MEA Enrollment Report is the result of efforts to collect reliable data around enrollment in the church institutions. It includes system-wide data, K-Seminary; Mennonite enrollment by conference; racial ethnic enrollment, a report on the youth census, etc. This enrollment information is routinely provided to the presidents, but has not been made widely available.
- J. David asked the board to consider what questions MEA should focus on in future research.

J. Dave thanked the board for their efforts, interest and work on behalf of Mennonite education.

Questions/comments:

- Gerry Horst attended the recent ELG and wondered why higher education institutions are not represented at every meeting. This was an open event, but higher ed institutions have, at this point, chosen to participate at 4-year intervals. Gerry noted the valuable input that was presented there. While a few representatives from EMU attended, there were some schedule conflicts that prevented others from attending.
- Some presentation handouts from the ELG are publishable, and available on the MEA website. Kathryn Cook's work was highly recommended. It is available with the ELG material and contains very useful information about "characteristics of families and children." Nelson Kraybill's "case for Mennonite education" was also very thought provoking. Diane Umble will make this available for distribution to the board.
- Encouragement was expressed for colleges and universities to be present at these gatherings. The EMU board will consider holding its Spring meeting at the ELG in January 2009.

8. **President's Report** – President Swartzendruber opened with comments about the Bluffton University experience. Ken L. Nafziger and J. David Yoder had met previously to begin work on crisis management planning. Loren and Dr. Harder attended a crisis management seminar at the CIC president's meeting in January. While they may not have been fully prepared for what occurred, the situation was managed extremely well. We hope to learn from the Bluffton experience with regard to crisis management and communication. We want to be prepared for any crisis that may occur to the extent we can be. EMU has offered the services of STAR (Seminars for Trauma Awareness and Resilience) to Bluffton University if the need arises.

Regarding the Micah Think Tank, there will be many events this weekend highlighting the various proposals that have been submitted.

Loren referred to the editorial from the *Daily News Record* that was re-printed as part of his board report. The editorial highlighted the values of EMU students in a very positive way.

Loren and Pat will host dinners in their home in the near future. Guests will be from the new Harrisonburg site of SRI, Inc., (formerly Stanford Research Incorporated), SI, Inc., and local economic development

leaders. SRI is a not-for profit technology research company and SI has a contract with the federal government to classify patent applications. The purpose of the dinners is to get acquainted and to introduce them to EMU. Other dinners will include local donors and friends of EMU.

Chair Godshall echoed J. David's gratitude to the EMU community for the response to the Bluffton tragedy.

9. **Faculty Senate Report** – Elroy Miller, vice president of Faculty Senate was present to give the report, noting that Lonnie Yoder, president of Faculty Senate, could not be present due to a teaching assignment. Elroy noted the written report in the docket and offered several “story lines” in sharing the work of Faculty Senate.
- The implications of last year's prioritization process are still very real for undergraduate programs, as well as graduate and Seminary. Senate identified teaching excellence, and commitment to the mission, as criteria for decision-making related to the recommended reduction in faculty FTE.
  - Senate had significant interactions with the Academic Structure Task Force (ASTF) led by President Swartzendruber. The ASTF is promoting the clustering of undergraduate departments as a way of streamlining the division, however, faculty are not completely supportive of this concept.
  - The role and function of Senate has been a significant agenda item. It has become clear that Senate prefers not to have a high level of involvement in day-to-day operations. Senate sees its role as that of making recommendations, and representing faculty concerns.
  - It has been very helpful to have dialog with various groups and individuals such as Kirk Shisler regarding facility needs.
  - There has been considerable discussion about the structure of Senate, whether it will be by election or representation. This discussion will continue next year.

Discoveries/challenges:

- Senate has learned that bringing consensus among faculty is a challenge.
- Keeping open communication with faculty who are not necessarily represented on the Senate is a challenge.
- There is a positive sense that Senate needs to move more toward strategic thinking and planning processes.

Questions/comments:

- What are the reasons for faculty dissent regarding the clustering of undergraduate departments? Faculty were not open to having this mandated to them. While EMU is increasingly complex, it seems some prefer teaching in small departments/groups. This makes collaboration and clustering a challenge. It seems loss of power and fear of change may be contributing factors. Faculty Senate remains supportive of creating faculty clusters.
- It was noted that, at another institution, there was similar resistance to the idea of creating faculty/department clusters, but faculty were affirming and recognized its value after the decision was implemented.
- Elroy noted that current facilities create an additional challenge when considering departmental collaboration.

Chair Godshall thanked Elroy for the Senate report. With time available the following items were noted:

- An updated compiled list of generative questions was distributed. Susan invited members to indicate if there are particular questions that deserve priority in board discussion.
- The 2005-2006 Annual Report to the Board of Trustees was included with the docket. This will no longer be printed in this format. The MEA reporting format has changed and requires only an annual report from

the president. With printed reports from vice presidents included in each docket, it is no longer necessary to publish these written reports from the vice presidents.

- Board meeting date for March 2008 will need to be changed due to Easter on March 23. It was suggested that this meeting be held on March 28-29, 2008.

## 10. Chapel

## 11. BREAK

12. **Comprehensive Campaign Update – Summit for the Sciences** – President Swartzendruber reported on the Summit for the Sciences that took place in February. A number of board members attended along with prospective contributors to the project. Faculty who teach in the science facility, students and staff also attended to review program and facility needs for the sciences. This will likely involve a 2 to 3-year process of planning and construction.

Marie Morris gave the Power Point presentation that was shared at the Summit for the Sciences which introduces a developing vision for the sciences at EMU. Some of the highlights:

- The need for quality training of pre-medical students
- The need for quality facilities in order to maintain quality programs.
- The vision includes math, physics, computer science, nursing and psychology as well as biology and chemistry.
- Goals include increased enrollment and endowment for the sciences.
- Excelling curriculum, engaging learning, and expanding capacity are needed in order to achieve these goals.

Marie encouraged the board to interact with faculty to capture their vision, and share mutual enthusiasm about this project.

Loren outlined the next steps:

- Advancement, Academics and Finance Committees will meet jointly later in the day to review the current plans and consider next steps to move forward with the planning phase with the architects.
- A recommendation will be brought to the full board for action on Saturday morning.
- Michael Somin is working alongside The Troyer Group as a consultant with specific expertise in science laboratories. It is hoped that the architects will return to campus yet this spring to meet with faculty and continue their work through the summer.
- Advancement is working to identify donors who will be able to contribute significantly to this project. While there are many facility needs on campus, this is considered the highest priority. Other high priorities include Lehman Auditorium, which was viewed by the architects in February; Phase II of the Commons to bring that up to code; and a Welcome Center.

Kirk Shisler requested feedback from the board regarding the presentation that was given by Marie, noting that program needs must drive the facility discussion.

Comments/questions:

- How will Creation Care, as noted in the presentation, drive the design, particularly with regard to LEED® (Leadership in Energy and Environmental Design)? This is very important to faculty who anticipate a LEED-certified green facility. It is hoped that this will help secure future grant funding. Encouragement was expressed for EMU to be in the forefront of this effort. The Troyer Group has been

developing and building green for many years. It was also noted that EMU's physical plant is very energy efficient, which is significant, given the age and condition of many of the campus facilities.

Encouragement was expressed to be more outspoken about what EMU is currently doing in energy efficiency.

- It is not clear what the division statement, Collaboration for Creation and Care, referred to in the presentation, means. It was noted that the documents are still being developed. The Creation Care concept needs more development in order to be effective in marketing the programs and project, and utilizing external partnerships to move this effort forward.
- The faculty stories that were shared at the Summit were compelling. There was encouragement to strengthen the visibility of faculty/student research that is clearly a part of these programs. The interdisciplinary approach will support faculty/student collaboration.
- Community collaboration has resulted in acquisitions of equipment for labs in collaboration with student research. These relationships have a great deal of potential. While it is important to be mindful of some of the issues this creates, both parties benefit from such relationships.
- Encouragement was expressed to tell the stories in a way that aids the marketing of this project, particularly with middle-aged folks/alumni who are in health-related fields as a result of their education at EMU.
- Encouragement was expressed to keep the residence halls high on the list of priorities. It was noted that residence halls can be financed through bonds rather than fundraising. There is some capacity for EMU to borrow funds for this.

*Tuition Freedom Fest* – Loren announced a special chapel service that will take place on March 28 highlighting the role of donors in covering the cost of education. A 6-minute DVD was shown to the board that will also be shown at this event.

**13. Lunch with faculty**

**14. Committees in session**

**15. Executive Session**

**16. Dinner**

**Session II**  
March 24, 2007

**Present**

Trustees: Susan Godshall, Harold Bergey, Andy Dula, Curt Hartman, Shirley Hochstetler, Gerry Horst, Linford King, Herb Noll, Kay Nussbaum, Lillis Troyer, Paul R. Yoder, Jr.

Absent: John Bomberger, Gilberto Flores, Kathy Keener Shantz, Richard Thomas, Diane Umble

Associate

Trustees: Steve Brenneman, Dan Garber, Bob Hostetler

EMU: Loren Swartzendruber, Beryl Brubaker, Marie Morris, Ken L. Nafziger, Ronald Piper, Kirk Shisler, Ervin Stutzman, Twila K. Yoder, Phil Helmuth

17. **Hymn** –Beryl Brubaker led in singing *Heart with loving heart united*.

18. **Actions reported from Executive Session**

The board took action to reappoint Susan Godshall as chair of the board for another 3-year term, 2007-2010.

19. **Faith & Student Life** – Diane Umble, Chair

(See Committee Minutes for full detail)

Harold Bergey reported in Diane's absence.

The faith statements of new faculty were approved:

**Peter Dula**, assistant professor, Bible  
**Annamarie Early**, associate professor, MA in Counseling  
**Toni Flanagan**, associate professor, Education  
**Karen Madison Smith**, associate professor, Nursing  
**Katrina Maynard**, associate professor, Education  
**Walter Surratt**, assistant professor, Business

***Generative questions for board discussion:***

Should we renovate or build new residence halls to attract new students?

How do we create a learning community in the residence halls?

Is it better to change our housing policy to require 4-year residency? Why or why not?

It was noted that the current condition of the residence halls is not conducive to a 4-year residency requirement at this time.

Questions/comments:

**Regarding the CMPT:**

- Is the Crisis Management Preparedness Team (CMPT) the same group that would be called on to manage any crisis or just flu pandemic? The communications team that has been defined by the CMPT will be called in to a crisis management center when any crisis occurs. It was noted that various media events could create situations in which a communication team would need to be engaged.

- A campus crisis can very quickly cause the college website to crash as occurred at Bluffton. A question to consider is whether to incur the expense of expanded bandwidth, not knowing whether it will be needed. We are planning for contingencies related to this issue.

**Regarding residence halls:**

- Are there surveys from past years that would show when residence halls became the top priority for students when choosing a college? It is not clear whether there is objective data on this.
- Since new residence halls would pay for themselves, it was suggested that we commence with exploring possibilities. It is likely that, following this fiscal year, more attention will be given to this.
- It was noted that EMU is on the low end of the spectrum of similar colleges in terms of cost of room and board. There was additional discussion about the residence hall situation.
- Regarding debt, it will be helpful for the administration to provide more detailed analysis in order for the board to make informed decisions about the facility needs that exist.
- Is there something esthetically lacking that would enhance residence halls without major renovations? Currently poor lighting, sound proofing, inadequate gathering areas are areas of needed improvement that were noted by the committee as they toured residence halls on Friday. The Physical Plant does very well in maintaining the current buildings.

**Consensus Agreement** – to go “on record” with this discussion about residence halls. Administration will provide financial analysis and recommendations for moving forward with residence hall enhancements.

**Regarding Chapel:**

- Question was raised about chapel attendance as reported in the current issue of the *Weather Vane* and a related concern about spiritual formation. The move from three chapel services per week to two was intended to increase chapel attendance. This did occur for a time, but attendance has dropped back to levels experienced prior to this change. Chapel attendance is recommended and encouraged, but not required.
- Is this something that SGA could address? SGA did look at this in the past, suggesting that one chapel per week be required, but giving students the choice of which chapel service to attend. Other students were not in favor of requiring chapel attendance. Some consideration is being given to conducting chapel in a venue other than Lehman Auditorium.
- It was noted that there are campuses where voluntary chapels are well attended. It was suggested that students will come when they are attracted to what is offered.
- It seems apparent that, while worship styles are key to drawing people to chapel, worship preferences vary.

Encouragement was expressed for the administration and SGA to continue working on chapel issues.

20. **Academics Committee** – Dick Thomas, Chair  
(See Committee Minutes for full detail)

Paul Yoder reported in Dick’s absence.

The Academics Committee met first in joint session with the Advancement and Finance Committees.

**Action III:** to approve the 2006-07 candidates for degrees, upon successful completion of their studies and satisfactory financial arrangements.

**Action IV:** to approve 5-year contracts for 2007-2012 for the following faculty:

**Dr. Kim Brenneman**  
**Jane Wenger Clemens (initial)**  
**Dr. L. Alan Eby**  
**Dr. Joan Griffing**  
**Dr. Ted Grimsrud**  
**Dr. Jerry Holsopple (initial)**  
**Dr. R. Michael Medley (initial)**  
**Dr. Mark Metzler Sawin**  
**Dr. Ron Stoltzfus**  
**Dr. Linford Stutzman**  
**Dr. Arlene Wiens**  
**Dr. Jayne Docherty**

It was noted that there are financial implications related to the number of promotions requested this year.

**Action V:** to approve promotions for the following faculty effective fall 2007:

**Jane Wenger Clemens** for promotion from assistant professor-level 2 to associate professor-level 4, effective fall 2007.  
**Dr. Martha Eads** for promotion from associate professor-level 5 to professor-level 7, effective fall 2007.  
**Dr. Christian Early** for promotion from associate professor-level 4 to associate professor-level 5, effective fall 2007.  
**Dr. L. Alan Eby** for promotion from associate professor-level 5 to professor-level 7, effective fall 2007.  
**Dr. Chris Gingrich** for promotion from professor-level 7 to professor-level 8, effective fall 2007.  
**Dr. Joan Griffing** for promotion from associate professor-level 5 to professor-level 7, effective fall 2007.  
**Dr. Ted Grimsrud** for promotion from associate professor-level 4 to professor-level 7, effective fall 2007.  
**Dr. Doug Hertzler** for promotion from assistant professor-level 2 to associate professor-level 4, effective fall 2007.  
**Tracy Hough** for promotion from instructor-level 1 to assistant professor-level 3, effective fall 2007.  
**Steven Johnson** for promotion from assistant professor-level 3 to associate professor-level 4, effective fall 2007.  
**Dr. Roger Mast** for promotion from assistant professor-level 2 to associate professor-level 5, effective fall 2007.  
**Dr. Michael Medley** for promotion from associate professor-level 7 to professor-level 7, effective fall 2007.  
**Dr. Mark Metzler Sawin** for promotion from associate professor-level 4 to associate professor-level 5, effective fall 2007.  
**Dr. Dan Wessner** for promotion from associate professor-level 5 to professor-level 7, effective fall 2007.  
**Dr. Arlene Wiens** for promotion from professor-level 7 to professor-level 8, effective fall 2007.  
**Dr. Jayne Docherty** for promotion from associate professor-level 5 to professor-level 7, effective fall 2007.

**Dr. Lisa Schirch** for promotion from associate professor-level 4 to professor-level 7, effective fall 2007.

**Action VI:** to approve the designation of professor emeritus for the following faculty effective fall 2007.

**Dr. Jay B. Landis**  
**Dr. A. Clair Mellinger**  
**Dr. Richard A. Yoder**

**Action VII:** to approve the following faculty appointments:

**Peter Dula**, assistant professor of Bible & religion, for 2007-08.  
**Toni Flanagan**, associate professor of teacher education, for 2007-08.  
**Katrina L. Maynard**, associate professor of teacher education, for 2007-08.  
**Karen Madison Smith**, associate professor of nursing, for 2007-08.  
**Water W. Surratt**, assistant professor of business, for 2007-08.  
**Dr. Annmarie L. Early**, associate professor of counseling, for 2007-08.

The Faith and Student Life Committee took action to approve the faith statements of each of these faculty members in a separate action.

**Action VIII:** to approve the discontinuation of the Computer Information Systems Major effective fall 2007.

President Swartzendruber was asked to elaborate on the work of the Academic Structure Task Force (ASTF). It was noted that the written report in the docket does not address all the issues that were identified, particularly that of the supervisory load of the undergraduate dean. The President's Cabinet has reviewed an alternate model that would enhance the current proposal for the undergraduate division. The next step will be to conduct a provost search.

Faculty support and student support are very important. The questions are, how are these defined, and where are they best lodged. The ASTF suggested that faculty support be lodged in the provost's office, but most faculty reside in the undergraduate division. Implementing structure changes will likely be a 2- to 3-year process. The board will be kept informed. The Academics Committee discussed the ASTF report in the context of prioritization. The clustering of departments will aid in meeting some of these recommendations. It was noted that faculty would find it helpful to know more specifically what the priorities are around research and scholarship.

There is general agreement about the principles of academic quality, but when individual faculty members are denied a promotion based on lack of scholarship, there is a strong negative reaction. Maintaining standards of quality in a community that values egalitarianism is a challenge.

Why is it that some feel that they are not fairly reviewed in their scholarship? It is much more difficult to measure scholarship than teaching. Teaching is done more on an even playing field, but scholarship is defined broadly and provides varying opportunities depending on one's discipline.

Academic Cabinet plans to work with Academic Council (undergraduate department chairs) to review the promotion policy. Questions have been raised about whether faculty can request skipping levels. In addition, the policy changed from promotions being recommended by the dean to faculty requesting their own promotions based on the level of criteria they can achieve. It was noted that there has been a clear shift in the

numbers of faculty who are hired as instructors. Many more are hired as associate professors than in the past. There has also been a concerted effort to hire more PhD's. The result is higher salaries overall.

**Action IX:** to receive the report of the Academic Structure Task Force (ASTF).

The board went on record to expressed appreciation to the Academic Structure Task Force for their work over the past year.

Yoder/King

21. **Seminary Committee** – Linford King, Chair  
(See Committee Minutes for full detail)

**Action X:** to approve the 2006-07 candidates for seminary degrees and certificates upon successful completion of their studies and satisfactory financial arrangements.

**Action XI:** to approve a promotion for **Dr. Ervin R. Stutzman** from associate professor-level 4, to professor-level 7

**Action XII:** to approve 5-year contracts for the following faculty:

**Dr. N. Gerald Shenk**

**Dr. Sara Wenger Shenk**, with a change of title from Associate Professor of Christian Education to Associate Professor of Christian Practices.

**Dr. Dorothy Jean Weaver**

22. **Advancement Committee** – Gerald Horst, Chair  
(See Committee Minutes for full detail)

Advancement met in joint session with the Finance and Academics Committees.

Gerry invited the board to read the proposed action for moving forward with renovations of the Science Center.

Comments/questions:

- Consideration is being given to moving the Nursing Department to the new space made available in the Science Center, freeing up the current space occupied by the Nursing Department. In light of this, plans for an Academic Center will logically need to be put on hold until this is known.

**Action XIII:** to authorize the administration to proceed with the planning and fundraising required to upgrade EMU's science facilities, including the construction of new laboratory space and renovation of Suter Science Center. This action includes acceptance of The Troyer Group's proposal of March 9, 2007, which features the engagement of Earl Walls Associates as science facility consultants, to develop conceptual plans and cost estimates for this project. This planning phase will be completed in five months from the time of approval and will require allocation of \$96,700 in fees. At the end of this first phase of planning, the EMU Board of Trustees will receive a report of the initial planning and will be asked to set a total project budget at the November 2007 board meeting.

**Action XIV:** to accept the following endowed scholarships:

- Donald L. Goodwin Endowed Scholarship
- N. LeRoy and Catherine R. Mumaw Endowed Scholarship
- Walter L. and Leanne M. Smith Anabaptist Heritage Scholarship Endowment
- Walter L. and Leanne M. Smith Endowed Anabaptist Heritage Fund

A summary of the EMU Comprehensive Campaign Priorities for 2005-2012 was distributed.

Comments/questions:

- How is the value of the Book of Futures determined? When the value of a planned gift is known, it is included in the database. Many donors, however, may not know the future value of planned gifts. In these cases, a very conservative estimate of \$15,000 is attached to planned gifts.

23. **Finance & Audit** – Curt Hartman, Chair  
(See Committee Minutes for full detail)

Finance met first in join session with the Advancement and Academics Committees.

**Action XV:** to appoint PBGH, LLP for the audit of financial statements for the year ending June 30, 2007.

**Action XVI:** to adopt the preliminary operating budget proposal for 2007-08 with total revenues of \$27,402,000 expenses and transfers of \$27,127,000, including a general wage increase for faculty, staff and retirees of 4% on January 1, 2008 if the fall undergraduate net revenue target is met, including funding of \$1,625,000.

The committee noted that it will be important to continue working to achieve prioritization recommendations.

**Action XVII:** to authorize the administration to proceed with the renovation of Strite Auditorium into a seminar room and office suite including enhancement to the classrooms on second floor above the auditorium at a total project cost not to exceed \$400,552 contingent on satisfactory arrangements for funding the cost of the project

This will be transferred to Tier I of the comprehensive campaign priorities.

24. **WEMC Signature Authorization**

**Action XVIII:** to approve authorization of Beryl H. Brubaker and Ronald E. Piper, as delegated, to sign FCC applications and other forms on behalf of station WEMC, licensed to the Board of Trustees of Eastern Mennonite University.

25. **Work of the Committees**

**Action XIX:** to accept the work of the committees.

Yoder/Noll

**26. Other Business**

Lunch discussion with faculty:

- Faculty are aware that the cost of instruction is high, but it is perceived that more is added in administration and faculty are requested to continue making reductions. This may have been a response to the ASTF report. It seems there is still confusion about the cost of education and the cost of instruction. The cost of instruction is related to faculty per student. We tend to be higher in the cost of instruction than our peer institutions.
- The recommendation to add two administrative positions came from the ASTF, which consisted of seven faculty members and two administrators.
- It was noted that nursing faculty, specifically, are paid much less than neighboring JMU. We do not have differential salary scales based on discipline. It has been suggested that the nursing endowment be enhanced to provide more development opportunities for nursing faculty. In addition, would it be possible to contact the governor for additional funds for the EMU nursing program in a similar way that JMU has been supported? Affirmation was expressed for this approach.
- Question was raised as to whether there should be one Seminary or two serving the Mennonite Church.

**27. Other business:**

Regarding the MEA Education Leaders Gathering January 29-February 1, 2009, Chair Godshall asked for counsel from the board about conducting the spring board meeting at that time. Strong encouragement was expressed for the board to attend the ELG.

**Consensus Agreement** – to attend the MEA ELG January 29-February 1, 2009 and conduct the spring board meeting at that time.

Correction: Ervin Stutzman noted that the Seminary Committee *will* meet in June 2007.

Tom Murphy expressed great appreciation for being welcomed to the board and looks forward to future working with the board.

**28. Adjournment:** 10:47 a.m.

**29. Executive Session**

**30. Meeting Schedule** (posted at [www.emu.edu/president](http://www.emu.edu/president), click on Board of Trustees)

June 22-23, 2007

November 9-10, 2007

March 28-29, 2008

June 27-28, 2008

November 7-8, 2008

January 29-February 1, 2009 (Pittsburgh)

Respectfully submitted,

Twila K. Yoder  
Corporate Secretary