

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

Tuesday, June 19, 2001

- 8:00 a.m. Student Affairs Committee Meeting
205 Welch Hall
- 9:00 a.m. Educational Policies Committee Meeting
205 Welch Hall
- 10:30 a.m. Finance Committee Meeting
201 Welch Hall

Please note: The Faculty Affairs Committee is not meeting this month.

- 12:00 p.m. Regular Board Meeting - Communication Section
201 Welch Hall
- 12:30 p.m. Adjourn for lunch
204 Welch Hall
- 1:30 p.m. Reconvene Regular Board Meeting
201 Welch Hall

• **AGENDA**

Call to Order
Roll Call Attendance
Tab A - Communications
Lunch

Reconvene Regular Board Meeting
Call to Order
Roll Call Attendance

Tab B – Resolutions
Women’s Tennis – Mid-American Conference Champions
Men’s Track and Field – Mid-American Conference Champions
Colonel William J. Stephens – Regent Emeritus

Tab C - Minutes of April 3, 2001, Regular Board Meeting

Tab D - President’s Report
Tab E - Executive Summary

- Section 31 Management Agreement Between EMU and Eagle Crest Management Corporation, and Addendum II to Commercial Lease (FC)
- Section 32 2001-02 Auxiliary Fund Budget (FC)
- Section 33 Room and Board Rates 2001-02 (FC)
- Section 34 New Parking Structure – Authorization to Proceed with Feasibility Study, Programming and Conceptual Design (FC)
- Section 35 McKenny Union Expansion – Program Statement and Schematic Design (FC)
- Section 36 University House – Authorization to Proceed (FC)
- Section 37 Special Report on Federal Funding (FC)

EASTERN MICHIGAN UNIVERSITY

Board of Regents' Meeting

The preliminary minutes of the April 3, 2001, Board of Regents Meeting.

The Regular Meeting of the Eastern Michigan University Board of Regents was called to order by Vice Chair Rosalind Griffin at 12:00 noon in Room 201, Welch Hall, on the campus at Ypsilanti, Michigan.

Chair Incarnati asked Secretary Aymond for an attendance call.

The Board Members present were:

- Regent Joseph Antonini
- Regent Jan Brandon
- Regent Robert DeMattia
- Regent Rosalind Griffin
- Regent Karen Quinlan Valvo

The Board members absent were:

- Chairman Philip Incarnati
- Regent Michael Morris

Members of the Administration present were:

- President Samuel Kirkpatrick
- Interim Vice President Michael Harris
- Vice President Patrick Doyle
- Vice President Courtney McAnuff
- Vice President Juanita Reid
- Interim Vice President Jim Vick

Vice Chair Griffin called for a minute of silence in memory of Provost Ron Collins who died in February. She also made mention of Nicholas Mellos from Ypsilanti who is a crew member on the US spy plane currently being held by the Chinese.

Vice Chair Griffin welcomed Karen Quinlan Valvo to the Board of Regents. This is her first meeting.

COMMUNICATIONS

Secretary Aymond announced there were seven requests to address the Board, and, abiding by the Board guidelines, 4 1/2 minutes would be allowed for each speaker.

Ms. Mary Koral spoke in support of the EMU lecturers who are negotiating a contract with the University.

Mr. Elvis Smith spoke in support of the EMU lecturers.

Mr. Dave Shong introduced himself and Neil Ripley as the new Student Body President and Vice President.

Ms. Kylie Crawford, the outgoing Student Body President, listed the accomplishments of her regime and said thank you to the Regents.

Senator Alma Wheeler Smith spoke about the appropriation process.

Ms. Katherine Ellis from Lincoln Consolidated Schools Young Authors Series thanked the Regents and administration for supporting such a wonderful program.

Ms. Karen Schaumann spoke in support of the EMU lecturers.

The Communications portion of the agenda concluded at 12:26 p.m.

The Board recessed for lunch.

The Regular Meeting of the Eastern Michigan University Board of Regents was reconvened at 1:36 p.m. and an attendance roll call was taken.

The Board members present were:

- Chair Philip Incarnati
- Regent Joseph Antonini
- Regent Jan Brandon
- Regent Robert DeMattia
- Regent Rosalind Griffin
- Regent Karen Quinlan Valvo

The Board member absent was:

- Regent Michael Morris

Chairman Incarnati asked the Board to place Section 26, the Commencement Speaker and Honorary Degree recipient, on the agenda. This was seconded by Regent Antonini and passed by the Board.

Chairman Incarnati welcomed Regent Valvo to the Board of Regents.

**RESOLUTION: for the Men's Swimming and Diving
Mid-American Conference Champions**

Regent Brandon moved and Regent Griffin seconded to supported the Resolution.

WHEREAS, the Men's Swimming and Diving Team won its 21st Mid-American Conference Championship in the last 25 years March 3, 2001, defeating second place Miami University 888 points to 794 points; and

WHEREAS, Eastern Michigan won four individual events and two relays, including Bryson Tan in the 100 and 200-yard breaststroke; Kevin Doak in the 100-yard backstroke (Miami pool record time of 48.83 seconds); Keith Falk in the 1650-yard freestyle; Chris Olszewski in the 200-yard backstroke; Kevin Doak, Bryson Tan, Drew Chorney and Dave Vanlier in the 200-yard medley relay; and Jeff Luhn, Bryson Tan, Ryan Meekins and Dave Vanlier in the 400-yard freestyle relay; and

WHEREAS, Bryson Tan, Kevin Doak, Keith Falk, Chris Olszewski, Justin Breitigam, John Bartlett and Jeff Luhn were named first-team all-conference, and Chad Nienhuis and Matt Swanton were named second team all-conference; and

WHEREAS, Bryson Tan broke the EMU, Mid-American Conference and Miami pool record in the 100-yard breaststroke with a time of 54.33 seconds, automatically qualifying for the NCAA Swimming and Diving Championships; broke the pool record in the 200-yard breaststroke with a time of 2 minutes, 2/10 second; swam on the MAC champion 200-yard medley relay and 400-yard freestyle relay teams; and was named Senior of the Year and Swimmer of the Year;

NOW, THEREFORE, BE IT RESOLVED, that the Eastern Michigan University Board of Regents congratulates the Men's Swimming and Diving Team, Head Coach Peter Linn, Assistant Coach Loren Smith and Swimmer of the Year Bryson Tan and commends them for the honor and distinction they have brought themselves and Eastern Michigan University.

Motion Carried.

**RESOLUTION: Men's Indoor Track and Field
Mid-American Conference Champions**

Regent Antonini moved and Regent Griffin seconded to support the Resolution.

WHEREAS, the Eastern Michigan University Men's Track and Field Team won its sixth straight Mid-American Conference Indoor Championship February 24, 2001, defeating second place Central Michigan University 168.5 points to 87 points; and

WHEREAS, Eastern Michigan has won all six indoor championships since the meet was sanctioned officially; and

WHEREAS, Eastern Michigan University won six individual events and one relay, including Aaron Bartee in the 3,000 and 5,000 meters; Jalilu Mayo in the 60-meter hurdles in a meet record of 7.81 seconds; Okechukwu Ezuiua in the shot put; Nduka Awazie in the 400-meters; Neil Kirk in the one-mile in a meet record time of 4 minutes, 9.11 seconds; and the 4 by 400-meter relay team of Antwon Morton, Sterling Roberts, Jalilu Mayo and Nduka Awazie in a CMU fieldhouse record time of 3 minutes, 15.2 seconds; and

WHEREAS, Head Coach Brad Fairchild was named Coach of the Year in his first year as head coach; and

WHEREAS, Jalilu Mayo was named Most Valuable Meet Performer; and

WHEREAS, Aaron Bartee was selected for the Most Valuable Performance; and

WHEREAS, Aaron Bartee, Neil Kirk, Jalilu Mayo and Nduka Awazie were named first team All-Mid-American Conference and Harold Reid and Gerald Rasool were named second team All-Mid-American Conference;

NOW, THEREFORE, BE IT RESOLVED, that the Eastern Michigan University Board of Regents congratulates the Men's Track and Field team, Head Coach Brad Fairchild, Assistant Coach John Goodridge, Jalilu Mayo and Aaron Bartee and commends them for the honor and distinction they have brought themselves and Eastern Michigan University.

Motion Carried.

**RESOLUTION: Hanna Palamaa, Women's Track and
Field All-American**

Regent Valvo moved and Regent Griffin seconded to supported the Resolution.

WHEREAS, Hanna Palamaa, a junior from Helsinki, Finland, won the Mid-American Conference pole vault championship with a school, conference and indoor MAC championship record vault of 12 feet, 11.75 inches; and

WHEREAS, Ms. Palamaa competed in the NCAA Indoor Track and Field Championships March 9-10, 2001, placing sixth with a vault of 13 feet, 5.25 inches; and

WHEREAS, Ms. Palamaa earned All-American honors at the NCAA Indoor Track and Field Championships, held in Fayetteville, Arkansas; and

WHEREAS, Ms. Palamaa is the first woman in Eastern Michigan University and Mid-American Conference history to clear 12 feet and 13 feet in the pole vault;

NOW, THEREFORE, BE IT RESOLVED that the Eastern Michigan University Board of Regents hereby congratulates Hanna Palamaa and commends her for the honor and distinction she has brought herself and Eastern Michigan University.

April 3, 2001

Motion Carried.

RESOLUTION: Recognizing Customer Service Awareness Week

Regent DeMattia moved and Regent Antonini seconded to support the Resolution.

WHEREAS, Eastern Michigan University is committed to serving our students and each other, and to delivering quality programs and services to our campus and larger community; and

WHEREAS, Eastern Michigan University recognizes the necessity of working as a team with its efforts focused on the student, having clear communications among staff with students, and continually improving all that it does to create a supportive environment for learning; and

WHEREAS, a University Constituent Services Committee is in place to ensure that strategies are designed and implemented which focus on customer service excellence throughout the University; and

WHEREAS, the Constituent Services Committee has successfully worked within the campus community to heighten the recognition that a student-centered faculty and staff are key to student satisfaction and institutional success; and

WHEREAS, the Constituent Services Committee has developed a Student Employee Handbook and Supervisor's Guide for use by campus departments which utilize student employees, developed and implemented a series of customer service training workshops for professional staff and student employees, established a Mystery Shopper Program, and developed and implemented an annual campus-wide Customer Service Awareness Week; and

WHEREAS, thousands of Eastern Michigan University students, faculty and staff will celebrate Customer Service Awareness Week during April 2 - 6, 2001 by learning new ways to handle challenges, thanking those who provide them with excellent service and making a commitment to do whatever it takes to provide quality service; and

WHEREAS, throughout Customer Service Awareness Week, EMU will honor those individuals who serve our University family by providing professional and caring assistance;

NOW, THEREFORE, BE IT RESOLVED, that the Eastern Michigan University Board of Regents recognizes Customer Service Awareness Week and congratulates and commends the Constituent Services Committee for their outstanding accomplishments and the recognition they have brought to Eastern Michigan University.

Motion Carried.

RESOLUTION: Recognizing Vision Project Volunteers

Regent Griffin moved and Regent DeMattia seconded to support the Resolution.

WHEREAS Eastern Michigan University, in keeping with its mission statement, recognizes that civic responsibility and concern for societal issues are hallmarks of an educated person, and seeks to demonstrate a commitment to the community and maintain an atmosphere of community partnership through the programs and activities of the VISION Project; and

WHEREAS, VISION students have distinguished themselves and have had significant roles in community service in the state of Michigan and the United States, and have served and sacrificed to advance the well being of thousands of individuals and to address significant societal problems, and

WHEREAS, EMU Students Against Hunger and Homelessness regularly volunteer in local shelters, food banks, soup kitchens, and raise student awareness of the plight of the homeless through hunger banquets and homeless sleep outs, and

WHEREAS, VISION students expanded the Alternative Spring Break program to include an Alternative Winter Break and Alternative Weekends, and annually send over 100 EMU students to provide service in many locations around the nation, bringing positive recognition to the university through these activities and by hosting a national week-long conference to prepare student leaders for this program, called Alternative Break Citizenship School, and

WHEREAS, the EMU One Day Events Program provides an entree into more extensive community service opportunities for hundreds of EMU students, through activities such as the Orientation Community Plunge and Make a Difference Day, introducing students to various agencies in the community such as Safe House, Neighborhood Senior Services, Meals on Wheels, Hope Clinic, and

WHEREAS, VISION adopted the EMU chapter of America Reads, allowing EMU students to regularly tutor Ypsilanti children in four community sites, and

WHEREAS, the EMU Best Buddies program was recognized as the top Best Buddies student organization in the state, and

WHEREAS, the Michigan Campus Compact, the statewide coordinating body for university community service programs, has just recognized six EMU student volunteer coordinators for their outstanding work,

NOW, THEREFORE, BE IT RESOLVED, that the Eastern Michigan University Board of Regents recognizes the many contributions made by VISION students to our state and our nation and congratulates and commends the VISION students for their outstanding accomplishments and the recognition they have brought to Eastern Michigan University, and calls upon the campus community to honor these compassionate endeavors by more fully participating in community service activities on behalf of Eastern Michigan University.

Motion Carried.

MINUTES OF THE JANUARY 16, 2001, REGULAR BOARD MEETING

Regent Griffin moved and Regent DeMattia seconded to approve the minutes of the January 16, 2001, Regular Meeting of the Board of Regents.

Motion Carried.

PRESIDENT'S REPORT

It has been less than three months since the Regents have met, yet many of us on and off the campus have been so actively engaged that it feels like an entire academic year. Much has taken place during the interim and all of our stakeholders have been substantially involved. We have been celebrating our strengths, improving our campus, reaching out and planning ahead.

Celebrating

We have just completed our annual Salute to Excellence Week at EMU, and what a week it was!—the Graduate Research Fair, employee recognitions, Distinguished Faculty Awards, Founders Day Gold Medallion Awards, the Undergraduate Symposium and a host of events throughout our divisions, colleges and departments, and more to come! Quite frankly, I have never experienced such an intense and meaningful celebration of achievement on a university campus. We all know that it makes Eastern Michigan a very special place.

Many other celebrations also have occurred over the past month or so—Black History Month, Women's History Month and the induction of the first class of distinguished graduates in the College of Education Hall of Fame, which included former regents Tim Dyer and Carl Pursell, and our next commencement speaker, Hayes Jones.

In addition to the many individuals who were recognized recently, there are several who deserve special mention. While we continue to mourn Provost Ron Collins' death, we have also been celebrating his life and the contributions he made to building our academic programs and developing and recognizing our faculty and students. His presence was felt at all times last week.

And now we celebrate new people in our lives—the appointment of Regent Karen Valvo, a graduate of the University and a successful Ypsilanti attorney, and the reappointment of Regent Jan Brandon, who joined us only last year. We bid farewell to Regent Bill Stephens, but only as a regent. I know that as a proud and active alumnus he will continue to be engaged with us.

We will also have a leadership transition in student government as Kylie Crawford and Milo Thomas turn over the reigns to Dave Shong and Neil Ripley. Congratulations to Dave and his new team, and a special thanks to Kylie, who has provided remarkable leadership, not just for students, but for all of us. Kudos as well for being named a Truman Scholarship finalist, only the third EMU student ever so honored, and to Hrant Hratchian who has been named an honorable mention member of the USA Today All-Academic All-American Team (only the second EMU student ever named to the team and the only student from any Michigan university to be so recognized this year), and to Professor Richard Douglass, who has been granted a prestigious Fullbright Award to Ghana next year.

In addition to individual achievements, we have a collective achievement to celebrate—a recommendation from the North Central Association visitation team that we receive an unconditional ten-year reaccreditation. They also recommended implementation of our new Ph.D. program in Clinical Psychology and paved the way for a review of our proposed doctoral program in Technology. One of the strengths cited by the review team was the support of the Board and its commitment to the mission of the institution, and we are grateful for that. Our successful visit was the result of an 18-month self-study, which involved hundreds of individuals throughout the campus, ably organized by Don Bennion, to whom we are also deeply grateful.

Improving

We continue to focus on self and institutional improvement. We are making it a goal to continuously improve the quality of life for our University community and to enhance opportunities for every person to seek healthy life-style options. One way we are doing this is by providing activities on campus that support employee wellness, as exemplified by our Employee Wellness Kickoff involving over 140 faculty and staff on March 1. This month we are celebrating Customer Service Awareness Week with a host of activities and workshops to recognize our commitment to serve our students and each other, and to deliver quality programs to the campus and larger community. Over the past several weeks our Financial Aid office has been piloting an innovative phone system to answer student calls. It has been an enormous success, enabling thousands of students to get their calls answered in less than one minute. This spring and summer we will also see campus facilities improvements in the form of additional parking constructed south of the new residential halls, improvements to the main campus parking structure and selected repair and replacement of campus sidewalks.

Engaging

Universities reach out to be successful. I have now completed publisher and editorial board visits with several of the major newspapers in Michigan, with more to come. These visits have given me an opportunity to meet personally with editorial leaders of major media to discuss higher education issues and to share the best kept secret in Michigan, telling the EMU story. Alumni meetings in Washington, Florida, Arizona and California have been well attended and have attracted interest from influential graduates who never have been engaged previously. I am very impressed with the affection our alumni and friends have for EMU.

This week we will be welcoming representatives from 28 Michigan community colleges to our campus, as a major step in removing barriers to the transfer process at EMU. Interim Provost Harris, Vice President McAnuff and I have been visiting our major feeder community colleges as part of this initiative to make transferring more seamless and expand the upper division enrollment of students who typically have a high success rate at EMU.

Our students are reaching out as well, serving society and building their leadership skills. Our VISION office sponsored another very successful Alternative Spring Break Week with 70 students participating at ten different sites across the country, addressing such issues as domestic violence, AIDS awareness and the environment. And EMU has recently been selected to host the national weeklong Alternative Break Citizenship School.

Our local community is a top priority for us. Working together, we know we can achieve a better tomorrow in Ypsilanti. Through collaboration, we will improve our environment, create mutually beneficial programs with the city, plan together and more successfully engage students, faculty and staff. Watch for an important announcement on April 5 at 3:00 p.m. at City Hall, an event that you are all invited to attend.

One of the many purposes of engagement is to build support and resources for our students, faculty and programs. As we take time to develop a more comprehensive, redesigned scholarship program as part of strategic planning, we have recently reemphasized the importance of private fundraising to support our students through a Memorandum of Understanding with the EMU Foundation. It recognizes that, as planning takes place and an advancement leader is recruited, we need to refocus on the top priority in our fundraising plan approved by the Board of Regents last April—increase private scholarships, including both expendable and endowed scholarships. We need more academic scholarships and we also need to achieve gender equity for women student athletes. One such initiative will be a Walk for Women’s Athletics that Pam is chairing, joined by honorary chair Mayor Cheryl Farmer, scheduled for Saturday, September 29. The University also is in the process of awarding approximately \$1 million in our new opportunity private loan program to assist students in paying off past due obligations that prevent them from continuing their studies.

This has also been a period for grant and gift success. As of today, EMU has established an all-time record for federally sponsored grants, receiving over \$4 million, and projecting over \$5 million for the fiscal year. Last week we formally accepted a \$7.3 million gift in software to our College of Business and its accounting program from the Oracle Corporation. This will ensure that our students have a competitive edge as they enter the workforce. This gift is largely a result of hard work by our faculty and alumni who work for Oracle. The Department of Community Health has also awarded EMU a grant to fund a comprehensive mentoring program for students, with special emphasis on developing an alcohol-free approach to campus life.

We will shortly announce the details of a significant new involvement with the business community that reflects our metropolitan mission. As of April 1, the University, through its College of Business, has become the sponsor of the Small Business Administration’s Small Business Development Center (SBDC) in Detroit. This Center provides free services to small business owners in Wayne and Monroe counties. With this federally funded program we are able to advance our commitment to the Detroit Metropolitan region and the college’s mission to support economic development. Our partnership with the SBDC will open doors to faculty research and service opportunities, as well as educational opportunities for students. Our presence in Wayne and Monroe counties will enhance our ability to build bridges to the communities that we serve in these counties and will increase our involvement and impact in Southeastern Michigan.

Planning

We are well into the process of planning—comprehensively, systematically and strategically—for a better University future. Teams continue to work throughout the campus, including some specially focused groups in information and communications technology and human resources, and we are in a very busy period when various administrative units, departments and cross cutting groups are developing goals and initiatives to support the planning statement developed by the University Strategic Planning Committee. We have important strengths on which to build and we have a good sense of key directions for the future, but we also have challenges.

One challenge very much on our mind these days is our funding from the State of Michigan. We have requested a total base and supplemental budget increase of nearly \$12.4 million, reflecting fixed costs of well over \$7 million. The executive branch recommended an equitable treatment of all universities, yet one that would produce only \$1.4 million in new funds for EMU. The House of Representatives identified additional funds, but selected to allocate them very inequitably—7 percent, and in one case nearly 13 percent, for six institutions, with only 2 percent increases for nine universities. By collapsing two categories of the tier system, EMU was included with a set of institutions quite unlike us, with no improvement in funding, and when accompanied by a strong emphasis on rewarding enrollment growth, the House passed only a \$1.7 million appropriation for EMU. This was not without considerable legislative discussion, and last week we failed by only a few votes to modify it. The Senate will be the next stop in our effort to convince the State that fixed costs, including salaries and energy, must be met and that students at Eastern deserve more equitable support.

Finally, I am pleased to report that we are making good progress on finding new leaders for our future. We have highly qualified candidates for each of our vice presidential positions—Academic Affairs, Student Affairs and Advancement—and on-campus interviews are continuing. I appreciate the involvement of many in these searches and the willingness to work hard to attract new talent to EMU.

The spirit at the University displayed over the last few months assures us of a bright future.

TREASURER'S REPORT

Section 1

Regent DeMattia moved and Regent Griffin seconded that the Treasurer's Report for the month of February 2001, be received and placed on file.

Motion Carried.

INTERNAL AUDIT

Section 2

Regent DeMattia moved and Regent Griffin seconded that the Internal Audit report for December 2000 through March 2001 be received and placed on file.

Motion Carried.

GRANTS/CONTRACTS

Section 3

Regent DeMattia moved and Regent Griffin seconded that 69 grants and contracts totaling \$2,900,458 for the period 1/01/01 through 2/28/01 be accepted.

Motion Carried.

CONSTRUCTION PROJECTS PROGRESS

Section 4

Regent DeMattia moved and Regent Griffin seconded that the Board receive and place on file the Construction Projects Progress Report for the period ending March 7, 2001.

Motion Carried.

ACCOUNTS RECEIVABLE

Section 5

Regent DeMattia moved and Regent Griffin seconded that the Student Accounts Receivables Ratio Analysis, the Student Accounts Receivable Reports, and the Collection Agency Inventory as of February 28, 2001 be received and placed on file.

Motion Carried.

2000-01 GENERAL FUND BUDGET STATUS REPORT

Section 6

Regent DeMattia moved and Regent Griffin seconded that the 2000-01 General Fund Budget Status Report for February 28, 2001, be accepted and placed on file.

Motion Carried.

FACILITIES ASSESSMENT

Section 7

Regent DeMattia moved and Regent Griffin seconded that the Facilities Assessment Report be accepted and placed on file.

Motion Carried.

STAFF APPOINTMENTS

Section 8

Regent DeMattia moved and Regent Griffin seconded that Board approve the 34 appointments for the months and dates shown on the following listings.

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>EFFECTIVE DATE</u>	<u>BASE SALARY</u>	<u>% APPI</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Dalbey, Marcia	Associate VP Academic Affairs	AP-14A	Interim Associate VP Academic Affairs	02/14/01	\$107,000	100	W	F	New Hire
Shell, William	LR&T-Library	AP-12	Associate Director Learning Technologies (User & Network Op)	03/12/01	\$68,000	100	W	M	New Hire
Diaco, Robert	Intercollegiate Athletics	AC-12	Assistant Coach Football	03/01/01	\$50,000	100	W	M	New Hire
Ziemba, David	Intercollegiate Athletics	AC-11	Assistant Coach Strength & Conditioning	01/25/01	\$26,452	100	W	M	New Hire
Gilbert, Lisa	Holman Learning Center	PT-08	Project Coordinator	01/29/01	\$37,500	100	B	F	New Hire
Martin, Lyndsey	Alumni Relations	PT-08	Assistant Director, Alumni Relations Internal Operations	02/20/01	\$36,000	100	I	F	New Hire
Kondek, Donna	Public Information	PT-06	Writer I	03/13/01	\$15,358	50	W	F	New Hire
Frederick-Brown, Kimberly	Institute for the Study of Children and Families	PT-06	Administrative Assistant II	02/01/01	\$13,150	50	B	F	New Hire
Kell, Derek	Eastern Eateries	PT-05	Supervisor, Dining Services	12/17/00	\$32,992	100	W	M	New Hire

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>EFFECTIVE DATE</u>	<u>BASE SALARY</u>	<u>% APPT</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
DeLeon, Carrie	Public Safety	CP-01	Officer, Campus Police	02/19/01	\$30,918	100	H	F	New Hire
Shimanek, Gilbert	Public Safety	CP-01	Officer, Campus Police	01/22/01	\$30,918	100	W	M	New Hire
Brown, Jacqueline	Accounting-Student	CS-05	Customer Service Representative	02/19/01	\$24,147	100	B	F	New Hire
Dayney, Diana	College of Technology	CS-05	Senior Secretary	01/29/01	\$12,074	50	W	F	New Hire
Smith, Pamela	Alumni Relations	CS-05	Senior Secretary	01/08/01	\$24,147	100	W	F	New Hire
Bennett, Chandra	Financial Aid	CS-04	Secretary II	02/05/01	\$21,369	100	B	F	New Hire
Brown, Anglesia	College of Arts & Sciences	CS-04	Secretary II	01/15/01	\$21,369	100	B	F	New Hire
Byrd, Sonya	Center For Organizational Risk Reduction	CS-04	Secretary II	01/15/01	\$21,369	100	B	F	New Hire
Hamel, Jason	LR&T-Library	CS-04	Library Assistant II	02/19/01	\$10,685	50	W	M	New Hire

DATE: 1/3, 2001
 BOARD REPORT FOR: 04/03/01
 ALPHABETICAL LISTING WITHIN
 CLASSIFICATION LEVEL WITHIN
 EMPLOYEE GROUP

EASTERN MICH. UNIVERSITY
 STAFF APPOINTMENTS

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<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>EFFECTIVE DATE</u>	<u>BASE SALARY</u>	<u>% APPI</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Montgomery, Florence	Finance and Computer Information Systems	CS-04	Secretary II	03/05/01	\$10,685	50	B	F	New Hire
Plopa Jr., James	Associated Health Professions	CS-04	Secretary II	01/24/01	\$21,369	100	W	M	New Hire
Saddler, Flora	University Health Services	CS-04	Secretary II	01/22/01	\$21,369	100	B	F	New Hire
Young, Cynthia	English Language & Literature	CS-04	Secretary II	02/19/01	\$21,369	100	W	F	New Hire
Hunt, Monique	Nursing	CS-03	Secretary	01/02/01	\$19,246	100	B	F	New Hire
MacNeil, Leo	Administrative Support Services	CS-03	Postal Clerk	02/26/01	\$19,246	100	W	M	New Hire
Mosely, Stevan	Administrative Support Services- Mailroom	CS-03	Postal Clerk	01/08/01	\$19,246	100	B	M	New Hire
Holmes, Lawrence	Physical Plant	FM-21	Electrician	01/03/01	\$42,141	100	W	M	New Hire
Klukach, Steven	Dining Services	FM-10	Cook/Stockkeeper	02/26/01	\$28,683	100	W	M	New Hire

3.

DATE: 4/1/2001
 BOARD REPORT FOR: 04/03/01
 ALPHABETICAL LISTING WITHIN
 CLASSIFICATION LEVEL WITHIN
 EMPLOYEE GROUP

EASTERN MICHIGAN UNIVERSITY
 STAFF APPOINTMENTS

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<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>EFFECTIVE DATE</u>	<u>BASE SALARY</u>	<u>% APPT</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Brenes, Jose	Physical Plant	FM-06	Custodian	03/07/01	\$16,806	100	H	M	New Hire
Eskew, Samantha	Physical Plant	FM-06	Custodian	12/11/00	\$16,806	100	W	F	New Hire
Ledgerwood, Deborah	McKenny Union/Campus Life	FM-06	Custodian	02/25/01	\$16,806	100	W	F	New Hire
Tackman, Kevin	Physical Plant	FM-06	Custodian	02/25/01	\$16,806	100	W	M	New Hire
Cervantes, Lena	Eastern Eateries	FM-95	Fast Food Worker	02/06/01	\$10,400	63	H	F	New Hire
Harris, Eric	Eastern Eateries	FM-95	Fast Food Worker	01/18/01	\$10,400	63	W	M	New Hire
Yoder, Michelle	Eastern Eateries	FM-95	Fast Food Worker	01/24/01	\$10,400	63	W	F	New Hire

Motion Carried.

4.

SEPARATIONS/RETIREMENTS

Section 9

Regent DeMattia moved and Regent Griffin seconded to approve the 40 separations and retirements for the months and dates shown on the following pages.

DATE: 1/1/2001
 BOARD REPORT FOR: 04/03/01
 ALPHABETICAL LISTING WITHIN
 CLASSIFICATION LEVEL WITHIN
 EMPLOYEE GROUP

EASTERN MICH. UNIVERSITY
 SEPARATIONS/ RETIREMENTS

GE 1
 RETIREMENTS/
 SEPARATIONS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>HIRE DATE</u>	<u>SEPARATION DATE</u>	<u>BASE SALARY</u>	<u>% APPI</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Brackney, Barbara	Psychology	PROF	Professor	09/03/75	01/10/01	\$61,509	100	W	F	Retired
Robertson, Sharon	Foreign Languages & Bilingual Studies	PROF	Professor	01/02/84	12/11/00	\$57,595	100	W	F	Deceased
Sullivan, John	Chemistry	PROF	Professor	09/01/58	12/19/00	\$90,177	100	W	M	Deceased
Schaltz, Kenneth	Special Education	ASSC	Associate Professor	08/29/90	03/06/01	\$49,368	100	W	M	Leaving Area
Smith, Margaret	Special Education	ASSC	Associate Professor	09/01/81	02/17/01	\$53,172	100	W	F	Deceased
Collins, Ronald	Provost & VP for Academic Affairs	AP-16	Provost & VP Academic Affairs	09/01/65	02/02/01	\$138,934	100	W	M	Deceased
Rush, Catherine	Academic Human Resources	AP-13	Director Academic Human Resources	05/01/98	01/23/01	\$80,084	100	W	F	Other Job
Smart, William	Physical Plant Office	AP-10	Project Manager Construction/Design	04/20/64	02/04/01	\$52,165	50	W	M	Retired
Krauss, Phillip	Admissions-Outreach Off Campus	AP-09	Assistant Director Recruiting	07/02/90	01/27/01	\$42,985	100	W	M	At Will Termination

DATE: Ap. . 2001
 BOARD REPORT FOR: 04/03/01
 ALPHABETICAL LISTING WITHIN
 CLASSIFICATION LEVEL WITHIN
 EMPLOYEE GROUP

EASTERN MICHIG. UNIVERSITY
 SEPARATIONS/ RETIREMENTS

JE 2
 RETIREMENTS/
 SEPARATIONS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS. RANK</u>	<u>JOB TITLE</u>	<u>HIRES DATE</u>	<u>SEPARATION DATE</u>	<u>BASE SALARY</u>	<u>% APPT</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Miller, Ronald	Special Projects Administration	AP-07	Manager Community Relations	07/01/99	01/03/01	\$36,282	100	W	M	Other Job
Sims, Thomas	Intercollegiate Athletics	AC-12	Assistant Coach Football	01/25/00	02/14/01	\$50,000	100	B	M	Other Job
Bond, Casey	Intercollegiate Athletics	AC-11	Assistant Coach Strength & Conditioning	09/01/99	01/06/01	\$22,766	100	W	M	Other Job
Stasiak, Florence	University Computing	PT-09	Lead Programmer/Analyst	01/31/66	02/03/01	\$52,050	100	W	F	Retired
Logan, Joshua	Convocation Center Manager Market	PT-08	Manager Ticket Operations	01/02/98	01/25/01	\$38,803	100	W	M	Personal
Punches, Evelyn	Honors Program	PT-07	Coordinator Honors Program	09/02/87	02/17/01	\$31,151	100	W	F	Other Job
Rider, Linda	Public Information	PT-07	Writer II	02/11/97	01/17/01	\$34,328	100	W	F	Other Job
Foy, Patrick	Custodial Services	PT-06	Area Foreperson	07/03/91	11/18/00	\$33,520	100	W	M	Other Job
Kondek, Donna	Public Information	PT-06	Writer I	03/13/01	03/16/01	\$15,358	50	W	F	Deceased

2.

DATE: A ., 2001
 BOARD REPORT FOR: 04/03/01
 ALPHABETICAL LISTING WITHIN
 CLASSIFICATION LEVEL WITHIN
 EMPLOYEE GROUP

EASTERN MICH. UNIVERSITY
 SEPARATIONS/ RETIREMENTS

.GE 3
 RETIREMENTS/
 SEPARATIONS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>HIRE DATE</u>	<u>SEPARATION DATE</u>	<u>BASE SALARY</u>	<u>% APPI</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Medrow, Elaine	University Publications	PT-06	Graphic Arts Specialist	02/09/98	01/04/01	\$27,864	100	W	F	Other Job
Nuar, Susan	University Computing	PT-06	Mainframe/Analys/ Program Trainee	05/26/98	01/19/01	\$29,258	100	W	F	Quit W/O Notice
Megyese, John	Public Safety Office	CP-01	Officer Campus Police	06/05/88	03/01/01	\$41,668	100	W	M	Other Job
Groesbeck, Karen	Nursing	CS-05	Senior Secretary	07/17/00	01/16/01	\$24,147	100	W	F	Personal
Zepfzauer, Natascha	Financial Aid Office	CS-05	Financial Aid Processor	01/02/98	02/10/01	\$24,147	100	W	F	Other Job
Darrow, Janet	Housing	CS-04	Senior Account Clerk	04/05/78	01/14/01	\$27,156	100	W	F	Retired
Dirks, Lori	Intercollegiate Athletics- Promolling	CS-04	Secretary II	02/15/93	03/31/01	\$21,369	100	W	F	Personal
Harris, Michelle	Finance & CIS	CS-04	Secretary II	02/01/99	02/24/01	\$10,685	50	W	F	Other Job
Jones-Milliner, Ann	Office of the Registrar	CS-04	Evaluator/Recorder	03/07/80	01/06/01	\$23,766	100	B	F	Did Not Return From Leave

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DATE: A1 2001
 BOARD REPORT FOR: 04/03/01
 ALPHABETICAL LISTING WITHIN
 CLASSIFICATION LEVEL WITHIN
 EMPLOYEE GROUP

EASTERN MICHIGAN UNIVERSITY
 SEPARATIONS/RETIREMENTS

JE 4
 RETIREMENTS/
 SEPARATIONS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>HIRE DATE</u>	<u>SEPARATION DATE</u>	<u>BASE SALARY</u>	<u>% APPI</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Overton, Charles	Public Safety	CS-04	Police Dispatcher	10/21/98	01/25/01	\$21,369	100	B	M	Other Job
Perkins, Tewsda	Community Service	CS-04	Secretary II	12/04/00	01/31/01	\$10,685	50	B	F	Discharged
Plopa Jr., James	Associated Health Professions	CS-04	Secretary II	01/24/01	02/06/01	\$21,369	100	W	M	Discharged
Hunt, Monique	Nursing	CS-03	Secretary	01/02/01	03/07/01	\$19,246	100	B	F	Discharged
Moseley, Stevan	Administrative Support Services- Mailroom	CS-03	Postal Clerk	01/08/01	02/06/01	\$19,246	100	B	M	Discharged
Kohne, Michael	Plumbing	FM-21	Plumber/Maintenance	11/27/00	01/05/01	\$42,141	100	W	M	Discharged
Douglas, Anthony	Hoyt Catering	FM-10	Cook/Stockkeeper	12/19/00	12/21/00	\$17,826	100	W	M	Quit W/O Notice
Fairbanks, Lawrence	Custodial Services	FM-06	Custodian	10/08/00	01/13/01	\$16,806	100	W	M	Other Job
Ferguson, Paul	Custodial Services	FM-06	Custodian	10/24/99	02/10/01	\$22,214	100	W	M	Other Job

4.

DATE: 4/11/2001
 BOARD REPORT FOR: 04/03/01
 ALPHABETICAL LISTING WITHIN
 CLASSIFICATION LEVEL WITHIN
 EMPLOYEE GROUP

EASTERN MICH. UNIVERSITY
 SEPARATIONS/RETIREMENTS

AGE 5
 RETIREMENTS/
 SEPARATIONS

NAME	DEPARTMENT	CLASS RANK	JOB TITLE	HIRE DATE	SEPARATION DATE	BASE		% APPI	RACE	SEX	REASON
						SALARY					
Moore, Richard	Custodial Services	FM-06	Custodian	10/08/00	01/20/01	\$16,806		100	W	M	Other Job
Roark, Stacy	Custodial Services	FM-06	Custodian	01/25/99	02/15/01	\$12,033		50	W	F	Other Job
Taylor, Betty	Housing Custodial	FM-06	Custodian	10/25/95	12/13/00	\$27,602		100	B	F	Leaving Area
Yoder, Michelle	Eastern Eateries	FM-95	Fast Food Worker	01/24/01	02/24/01	\$10,400		63	W	F	Discharged

5.

EMERITUS FACULTY STATUS

Section 10

Regent DeMattia moved and Regent Griffin seconded to grant Emeritus Faculty Status to:

James Angle

Professor, Department of English Language and Literature from 1964-2001
(35.5 years)

M.A. Kansas State University
B.A. University of Michigan

Igor Beginin

Professor, Department of Art from 1968-2001
(32 years)

M.A. Wayne State University

Carolyn Kirkendall

Instructor (Librarian), Learning Resources and Technologies from 1966-2000
(34 years)

M.A. University of Michigan
B.A. University of Michigan

John Loree

Professor, Department of Art from 1962-2001
(39 years)

M.F.A. Alfred University

Quirico S. Samonte

Professor, Department of Teacher Education from 1963-2001
(38 years)

Ph.D. University of Michigan
M.A. University of Michigan
M.A. University of the Philippines
B.A. University of the Philippines

Donna M. Schmitt

Professor, Department of Leadership and Counseling from 1975-2000
(25 years)

Ed.D. Western Michigan University
M.A. Western Michigan University
B.A. The College of Racine

John G. Pappas

Professor, Department of Leadership and Counseling from 1966-2001
(36)

Post-Doctoral Study Michigan State University
Ph.D. Kent State University
M.A. Ohio State University
B.A. University of Akron

Motion Carried.

FACULTY APPOINTMENTS

Section 11

Regent DeMattia moved and Regent Griffin seconded that the Board approve 18 new tenure-track faculty appointments for the 2001-02 academic year at the ranks, salaries and dates shown.

College	Last Name	First Name MI	Race/Sex	Rank	Salary	Department	Specialization
CAS	Armitage	Ruth Ann	W / F	ASST	\$44,200.00	Chemistry	Analytical Chemistry
	Chamberlain	Kathleen P.	W / F	ASST	\$43,000.00	Hist/Phil	Native American History
	Downey	Karen K.	W / F	ASSC	\$56,812.00	Psychology	Clinical Psychology
	Francoeur	Steven N.	W / M	ASST	\$44,000.00	Biology	Botany
	Hume	Christine	W / F	ASST	\$41,500.00	English	Creative Writing
	Laporte	Marianne	W / F	ASST	\$44,000.00	Biology	Botany
	Maniccam	Suchindran	A / M	ASST	\$65,000.00	CSC	Database
	Milletti	Christina	W / F	ASST	\$41,500.00	English	Creative Writing
	Nation	Richard F.	W / M	ASST	\$42,000.00	Hist/Phil	US Intellectual/Women's Hist
	Orrange	Robert M.	W / M	ASST	\$43,100.00	SAC	Family & Family Policy
	Shillington	Cara	W / F	ASST	\$44,000.00	Biology	Introductory Biology
	Tomaszewski	E. Andreas	W / M	ASST	\$43,000.00	SAC	Criminology
	Valeroso	Elsa S.	W / F	ASST	\$73,500.00	CSC	Networks
	Wiedenfeld	David	W / M	ASST	\$44,200.00	Chemistry	Organic Chemistry
CHHS							
	Reeves	Gretchen D.	W / F	ASSC	\$55,000.00	AHP	Occupational Therapy
COB							
	Chowdhury	Sanjib	A / M	ASST	\$67,000.00	MGT	Strategy/Business Policy
	Frye	Crissie M.	B / F	ASST	\$67,000.00	MGT	HR Management

Motion Carried.

STUDENT AFFAIRS COMMITTEE

Section 12

Regent Griffin moved and Regent Antonini seconded that the Board accept the Student Affairs Committee agenda for April 3, 2001, and the Minutes of January 16, 2001.

Motion Carried.

EDUCATIONAL POLICIES COMMITTEE

Section 13

Regent Antonini moved and Regent Griffin seconded that the Educational Policies Committee agenda for April 3, 2001, and the Minutes of the January 16, 2001, meeting be received and placed on file.

Motion Carried.

APPROVAL OF CHARTER SCHOOL BOARD MEMBERS

Section 14

Regent Antonini moved and Regent Brandon seconded that Board appoint Pamela Antrice McGhee to a three-year term on the Board of Directors of Hope Academy; A'Kena Long to a three-year term on the Board of Great Lakes Academy; and Theresa Salter and Deborah Ward to three-year terms on the Board of Directors of Grand Blanc Academy.

Motion Carried.

**REISSUANCE OF CHARTER SCHOOL – COMMONWEALTH
COMMUNITY DEVELOPMENT ACADEMY**

Section 15

Regent Antonini moved and Regent Brandon seconded that Board reissue the charter with Commonwealth Community Development Academy and authorize the president of the University to execute a new five-year contract with the Academy.

Motion Carried.

**OPENING OF TERM AND OFFICIAL RECORD DATES
FOR THE 2001-2002 FISCAL YEAR**

Section 16

Regent Antonini moved and Regent Valvo seconded that the Board accept the following Opening of Term and Official Record dates for the 2001-2002 fiscal year.

	<u>Opening of Term</u>	<u>Official Record</u>
Summer 2001	July 6, 2001	September 21, 2001
Fall 2001	September 14, 2001	January 25, 2002
Winter 2002	January 16, 2002	May 24, 2002
Spring 2002	May 6, 2002	July 19, 2002

Motion Carried.

**PROPOSED NEW ACADEMIC PROGRAM: DOCTORAL
DEGREE IN TECHNOLOGY**

Section 17

Regent Antonini moved and Regent Griffin seconded that the Board approve the implementation of the Doctoral degree in Technology.

Motion Carried.

FACULTY AFFAIRS COMMITTEE

Section 18

Regent Brandon moved and Regent Griffin seconded that the Faculty Affairs Committee agenda for April 3, 2001, and the Minutes of the January 16, 2001, meeting be received and placed on file.

Motion Carried.

FINANCE COMMITTEE

Section 19

Regent DeMattia moved and Regent Antonini seconded that the agenda for April 3, 2001, and the Minutes of January 16, 2001 be received and placed on file.

Motion Carried.

**RESOLUTION: BOND AUTHORIZATION
REFINANCE EXISTING DEBT**

Section 20

Regent DeMattia moved and Regent Griffin seconded that the Board approve Authorizing the Issuance and Delivery of Refunding Bonds and Providing For Other Matters Relating Thereto.

Motion Carried.

EQUIPMENT CAPITALIZATION RATE REPORT

Section 21

Regent DeMattia moved and Regent Antonini seconded that the Board approve an increase of the University's Capitalization Rate from \$1,000 to \$5,000.

Motion Carried.

UNIVERSITY HOUSE – INTERIM REPORT

Section 22

Regent DeMattia moved and Regent Antonini seconded that the Interim Report on the progress of the University House and the strategy developed to complete the project be approved.

Motion Carried.

**2002 – 2003 GENERAL FUND SCHOLARSHIPS,
AWARDS AND GRANTS**

Section 23

Regent DeMattia moved and Regent Antonini seconded that the Board approve the 2002-2003 General Fund Scholarships, Awards and Grants proposal for \$8,702,907 (\$8,657,907 through General Fund revenues and \$45,000 through Auxiliary Fund revenues).

Motion Carried.

**2001 – 2002 GRADUATE ASSISTANT STIPEND
ADJUSTMENT AND TUITION BUDGET FUNDING
RATIO**

Section 24

Regent DeMattia moved and Regent Valvo seconded that the Board approve a 4% increase in Graduate Assistant stipends beginning with the fall 2001 semester. It is also recommended that the department budgets be funded at the second-year stipend amount. It is also recommended that the Board approve a change in the tuition budget-funding ratio between in-state and out-of-state tuition. It is recommended that the Board approve a 55/45 ratio which would more accurately cover registration expenses than the previous 60/40 ratio.

Motion Carried.

NEXTEL COMMUNICATIONS LEASE AGREEMENT

Section 25

Regent DeMattia moved and Regent Antonini seconded that the Board authorize the administration to negotiate in the best interests of the University, and execute an option/lease agreement with Nextel Communications for the purpose of leasing a wireless communications antennae site.

Motion Carried.

**COMMENCEMENT SPEAKER AND HONORARY
DEGREE RECIPIENT**

Section 26

Regent Antonini moved and Regent Griffin seconded that the Board approve Hayes Wendell Jones, Senior Business Development Representative for Oakland County and a distinguished alumnus of Eastern Michigan University, as the commencement speaker for the Sunday, April 29, 2001 commencement ceremonies.

Motion Carried.

MEETING ADJOURNED

Regent Incarnati moved and Regent DeMattia seconded that the Regular Meeting of the Board of Regents be adjourned at 2:25 p.m. the next meeting of the Board of Regents will be June 19, 2001 in Room 201, Welch Hall.

Motion Carried.

Respectfully submitted,

Dana C. Aymond
Secretary to the Board of Regents

COMMUNICATIONS SECTION

RESOLUTION

Women's Tennis

WHEREAS, The Women's Tennis Team won its second Mid-American Conference Championship in the last four years, May 6, 2001, defeating Marshall University 4-3 in the finals; and

WHEREAS, Rebecca Hawkins, number one singles; Simone Duhme, number two singles; Lisa D'Amelio, number three singles; and Amalia Lincaru, number four singles; all won their matches to give EMU the victory; and

WHEREAS, Rebecca Hawkins and Simone Duhme were named first team All-Mid-American Conference; and

WHEREAS, Simone Duhme received the Leann Grimes Davidge Sportsmanship Award for the second year in a row, voted on by MAC players for the player who displays the most outstanding sportsmanship in MAC competition; and

WHEREAS, The Women's Tennis Team qualified for the NCAA Tennis Championships for the first time ever;

NOW, THEREFORE, BE IT RESOLVED that the Eastern Michigan University Board of Regents congratulates the Women's Tennis Team and Head Coach Dave Farmer and commends them for the honor and distinction they have brought themselves and Eastern Michigan University.

June 19, 2001

RESOLUTION

Men's Track and Field

WHEREAS, the Men's Track and Field Team swept the three Mid-American Conference Championships this year, winning the Outdoor Championship May 19, 2001, with a total score of 155; and

WHEREAS, Eastern Michigan won four events, including Aaron Bartee in the 5000 meters and 10,000 meters, Jalilu Mayo in the 110-meter hurdles and Okechukwu Eziuka in the shot put; and

WHEREAS, Head Coach Brad Fairchild was named MAC Coach of the Year and Aaron Bartee was named Most Outstanding Athlete of the Meet; and

WHEREAS, Aaron Bartee, Jalilu Mayo and Okechukwu Eziuka were named All-Mid-American Conference First Team; and

WHEREAS, Nduka Awazie qualified for the NCAA Track and Field Championships in the 400 meters;

NOW, THEREFORE, BE IT RESOLVED that the Eastern Michigan University Board of Regents congratulates Head Coach Brad Fairchild, Aaron Bartee and the Men's Track and Field Team and commends them for the honor and distinction they have brought themselves and Eastern Michigan University.

June 19, 2001

RESOLUTION

Regent William J. Stephens

WHEREAS, Colonel William J. Stephens has served Eastern Michigan University faithfully and with great devotion as a Regent from 1996 to 2000; and

WHEREAS, Colonel Stephens served as vice chair of the Board of Regents in 2000, and chair of the Student Affairs Committee from 1997 to 2000, starting each meeting with "say something positive about EMU"; and

WHEREAS, Colonel Stephens served his country in the U.S. Army for nearly 30 years, retiring in 1990 as deputy for Policy and Strategy and Director of the Policy and Strategy Directorate, Directorate for Information Systems, Command, Control, Communications and Computers, Office of the Secretary of the Army; and

WHEREAS, Colonel Stephens is the recipient of two Legion of Merit Awards, two Bronze Stars, two Meritorious Service Medals, the Air Medal, three Joint Service Commendation Medals, the Presidential Unit Citation, Vietnamese Staff Honor Medal, Cross of Gallantry, Vietnam Armed Forces Honor Medal and several U.S. Army campaign and service medals; and

WHEREAS, Colonel Stephens was a Distinguished Military Graduate in ROTC from Eastern Michigan University in 1960, where he starred in track and basketball; and

WHEREAS, Colonel Stephens has received EMU's Distinguished Alumni Award (1985), was inducted into the EMU Athletic Hall of Fame (1987) and the EMU Military Science Hall of Fame (1995) and was selected as one of the top 25 EMU basketball players in 100 years of men's basketball (1997); and

WHEREAS, Colonel Stephens served as the first president of the Washington, D.C., area Alumni Chapter and as a member of the EMU Alumni Association Board of Directors; and

WHEREAS, Colonel Stephens continues to demonstrate his loyalty to Eastern Michigan University and his special concern for and commitment to students;

NOW, THEREFORE, BE IT RESOLVED, that the Eastern Michigan University Board of Regents expresses its great appreciation to Colonel William J. Stephens for his service and his dedication to Eastern Michigan University; and

BE IT FURTHER RESOLVED, that the Board of Regents of Eastern Michigan University confers upon Colonel William J. Stephens the title "Regent Emeritus," with all the rights and privileges pertaining thereto.

June 19, 2001

ORAL REPORT TO BE MADE BY THE PRESIDENT

EXECUTIVE SUMMARY

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

DATE:

June 19, 2001

EXECUTIVE SUMMARY

SECTION 1 - REPORT: TREASURER'S REPORT

It is recommended that the Treasurer's Report for the month of April 2001 be received and placed on file.

As of April 30, 2001, cash and investments totaled \$61,489,906.07 and were invested at 7.13%. The short-term investment fund yield was 5.03% compared to the 3-month Treasury Bill at 4.52%. The intermediate-term investment fund total return is 7.92% (9.50% annualized) compared to the Merrill Lynch 1-3 year Treasury index at 7.77% (9.32% annualized). Cash and investments (excluding bond proceeds) as of April 30, 2001 increased by \$9,405,018 compared to April 2000.

Fiscal Implications: Investment income is expected to meet budget.

SECTION 2 - REPORT: INTERNAL AUDIT

It is recommended that the Board receive and place on file the Internal Audit report for the period April 2001 through May 2001.

The reports for the Dining Services – Inventory Control and Dining Services – Cash Disbursements audits have been issued. These reports include recommendations to improve controls. Enclosed is the schedule for through September 2001. Attached is also a report on the status of previous recommendations.

Fiscal Implications: It is expected that 2000-2001 expended resources will be within approved budget limitations.

SECTION 3 - REPORT: GRANT/CONTRACTS

It is recommended that 96 grants and contracts totaling \$4,088,464 for the period 03/1/01 through 05/31/01 be accepted.

One hundred percent sponsor-funded grants and contracts in the amount of \$1,834,031 were awarded to the University during the period 03/1/01 through 05/31/01. Grants and contracts awarded to the University that required EMU cost-sharing and/or in-kind contributions totaled \$2,254,433.

Fiscal Implications: This action approves allocating University matching funds in the amount of \$51,741 as cash contributions for projects awarded during the period 03/1/01 through 05/31/01 for a fiscal year-to-date total of \$250,464 against a base budget of \$240,296.

SECTION 4 - REPORT: CONSTRUCTION PROJECTS PROGRESS

It is recommended that the Board receive and place on file the Construction Projects Progress Report for the period ending June 6, 2001.

New Student Housing project remains on schedule for August 1, 2001 occupancy. The stadium track replacement project is in progress with a completion date of August 1, 2001. Bids for additional parking are being reviewed with an anticipated completion date of August 15, 2001.

Fiscal Implications: Expenditures and contracted obligations entered into to date do not exceed the budgets of the approved projects.

SECTION 5 - REPORT: ACCOUNTS RECEIVABLE

It is recommended that the Student Accounts Receivables Ratio Analysis, the Student Accounts Receivable Reports, and the Collection Agency Inventory as of April 30, 2001 be received and placed on file.

The Student Accounts Receivable Ratio Analysis balance is \$11,701,000 or 11.25% of revenue compared to \$11,199,000 (11.47%) as of April 30, 2000. This is a .22% decrease.

Fiscal Implications: Receivables are on target to reach the established goal.

SECTION 6 – REPORT: 2000-01 GENERAL FUND BUDGET STATUS REPORT

It is recommended that the Board receive and place on file the 2000-01 General Fund budget Status Report.

Fiscal Implications: Revenues and expenditures are consistent with the revised budget plan.

SECTION 7 – FACULTY APPOINTMENTS

It is recommended that the Board approve 24 new tenure-track faculty appointments. Of the 24, 6 (25%) are minorities, 13 (54.17%) are female.

Fiscal Implications: Salaries will be absorbed in the 2001-02 faculty salary budget.

SECTION 8 – STAFF APPOINTMENTS

It is recommended that the Board approve 30 staff appointments. Of the 30, 22 (73%) are female, 5 (17%) are African American and one (3%) is Hispanic one (3%) is Asian, and one (3%) is Multiracial.

Fiscal Implications: None.

SECTION 9 – SEPARATIONS/RETIREMENTS

It is recommended that the Board approve 34 separations and retirements. Of the 34, 20 (59%) are female, 4 (12%) are African American, one (3%) is Asian, and one (3%) is American Indian.

Fiscal Implications: None.

SECTION 10 – EMERITUS FACULTY STATUS

It is recommended that the Board grant Emeritus Faculty Status to 11 former faculty members. They are: Lee R. Boyer, Barbara E. Brackney, Stephens W. Brewer, Jr., Patricia L. Butcko, Robert Crowner, Marylyn Elizabeth Lake (posthumous), Roger Peterson, Margaret Joanne “Jody” Smith (posthumous), John M. Sullivan (posthumous), James R. Walter, Stewart Dean Work.

Fiscal Implications: None.

SECTION 11 – FACULTY REAPPOINTMENTS

It is recommended that the Board accept the report from the Division of Academic Affairs pertaining to the reappointment of 126 probationary faculty members.

Fiscal Implications: None.

SECTION 12 - FACULTY TENURE

It is recommended that the Board approve the granting of tenure for 14 faculty members.

Fiscal Implications: None.

SECTION 13– FACULTY PROMOTIONS

It is recommended that the Board accept the report titled Promotion of Faculty Members for 2001-02.

Fiscal Implications: None.

SECTION 14 - STUDENT AFFAIRS COMMITTEE MONTHLY REPORT AND MINUTES

It is recommended that the Student Affairs Committee Agenda for June 19, 2001 and the Minutes of April 3, 2001 be received and placed on file.

Fiscal Implications: None.

SECTION 15 – EDUCATIONAL POLICIES COMMITTEE MONTHLY REPORT AND MINUTES

It is recommended that the EPC agenda for June 19, 2001, and the minutes of April 3, 2001 be received and placed on file.

Fiscal implications: None.

SECTION 16 – APPOINTMENT OF CHARTER SCHOOLS BOARD MEMBERS

It is recommended that the Board appoint Arnold W. Miller and Sandra L. Rollie to 3 year terms on the Board of the Great lakes Academy; and Linda Morris Belford, Ian Riddell, and Lucie Zacharova to 3 year terms on the Board of the Grand Blanc Academy.

Fiscal Implications: None.

SECTION 17 – RESTRICTIONS ON WEAPONS/DANGEROUS SUBSTANCES

It is recommended that the Board approve the proposed policy which would restrict persons from possessing or using firearms, other dangerous weapons, explosive materials, incendiary devices or other dangerous objects or substances, on property owned leased or controlled by the University.

Fiscal implications: None.

SECTION 18 – 2001-02 SABBATICAL LEAVE AWARDS

It is recommended that the Board accept the Report on Sabbatical leaves.

Fiscal Implications: None.

**SECTION 19– 2001-02 FACULTY RESEARCH AND CREATIVE ACTIVITY
FELLOWSHIPS**

It is recommended that the Board accept the Report on 2001-02 Faculty research and Creative Activity Fellowships.

Fiscal Implications: None.

**SECTION 20 – 2001 SPRING-SUMMER RESEARCH AWARDS FOR RESEARCH
AND CREATIVE ACTIVITY**

It is recommended that the Board accept the Report on 2001 Spring-Summer Awards for Research and Creative Activity.

Fiscal Implications: None.

**SECTION 21 – NAMING OF THE INTERACTIVE LABORATORY IN THE
GARY M. OWEN COLLEGE OF BUSINESS BUILDING – THE
FORD LEARNING CENTER**

It is recommended that the Board name the Interactive Lab in the COB Building Room 301, the “Ford Learning Center” in recognition of the Ford Motor Company for its generous gift to the University.

Fiscal Implications: None.

SECTION 22 - FINANCE COMMITTEE MONTHLY REPORT AND MINUTES

It is recommended that the Working Agenda for June 19, 2001 and the minutes for the April 3, 2001 Finance Committee meeting be received and placed on file.

Fiscal Implications: The fiscal impact of the actions taken are in the appropriate sections and the Board minutes.

SECTION 23 – COLLECTIVE BARGAINING AGREEMENT BETWEEN EMU AND THE EMU FEDERATION OF TEACHERS

It is recommended that the Board approve the agreement between EMU and EMU-FT and that the President and Bargaining Committee be authorized to execute the agreement on behalf of the Board.

Fiscal Implications: The cost increase increments over the 4 year agreement will be approximately \$693,200 in 2001-02; \$187,600 in 2002-03; \$206,700 in 2003-04 and \$246,70 in 2004-05.

SECTION 24 – 2000-01 GENERAL FUND OPERATING BUDGET

It is recommended that the 2001-02 General Fund Operating Budget in the amount of \$178,474,486 be approved.

Fiscal Implications: Approval of this budget will establish the general fund spending authorization for 2001-02.

SECTION 25 – 2001-02 TUITION AND REGISTRATION RATES

It is recommended that the tuition rates per credit hour be increased in accordance with the schedule on the first page of Section 25.

Fiscal Implications: The recommended tuition rates applied to the planned enrollment of 542,688 student credit hours will provide net tuition revenues of \$75,839,509. The general fee will provide revenues of \$10,645,653.

SECTION 26 – PROGRAM FEES

It is recommended that the schedule of Program Fees for 2001-02, effective in Fall 2001, be approved. It is also recommended that all existing course fees as identified in Fall 2001 Class Schedule be cancelled and subsequently eliminated.

Fiscal Implications: The additional revenues are estimated at \$3.768 million. The elimination of the course fees will result in \$400,000 of foregone revenue.

SECTION 27 – INFORMATION TECHNOLOGY FEE PROPOSAL

It is recommended that the Board approve an Information Technology fee of \$10 per Credit Hour. And, it is recommended that the Board authorize the administration to proceed with implementation of the strategic information and communication technology investments including negotiating and executing related contracts.

Fiscal Implications: The projected cost over the next five years is \$28 million. The Fee will generate annually \$5 million. Supplemental appropriations, gifts and allocation of existing Learning Technology funds will be used.

SECTION 28 – REALLOCATION OF THE LEARNING TECHNOLOGY COMPONENT OF THE GENERAL FEE

It is recommended that the Board approve the re-allocation of LRT Component of the General Fee as shown on the staff summary.

Fiscal Implications: Reallocation will allow the University to address \$1,579,130 to other critical needs.

SECTION 29 – AUTHORIZATION TO BORROW – FINANCING INFORMATION TECHNOLOGY NEEDS

It is recommended that the Board approve the Resolution Providing For The Acquisition and Installation of Technology Improvements and Borrowing.

Fiscal Implications: Debt will be structured to accommodate the cash flows required to maximize the investment in information and communication technology. The Fee will be the funding source for the debt.

SECTION 30 – AGREEMENT BETWEEN EMU AND THE EMU FOUNDATION

It is recommended that the Board approve a new operating agreement between EMU and the Foundation.

Fiscal Implications: The University's investment in the Foundation for the Fiscal Year 2002 is \$1,563,000.

SECTION 31 – MANAGEMENT AGREEMENT BETWEEN EMU AND EAGLE CREST MANAGEMENT CORPORATION, AND ADDENDUM II TO COMMERCIAL LEASE

It is recommended that the Board approve a new management agreement between EMU and the Eagle Crest Management Corporation and an addendum to the existing Commercial Lease Agreement.

Fiscal Implications: The agreement will provide for increased revenues for both the University and Eagle Crest.

SECTION 32 – 2001-02 AUXILIARY FUND BUDGETS

It is recommended that the 2001-2002 Auxiliary fund Operating Budget amounting to \$34.42 million be approved.

It is recommended that the 2001-2002 Housing and Dining Services Maintenance and Renovation Plan be accepted and placed on file.

Fiscal Implications: The \$34.42 million is an increase of \$1.84 more than last year. The revenue variance is a result of Housing and Dining Services 4.7 % room and board increase and the addition of the new residence halls.

The total operating expense is \$28.48 million, an increase of \$904,899 more than last year. The increase is due to price and wage increases.

The total net of operation is \$5.94 million.

SECTION 33– 2001-02 ROOM AND BOARD RATES

It is recommended that the Board approve the 2001-02 Rates proposal for housing and Dining Services. This proposal represents a 4.7% increase. The increase for the academic year will amount to \$237.00.

Fiscal Implications: Please see the implications in Section 20.

SECTION 34 – NEW PARKING STRUCTURE – AUTHORIZATION TO PROCEED WITH FEASIBILITY

It is recommended that the Board approve the authorization to study, plan and conceptually design a new campus parking structure.

Fiscal Implications: The new structure is likely to cost \$8 to \$10 million. The study will cost \$80,000 and will be funded out of parking operations.

SECTION 35 – McKENNY UNION EXPANSION – PROGRAM STATEMENT AND SCHEMATIC DESIGN

It is recommended that the Board authorize the planning, programming and schematic design for the expansion of McKenny Union.

Fiscal Implications: The plan will cost \$1200,000 and will be funded out of the General Fee.

SECTION 36 – UNIVERSITY HOUSE – AUTHORIZATION TO PROCEED

It is recommended that the Board approve the construction of the new University House within the parameters detailed by the staff summary in Section 36. State or student tuition/fee dollars will not be used to pay for the project. Corporate dollars, private gifts, equity in the old house, and savings from refinancing debt will be used as sources of funding.

Fiscal Implications: The cost will be \$3.5 million and funded as described above.

SECTION 37 – SPECIAL REPORT OF FEDERAL FUNDING

It is recommended that the Special Report on Federal Funding be received and placed on file.

Fiscal Implications: Additional Funding for investment in research infrastructure, laboratory equipment and space, research support, and centralized support services is being requested.

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 1
DATE: June 19, 2001

RECOMMENDATION

REPORT: TREASURER'S

ACTION REQUESTED

It is recommended that the Treasurer's Report for the month of April 2001 be received and placed on file.

STAFF SUMMARY

As of April 30, 2001, Cash and Investments totaled \$61,489,906.07 and were invested to return a total annualized return of 7.13%. As summarized below, Eastern's latest investment performance compared favorably to the established benchmarks.

- Short-Term Investment Fund Yield: 5.03%
- Benchmark: 3-month Treasury Bill: 4.52%
- Intermediate-Term Investment Fund Total Return: 7.92% (9.50% annualized)
- Benchmark: Merrill Lynch 1-3 Year Treasury Index: 7.77% (9.32% annualized)

Specifics as to the quality, duration, and other related features of the University's investment portfolio are itemized on page 4 of this report. In general:

- The portfolio has no investments in equities.
- The portfolio has no leveraged investments.
- The portfolio has no speculative derivatives.
- 100% of the portfolio is in fixed income obligations.
- 0% of the portfolio is in variable rate obligations.
- Average weighted credit quality of the portfolio is AA+.
- Average weighted maturity of the portfolio is approximately 83 days.

Cash and investments (excluding bond proceeds) as of April 30, 2001 increased by \$9,405,018 when compared to April 2000.

FISCAL IMPLICATIONS

The investment income is expected to meet budget.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

EASTERN MICHIGAN UNIVERSITY
Cash and Investments
 April 30, 2001

Cash

	Bank Balance
Comerica Bank	\$946,364.36
FirStar Bank	\$5,193.05
Total Cash	\$951,557.41

Eagle Crest Cash

Conference Center	117,079.00
Golf Club	92,093.00
Maintenance Reserve	507,185.00
Total Cash	\$716,357.00

	Date Settled	Date Maturing	Total Return YTD (Annualized)	Principal
<u>Investments</u>				
Short Term Investment Funds:				
Dreyfus Institutional Preferred	Daily	Mutual Fund	4.880% *	11,492,207.86
Dimensional Fund Advisors	Monthly	Mutual Fund	5.150% *	13,734,810.44
Intermediate Term Investment Funds:				
Vanguard Short Term Corporate	Monthly	Mutual Fund	9.989%	9,572,414.48
Federated US Government 2-5 Year	Monthly	Mutual Fund	11.100%	9,402,054.63
Agencies:				
Federal Home Loan Bank	08/26/99	07/14/04	6.500%	0.00
Federal Home Loan Bank	08/30/99	09/01/04	6.210%	3,000,000.00
Federal Home Loan Bank	09/10/99	09/10/04	7.125%	0.00
Federal Home Loan Mortgage Corp.	10/06/99	10/06/04	6.250%	3,000,000.00
Total Investments				50,201,487.41
Subtotal Cash and Investments				51,869,401.82
<u>General Revenue Bonds Investments</u>				
Dimensional Fund Advisors	Monthly	Mutual Fund	5.150%	1,430,202.22
Dimensional Fund Advisors	Monthly	Mutual Fund	5.150%	8,190,302.03
Subtotal General Revenue Bonds Investments				9,620,504.25
Grand Total: Cash, Investments				61,489,906.07

Net Annualized Yield - Short Term	5.027%
Total Annualized Return - Total Investments	7.134%

* Figure represents net yield.

EASTERN MICHIGAN UNIVERSITY
Summary of Cash/Investments and Bond Investments by Institution
April, 2001

	Amount of EMU Cash/Investment	% Of Total Investment
A. Book Cash Balance	951,557	1.83%
B. Eagle Crest Cash Balance	716,357	1.38%
C. Dreyfus Institutional Preferred	11,492,208	22.16%
D. Dimensional Fund Advisors	13,734,810	26.48%
E. Vanguard Short Term Corporate	9,572,414	18.45%
F. Federated US Government 2-5	9,402,055	18.13%
G. Federal Home Loan Bank	0	0.00%
H. Federal Home Loan Bank	3,000,000	5.78%
I. Federal Home Loan Bank	0	0.00%
J. Federal Home Loan Mortgage Corp.	<u>3,000,000</u>	<u>5.78%</u>
	<u>51,869,402</u>	<u>100.00%</u>

	Amount of EMU Bond Investment	% Of Total Investment
K. Dimensional Fund Advisors	1,430,202	14.87%
L. Dimensional Fund Advisors	<u>8,190,302</u>	<u>85.13%</u>
	<u>9,620,504</u>	<u>100.00%</u>

Notes:

- C. The Dreyfus Institutional Preferred Money Market Fund invests in a diversified portfolio of high quality, short-term debt securities. The average maturity of the fund approximates 52 days and EMU has access to its funds on a daily basis.
- D./K./L. The Dimensional Fund Advisors Fund invests in high quality corporate and bank debt obligations. The average weighted maturity of the fund is 32 days.
- E. The Vanguard Short Term Corporate Fund invests in investment grade bonds and other fixed income securities. Not more than 30% of the fund assets may be invested in BBB grade securities. The average weighted maturity of the fund is 2.5 years.
- F. The Federated US Government 2-5 Year Fund invests in US Treasury bills, notes and bonds. The average weighted maturity of the fund is 3.55 years.
- G./H./I./J. U.S. Agency Obligations; two notes were called during the months of March and April 2001.

**Eastern Michigan University
University Investment Portfolio**

April 2001

	Dreyfus*	DFA	Vanguard	Federated US Govt. 2-5	Net University Holdings	Total
Total Fund Net Assets	\$8,825,309,658	\$7,187,000,000	\$6,712,549,379	\$612,428,438		
EMU's Investment % of Total Fund	\$11,492,208 0.13%	\$23,355,315 0.32%	\$9,572,414 0.14%	\$9,402,055 1.54%	\$7,667,914	\$61,489,906
Fund Inception Date	06/11/97	07/27/83	10/29/82	09/01/91		
Date of Initial EMU Investment	01/20/01	01/18/96	01/18/96	01/22/96		
Average Weighted Maturity	52 days	32 days **	2.5 years	3.55 years		83 days
Book NAV (7/1/00)	1.00	10.15	10.46	10.39		
Market NAV (04/30/01)	1.00	10.22	10.74	10.87		
Liquidity Option	Same Day	Next Day	Next Day	Next Day		
Morningstar Rating	N/A	5 stars	5 stars	4 stars		
3 Year Average Annual Total Return	5.50%	5.47%	6.31%	6.14%		
3 Year Benchmark	5.32%	5.32%	6.37%	6.37%		
Portfolio Mix						
Commercial Paper Notes	24.8%					
Repos				2.4%		
Variables						
Govt. Agency Mort. Backed Sec.				33.1%		
Time Deposits	15.6%					
Direct U.S. Govt. Agencies						
C.D.'s	43.4%					
U.S. Treasury's				64.5%		
Other	16.2%					
Bonds	99.1%					
Cash	0.8%					
Federal Home Loan Bank					\$0	
Federal Home Loan Bank					\$3,000,000	
Federal Home Loan Bank					\$0	
Federal Home Loan Bank					\$3,000,000	
Federal Home Loan Mortgage Corp.					\$946,364	
Comerica Bank (sweep account)					\$5,193	
FirStar Bank					\$716,357	
Eagle Crest Cash						
Average Credit Quality Rating	AAA	AAA	A-1	AAA	AAA	AA+

* Money Market Fund

** Average Duration

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 2

DATE:

June 19, 2001

RECOMMENDATION

REPORT: INTERNAL AUDIT

ACTION REQUESTED

It is recommended that the Internal Auditor's activity report for the period April 2001 through May 2001 be received and placed on file.

STAFF SUMMARY

The reports for the Dining Services - Inventory Control and Dining Services - Cash Disbursements audits have been issued. These reports include findings and corresponding recommendations to improve controls. The recommendations have been discussed with appropriate personnel. Management agrees with the recommendations and is proceeding with actions to implement the recommendations. Andrews Hooper & Pavlik is satisfied that management's responses will satisfy the intent of the recommendations.

Enclosed is the internal audit schedule for the period ending September 30, 2001.

In addition, attached is a report by University management on the status of recommendations made from the previous Ticket Sales, Snow Health Center, and Charter Schools audits completed in April 2001. As noted in the report, management has agreed with the Internal Auditor's recommendations and has found that all recommendations were either fully implemented or substantially in the process of being implemented.

FISCAL IMPLICATIONS

It is expected that fiscal year 2000-2001 expended resources will be within approved budget limitations.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date



ANDREWS HOOPER & PAVLIK P.L.C.
Certified Public Accountants

Date: April 30, 2001

To: Mr. James F. Vick
VP of Student Affairs

From: Andrews, Hooper & Pavlik, P.L.C.
Internal Audit

**Re: AUDIT REPORT
DINING SERVICES - INVENTORY CONTROL PROCESS**

Attached is the report for the internal audit review of the internal control process for safeguarding inventory and approving invoices. Revisions based on discussions with Ms. Vickie Bagherzadeh and review of support for compensating controls, have been incorporated.

Any questions, comments, or concerns that you may have relative to this report can be directed to Jeff Fineis or Amy Brown at (517) 487-5000.

Your cooperation with this request and assistance and support provided during this audit is appreciated.

Attachment

cc: Board of Regents
Vickie Bagherzadeh
Patrick J. Doyle

AUDIT REPORT

DINING SERVICES – INVENTORY CONTROL PROCESS

Background

Dining Services provides the University community with dining, banquet/catering, vending, convenience, and concession food services. In total, there are 15 operational units that provide these goods and services. Payments are accepted in cash, Eastern Express, University requisitions, student meal plans, Visa/Master Card, personal and traveler's checks and dining dollars. Dining Services is an auxiliary operation. The reported March 31, 2001 year-to-date revenues and expenditures were \$10,523,596 and \$9,228,259, respectively.

The department's mission is to provide a variety of nutritional food options prepared under the strictest health codes, using only quality products and production methods. Purchases for food and nonfood items are coordinated through Dining Services.

Objectives and Scope

The audit objectives were to evaluate the adequacy of internal controls for safeguarding inventory. More specifically, we documented inventory control procedures and verified they were in place. We evaluated internal control procedures for receiving and storing food and nonfood products. We also tested invoices to determine if they were properly authorized and agreed with goods actually received.

The scope of the audit included all Dining Service operations. This includes Dining Commons 1 (DC1), Eastern Eateries, satellite operations and convenience stores. DC1 is a typical college dorm eating area where you swipe a card with a magnetic stripe to enter and food is provided on an all you can eat basis. Eastern Eateries is a mall type food court that has several different types of restaurants. You pick up your food and pay for it when you exit the food area. Satellites range from snack shops located around campus to franchised restaurants (A&W). Students can eat a meal or pick up a snack at these locations without going to the central eating areas. The final type of Dining Service operation is convenience stores. These stores carry enough items to meet students' immediate needs.

Conclusion

We concluded that internal controls appear to be adequate to properly safeguard Dining Services inventory and to ensure that invoice payments are appropriate and authorized. The remainder of this report details the work performed, conditions observed, and criteria used in supporting our conclusions. We have included recommendations to management for improving the internal control process in these areas. The recommendations are operation or location specific.

Audit fieldwork completion date: April 30, 2001

This report is intended for the information and use of the Eastern Michigan University Board of Regents and Management and is not intended and should not be used by anyone other than these specified users.

Inventory

Receiving

We observed the receiving dock area at DC1, Eastern Eateries and Paradox (satellite). We discussed security and control procedures with Dining Services' management to assess the internal controls for safeguarding and receiving food and nonfood products. Our observations disclosed that access to the receiving dock areas for DC1 and Paradox is unrestricted. At DC1 and Paradox, students and staff have access to the receiving dock. These docks are also utilized by other University departments (i.e. University Publications, Physical Plant). In addition, vendors have access as they are responsible for delivering and loading goods in their respective storage locations. The Eastern Eateries receiving dock area is in the back of the building and only staff as well as vendors have access to the Eastern Eateries receiving dock area for delivering and rotating goods.

We discussed the procedures for receiving inventory items with Dining Services' management and were informed that the vendor invoice is verified to the purchase order and then to the goods received by the stock-keeper, manager, student supervisor, or cooks with the vendor present. If the goods received match the invoice, the invoice is signed by the person who verified the delivery. If discrepancies exist, the University receives an immediate credit on the invoice and the invoice is then signed for confirmation. Dining Services' management stated that the University is not responsible for payment of goods when delivery drivers forget to obtain a confirmation signature from a dining services' representative. Once invoices have been verified and discrepancies resolved, the invoice is placed in the unit manager's office for reconciliation with the purchase order in the Food Service Software (FSS) and a Receiving report is produced. We observed a Gordon Food Service delivery at DC1 and noted no exceptions to these controls.

AH&P observed that security cameras have been installed to monitor all receiving docks with the exception of McKenny Union. These cameras are taped 24 hours a day to document all activity and are referred to when the need arises. At the Paradox, an alarm system is activated at night for the receiving area, but not at either DC1 or Eastern Eateries. The storage areas and dock doors are locked at the end of the day for all locations. Management, student managers and supervisors have keys to the doors.

According to the National Association of College and University Food Services (NACUFS), performance standards, established procedures should be followed for the storage and security of food and supplies. These procedures include the prompt storage of goods, assignment of receiving and storage responsibilities to appropriate personnel, limited access to docks and storerooms, and security and theft control procedures. Implementing such controls minimizes the risk of loss, damage, or theft of food and supplies.

Security

We observed the security over inventory located in the dry goods storage areas, freezers, and coolers for DC1, Eastern Eateries and Paradox to determine if inventory was properly safeguarded. At DC1 the dry goods storage area is an open room adjacent to the kitchen. The room is equipped with doors and locking devices. We also observed locking devices for all freezers and coolers and were informed by DC1 management that all storage locations are locked at the end of every working day. The keys to the locks are authorized to all cooks and managers working in DC1. We did not observe any exceptions to these controls.

At Eastern Eateries the dry goods storage area consists of several food cages (fenced areas). The cages are segregated and labeled for which unit or operation they relate to. All food cages have padlocks on the doors, which are locked at night. All freezers and coolers were labeled for what operation they were for and all had locks on the doors, which are locked at night. We did not observe any exceptions to these controls.

Paradox's dry goods storage area is a locked room in the new library. The storage area's door is locked at all times and can only be accessed by Paradox employees or management. We did not observe any exceptions to these controls.

Storage

During our observation of the receiving dock areas for DC1, Eastern Eateries and Paradox, we noted the organization of inventory storage areas. There are three types of inventory storage areas for Dining Services: dry goods, freezers and coolers.

Dry Goods Storage

The dry goods storage areas for all locations were clean, organized, and well maintained. Inventory items were stacked off the floor on wood pallets and stored appropriately to avoid damage. Damaged goods were segregated from usable inventory. These goods are periodically returned to the vendor for credit. We were informed by Dining Services' management that inventory is rotated on a First-In First-Out (FIFO) method. We did not observe any exceptions to these procedures.

Freezers

DC1 has two freezers located on the second floor. The freezers were clean and appeared to have an established order for storing inventory. All inventory in these two freezers related to DC1 so there were no segregation issues. Inventory was stored on shelves and kept off the floor, with the exception of a few items in one freezer that were laying on the floor. When asked about these items, we were informed that they just had not been put away yet. As an additional precaution the freezers have temperature alarms on them that are set at night. They monitor the temperature of the freezers and will notify public safety if the temperature in the freezer fluctuates. These monitors have two purposes, if the door is opened (people in the freezers at night) the alarm will go off or if the freezer temperature changes (mechanical malfunction or power outage) the alarm will go off.

Eastern Eateries has several freezers located in the basement of the building. Each freezer is labeled for which restaurant or operation it relates to. For instance, one freezer was labeled Taco Bell. This labeling ensures that inventory is properly segregated, assuming goods are placed in the correct freezers. We noted all goods were stored on shelves and off the floor. Also all freezers are monitored by an alarm system (see above for details). We did not observe any exceptions to these procedures.

Paradox has one freezer located in the dry goods storage area. The freezer is similar to a household freezer so all goods are kept on shelves. The freezer only contains a few items and they are all for Paradox so there are no segregation issues. We did not observe any exception to these procedures.

Coolers

DC1 has 6 coolers with items ranging from milk to condiments stored within. The coolers are located on the second floor of DC1. All coolers were clean and well maintained. The inventory in the coolers was properly labeled and organized in an orderly manner. We were informed by Dining Services' management that inventory is rotated on a First-In First-Out (FIFO) method. We did not observe any exceptions to these procedures.

Eastern Eateries has several coolers located in the basement of the building. These coolers are labeled for what unit or operation that they relate to. The coolers were clean and well maintained. The inventory in the coolers was properly labeled and organized in an orderly manner. We did not observe any exceptions to these procedures.

Paradox has no coolers for storing goods in the inventory storage area. They have coolers in the store that contain mainly pop. Cooler observation procedures do not apply for Paradox.

Physical Inventory

Due to the timing of our audit work we were not able to observe the taking of a physical inventory. As an alternative procedure we inquired of management about the bi-weekly inventory taking process. Inventory counting is done bi-weekly for all operations. The physical inventory observations are performed at midnight on a Saturday when all operations are shut down. Inventory is done by the same people, throughout the year, for consistency in counting and inventory takers are supervised by the manager of that department.

We walked through the inventory storage areas at DC1, Eastern Eateries, and Paradox to ensure the inventories for all operations were segregated and properly labeled. Management provided us with all the tally sheets and other supporting documentation for each bi-weekly inventory for all operations that store inventory in the Eastern Eateries building (Eastern Eateries, satellite operations and Quickfixx).

Bi-weekly physical inventory is done by first taking a hand count of the inventory and recording on tally sheets. These tally sheets have a line for the inventory taker to sign, however Eastern Eateries tally sheets were not signed or dated. Then the tally sheets quantities are entered into the Food Services Software (FSS). FSS contains unit cost information and values the inventory. From the Physical Count Extension Detail, inventory is summarized by type of inventory and a value is given to each type of inventory. This inventory figure is used to determine the cost of sales for the period. Physical inventories appeared to be performed in a consistent and logical manner.

Bi-Weekly Reports

Every two weeks, all operations in Dining Services at EMU perform a physical inventory observation. The inventory figure is used to back into cost of sales for that period. Cost of sales for each operation is reviewed for unexpected variances by the manager of that operation. Once the manager of that operation reviews the cost of sales for the period and agrees with the number, a Biweekly Report is prepared by the Budget Operations Department and posted to the HDC financial website. These reports are also reviewed by Dining Services General Managers to catch anything that may have been overlooked. Because all data is transferred electronically, no paper copies are signed.

We spoke with Dining Services Management about the review process of the Biweekly Reports. The two main areas that they focus on when they review the reports are food cost and labor costs in relation to revenue. Management uses a report called Bi-weekly analysis from FSS that will put alerts on certain operations if a number varies by a certain percentage. FSS will identify variances as little as .5%, but managers usually are not concerned with such small amounts. If they find a discrepancy, they will ask the unit manager for an explanation for the variance (e.g. food spoilage, etc.). If the manager can't explain the variance, they will look at the inventory for items left out of the count (or counted twice). Most of the time this is as far as the process goes because the issue is usually resolved at this point.

Finding

As a result of our inquiry and observation, we noted that access to the receiving dock areas for DC1 and Paradox is unrestricted. Other people having access to the loading dock includes DC1 and Paradox staff and students, other University Departments (i.e., University Publications, Physical Plant), as well as other vendors.

Recommendation

We recommend that Dining Services' management restrict access to the receiving dock to authorized personnel at Eastern Eateries and Paradox. In addition, Dining Services' management should consider the installation of security cameras at the McKenny Union receiving area.

Management's Response

Eastern Eateries shares its dock with Physical Plant operations. All authorized staff must swipe their card to have access to the dock. In addition, cameras are located at the dock area to help restrict access.

Paradox access is restricted by a phone call to gain access. Cameras are also at this location.

For the McKenny Union receiving area, we will look at the feasibility of installing a camera and coordinate this with the proposed renovations of this facility.

Finding:

We noted that the inventory tally sheets used during the physical inventory observation were not signed or dated by the individual performing the inventory observation.

Recommendation:

We recommend that the individual performing the inventory observation sign and date the inventory tally sheets.

Management's Response:

We agree. This is a procedure that we will review with appropriate staff.



ANDREWS HOOPER & PAVLIK P.L.C.
Certified Public Accountants

Date: April 30, 2001

To: Mr. James F. Vick
VP of Student Affairs

**Re: AUDIT REPORT
CASH DISBURSEMENTS - DINING SERVICES**

Attached is the report for the internal audit review of the internal control process for the cash disbursements function in the Dining Services area. Revisions based on discussions with Vickie Bagherzadeh, and review of support for compensating controls, have been incorporated.

Any questions, comments, or concerns that you may have relative to this report can be directed to Jeff Fineis or Amy Brown at (517) 487-5000.

Your cooperation with this request and assistance and support provided during this audit is appreciated.

Attachment

cc: Board of Regents
Patrick Doyle

Audit Report Cash Disbursements - Dining Services

Background

Eastern Michigan University's (the University) Dining Services Division is responsible for the purchasing function for all food and other dining supplies used in its operations. Purchases made by Dining Services for non-food and non-food related items are purchased separately through the University's normal cash disbursements process.

The internal audit review of the cash disbursements process in the Dining Services area was conducted by first gaining an understanding of the daily operations and how that data is processed. We then selected samples of actual transactions to be reviewed for proper authorization, financial reporting, and use of internal controls.

Computer System and Approval Process

Beginning July 1, 2000, Dining Services began using an Electronic Data Interface system Food Service Software (FSS) to submit orders directly to the vendor. This system is used for approximately 95% of all Dining Services purchases. The managers or designees go into the system (the system requires user ID and password to be accessed) and electronically create a purchase requisition for the necessary items. The orders are then reviewed for appropriateness, accuracy and proper coding. After all information is verified the order is transmitted (this is done once a day at approximately 1:30 p.m.). The order is then faxed to Gordon Food Services (GFS) for verification of the order. The fax is transmitted via computer so there is no hard copy of the order kept. Once the order is sent, the system will not allow any changes to be made to the purchase order.

Every Friday GFS sends an email containing a file, which lists the prices of all of GFS' items for the forthcoming week. Every Monday, the file is downloaded into the FSS system, which applies these prices on the purchase orders it creates for the forthcoming week. These prices are then compared to what is actually billed on the invoice via the receiving worksheet.

When delivery takes place the invoice is marked received by the stockkeeper and is forwarded on to a manager for approval. All managers have per transaction limits on the amounts they are allowed to approve. If a purchase is to be made in excess of these limits, the Director of Dining Services must approve and sign off on the invoice. Once approved, the manager or designee goes into the system and enters the data for the items that were physically received. This data is then used to create the receiving worksheet, which shows the original order compared to the items that were actually received. The manager or designee then reviews this information to see if there are any errors on the invoice. The invoices are then compared to the purchase requisition and the receiving worksheet on FSS. The invoice must have the proper approval, receiver information and requisition information or it is sent back for correction. Once the invoice has all the appropriate information, it is kept on file at Dining Services.

Some orders are sent via telephone or are par stock orders. No data is entered into the FSS system and no purchase order is created for these types of orders. When these orders are received, the items received are entered into the computer in the same manner as described in the preceding paragraph. When the manager or designee enters the receiving worksheet information into the system, the system then creates a purchase order. The purchase order and receiving worksheet for phone in orders will show '0' as the quantity for the amount ordered.

When there is a discrepancy between the purchase requisition and what was physically received or when an item is returned, GFS will note the discrepancy on the invoice. With the next delivery they make, GFS will show a credit on the invoice with that particular date's delivery and will provide Dining Services with a credit memo. The credit on the credit memo is reflected in the next invoice Dining Services receives. The credit memo is entered in the FSS system in the same manner as a regular invoice. The credit memo shows up on the Receiving Reports as a negative amount. The credit memos are sent to Accounts Payable.

Each year Dining Services creates a "Blanket Purchase Order" (this is different from the purchase order on the FSS system), which is a document instructing the vendors which units they are allowed to take orders from and deliver to.

Sole Source Vendor

Dining Services has entered into a 5 year Sole Source Vendor contract with Gordon Food Service (GFS), which provides that EMU must purchase their items from GFS unless the item isn't carried by GFS. Dining Services uses a cost plus pricing contract with GFS to meet its food operations responsibilities. This contract with GFS is beneficial to Dining Services as GFS provides assistance with stocking of inventory, ordering can occur more frequently and pricing can be reviewed weekly as GFS updates prices weekly.

Once a year the Budget Operations Department goes back and looks at invoices from GFS that contain significant purchases. The Budget Operations Department then audits these invoices based on the Sole Source Vendor contract to verify the GFS pricing is correct.

Convenience Stores

For convenience store purchases, the vendor comes twice a week to restock the stores. The convenience stores then have a 24-hour period to inform the vendor of any discrepancies between what was physically received and what was billed, except for cigarettes, which must be counted immediately. A purchase requisition is then created for the total dollar amount of items purchased. Canned pop is ordered through the regular Dining Services procedures.

Bread Purchases

For bread purchases a par stock basis is used, in which par levels are set and the bread supplier comes four times a week and fills the stock up to par. A purchase requisition is created for the quantity of items which need to be purchased in order to get back to the par levels.

Accounts Payable Function

Dining Services does not cut checks to the vendors. Instead, a file of requisitions to be paid is sent via email to Accounts Payable twice a week (usually Monday and Friday). Accounts Payable uploads the file about twice a month to pay the vendors. An Accounts Payable clerk reviews the data for reasonableness before printing the checks. Two copies of the check are printed: one to be sent to the vendor and the other is a voided copy that is filed in the Accounts Payable department along with a hard copy of the invoices that the respective check is paying. The date of payment is hole-punched through the voided check copy and the support.

Budget Operations Function

Monthly downloads from Dining Services and Accounts Payable are emailed to the Senior Accountant in the Budget Operations Department. The Dining Services spreadsheet is sent with cumulative information for the entire year, while the Accounts Payable spreadsheet is sent with only the most recent month's data. The Senior Accountant imports these spreadsheets into Microsoft Access, where the data can be formatted on the two reports to make them comparable. Queries are run to see if there are any duplicate invoice numbers in either the Dining Services or Accounts Payable reports. A query is also run on data from the entire year to identify any duplicates that wouldn't have been caught by only searching through data from the current month. The Senior Accountant then reviews the list of duplicates to see if they truly are duplicates or if there may have been an input error on an invoice number. Once items that truly appear to be a duplicate are identified, they are entered into an excel spreadsheet where all of the duplicates are tracked until they are resolved. The Senior Accountant will inform the Dining Services department about these duplicates and ask them to resolve the problem. Once the issue is resolved, the item is removed from the list of duplicates.

A query is also run to determine if there are any invoices in Dining Services but not in Accounts Payable and vice versa. Most items that show up as differences are due to input errors at the data entry stage. The Senior Accountant also sorts the Dining Services list to identify items that haven't been sent to Accounts Payable because, if significant, these items will not be included in cost of goods sold and their income statement will not be correct.

Twice a year the Senior Accountant will sort the cumulative list of invoices from Dining Services by the invoice dollar amount. He then reviews this list and identifies any identical invoice amounts that have similar invoice numbers to determine if they might be duplicates that wouldn't have been identified through other procedures.

Objectives and Scope

Our objectives were to evaluate the adequacy of internal controls and review the overall efficiency for the cash disbursements process in place over Dining Services.

The scope of our audit included reviewing transactions and procedures specific to the food and food related disbursements.

Conclusion

We concluded that adequate internal controls appear to be in effect over the cash disbursements process in the Dining Services area. We did, however, identify opportunities for strengthening the internal control environment in some areas reviewed and improving operating efficiencies. We do not consider these to be significant internal control weaknesses.

The remainder of this report details work performed and criteria used in supporting our conclusions. We have included recommendations to management for improving the internal control process and increasing operating efficiency for cash disbursements in the Dining Services area.

We completed our audit fieldwork on April 30, 2001.

This report is intended for the information and use of Eastern Michigan University Board of Regents and Management and is not intended to be and should not be used by anyone other than these specified users.

Findings and Recommendations

Finding

We noted during our testing that one paid invoice out of our sample of 30 did not have a manager sign-off.

Recommendation

We recommend that it be stressed that invoices must have the proper approval before they can be paid.

Management's Response

We agree. We will review policy with dining managers to remind them.

Finding

We noted during our documentation of the cash disbursements process in place for the Dining Services area that the administrative assistant must manually compare a manager's per transaction limit to each invoice that comes in.

Recommendation

We recommend that Dining Services look into incorporating a manager's per transaction limit into the FSS system to automate the process of comparing a manager's per transaction limit to the invoice amount.

Management's Response

We agree, however, FSS is not a system we can program. We will look into this with C-board (our vendor) to see if this is possible. The access system may be an alternative solution if C-Board can't accomplish our request.

Finding

During our review of the audit process that the Budget Operations department performs on the GFS invoices we discovered that the Sole Source Vendor agreement allows the University to audit the GFS freight charges based on their discretion.

Recommendation

While freight has not been a concern in the past, we recommend that the University consider performing or outsourcing an audit of GFS freight charges, on a sample basis, to verify that all charges are proper.

Management's Response

We agree. We will pursue having this audit outsourced.

Eastern Michigan University Internal Audit Schedule Andrews Hooper & Pavlik

For Period Ending September 30, 2001

Timing			
Work Pfm'd	Report	Hours	Item
Various	Various	100	Planning, Risk Analysis & Administrative Planning/Scheduling Audits Board Meetings, Other Meetings, etc. Risk Assessment for following years
Completed	Nov-00	125	Investments
Completed	Jan-01	50	Conflict of Interest Statements Board of Regents, President & Administrative Professionals 10 & above
Completed	Jan-01	200	Cash Disbursements
Completed	Apr-01	50	Football/Basketball Ticket Sales (including special events) Advance Sales At Game Sales
Completed	Apr-01	100	Charter Schools
Completed	Apr-01	50	Health Center
Completed	Jun-01	195	Dining Services (including satellite operations) Inventory Cash Disbursements
Jun-01	Sep-01	50	Child Care Center
Jun-01	Sep-01	150	Tuition Audit
Jul-01	Sep-01	80	University Apartments Cash controls Billing procedures Key controls
Jul-01	Sep-01	80	Vending operations
Various	Various	170	Special Projects
Various	Various	100	Contingencies
		<u>1,500</u>	

STATUS OF AUDIT RECOMMENDATION

JUNE 19, 2001

**Ticket Sales
Snow Health Center
Charter Schools**

Prepared by
Vice President for Business and Finance Office

INTERNAL AUDIT RECOMMENDATION STATUS

Audit Performed: TICKET SALES
Date Completed: January 15, 2001

FOOTBALL TICKET SALES

Recommendation:

- 1. We recommend that tickets should not be given out unless they have been entered into the Select Ticketing System.

Client Response:

Management agrees. Procedures currently dictate that no tickets are to be distributed unless entered in the Select Ticketing System. As a part of recent management staffing changes in the ticket office, responsible personnel have been reminded of the importance of this procedure. An ongoing training program will be established by May 1, 2001 to continue to reinforce departmental control procedures.

Implementation Status: Recommendation implemented. Management reported that a new Complimentary Ticket Request form is in use. This form must contain the signature of both the Ticket Manager and a representative from the Athletic Department before tickets will be released. Obtained a copy of the form with sample authorization signatures.

Verification Date: 5/21/01

Recommendation:

- 2. We recommend that a daily reconciliation be done of the cash receipt voucher and the daily summary.

Client Response:

Management agrees. As discussed with the University Cashier's Office, any discrepancies between the ticketing report and cash receipt vouchers will be noted (handwritten) on the voucher and/or ticketing report. All discrepancies will be explained by these notations.

Implementation Status: Recommendation implemented. Management reported that discrepancies are noted and reported on the department's Cash Receipt Voucher and Daily Summary with notations as to the reason for the discrepancies. This reconciliation is processed each day in which cash receipts are received for ticket sales. Obtained a copy of a sample reconciliation and reviewed a sample in the department's files.

Verification Date: 5/21/01

INTERNAL AUDIT RECOMMENDATION STATUS

Page 3

Recommendation:

3. We recommend that a daily reconciliation be done for the number of tickets returned.

Client Response:

Management agrees. Procedures currently mandate that ticket reconciliations occur on a daily basis. As a part of recent management staffing changes in the Ticket Office, responsible personnel have been reminded of the importance of this procedure. An ongoing training program will be established by May 1, 2001 to continue to reinforce departmental control procedures. A periodic review by a higher level of management will also be implemented.

Implementation Status: *Recommendation implemented. Management reported that these reports show up at the end of each day in which reports are run and the information is verified with the voided and/or returned hard copy tickets.*

Verification Date: 5/21/01

BASKETBALL TICKET SALES

Recommendation:

4. We recommend that when the tickets are recorded as sold in the Select Ticketing System, they are pulled from the ticket stock and sent to the recipient.

Client Response:

Management agrees. Procedures currently mandate that tickets are to be recorded when pulled. As a part of recent management staffing changes in the Ticket Office, responsible personnel have been reminded of the importance of this procedure. An ongoing training program will be established by May 1, 2001 to continue to reinforce departmental control procedures.

Implementation Status: *Recommendation implemented. A change of departmental management was reported and to-date, the new management has not been subject to athletic ticket sales. Management has been trained on the ticket recording procedures and the computer system. Observed the ticket recording procedure in the computer system.*

Verification Date: 5/21/01

GENERAL TICKET SALES

Recommendation:

5. We recommend that the athletic office stress the importance of its policy to require that complimentary ticket requests be completed and forwarded to the ticket office prior to the game.

INTERNAL AUDIT RECOMMENDATION STATUS

Client Response:

Management agrees. Complimentary ticket request forms for NCAA governed requests are submitted and monitored as required. The NCAA does not require monitoring of departmental requests for complimentary tickets, but they are tracked by the ticketing system. Complimentary tickets will no longer be given out without a written request.

Implementation Status: *Recommendation implemented. See response to item 1. above.*

Verification Date: 5/21/01

Recommendation:

6. Periodically, the ticket office should consider the cost versus benefit of acquiring a printer capable of printing season tickets. This could reduce the risk associated with maintaining preprinted tickets. It could also help reduce the cost associated with preprinting tickets that are not sold.

Client Response:

A cost/benefit analysis of a new ticket printing procedure will be undertaken to evaluate the merits of onsite ticket printing. If it is determined that the benefits outweigh the costs, a new procedure will be implemented.

Implementation Status: *Recommendation implemented. Management reported that the Associate Athletic Director performed a cost-benefit analysis and determined that it would not be cost effective to purchase a season ticket printing machine when the outside vendor cost is relatively low.*

Verification Date: 5/21/01

Audit Performed: SNOW HEALTH CENTER

Date Completed: February 22, 2001

SNOW HEALTH CENTER

Recommendation(s):

1. We recommend that monthly reconciliations of the accounts receivable and the daily deposits be performed to ensure that the balances per GPMS agree to the balances per FRS. This will ensure that the transactions are being recorded in the correct accounts. This reconciliation should be prepared by one person and approved by a second person.

Client Response:

In cooperation with the University's accounting department, a monthly accounts receivable reconciliation procedure of GPMS to FRS has been developed and will be completely implemented effective 3/31/01. In addition, the daily deposits and insurance payments are being

INTERNAL AUDIT RECOMMENDATION STATUS

Page 5

verified upon the return of the deposit receipt from the Cashier's Office, with final verification taking place when the monthly FRS statements are received and reconciled.

Implementation Status: *Recommendation not implemented, but it is in the process of being implemented. Management reported that University Health Services and the Accounting Department are continuing to reconcile FRS and GPMS receivables. In order to complete this process, test postings have been created and are being entered into GPMS for comparison with the same FRS test ledger entries. Completion of the comparison is expected by May 31, 2002. Full implementation of the updated reconciliation procedure of GPMS and FRS will occur by June 30, 2001.*

Verification Date: 5/21/01

Recommendation:

2. We recommend that the Cash Receipts log be reconciled to the Clinic Insurance Checks and Pharmacy Insurance Checks portion of the Receipts, Register Tapes and Deposit Slips envelope, which is taken to the Cashier's Office to ensure that all checks are being received and recorded by the Cashier's Office. In addition, we recommend that all checks be restrictively endorsed upon receipt by the Health Center and deposited in a timely manner.

Client Response:

A procedure is being developed to reconcile the cash receipts log to the deposit slips processed through the Cashier's Office. Any discrepancies will be fully researched and accounted for. Effective immediately, checks for Snow Health services will be restrictively endorsed upon receipt and the frequency of deposits will be increased to twice weekly, upon completion of the detailed reconciliation of payments to services.

Implementation Status: *Recommendation implemented. Management reported that a new procedure for the deposit of insurance checks has been developed and fully implemented in accordance with the audit recommendations. Deposits are processed daily. Obtained a copy of the new office procedure titled "Pharmacy Insurance Checks Deposit Procedure."*

Verification Date: 5/21/01

Recommendation:

3. We recommend that the Pharmacy update and maintain their procedures manual. This will enable the Pharmacy to have adequate written documentation of how procedures are performed throughout the Pharmacy.

Client Response:

A new Pharmacy procedure manual is in development, both in response to the need to update existing documents to current practices, and in preparation for the self-study phase of accreditation for Snow Health Center. The new manual will be completed by 7/01/01.

INTERNAL AUDIT RECOMMENDATION STATUS

Implementation Status: *Recommendation not implemented, but it is substantially in the process of being implemented by the 7/1/01 completion date reported in the original audit. Management reported that they are continuing with the development of the new pharmacy manual. A further review of this recommendation's status will be conducted after 7/1/01.*

Verification Date: 5/21/01

Recommendation:

4. A list of all obsolete or expired inventory items should be provided to the Pharmacy before they are removed. This will help facilitate the proper maintenance of the Pharmacy's inventory records.

Client Response:

We will request that a final single inventory list of items received for processing by Guaranteed Returns (the outside company) be provided. If this type of report is unavailable, a manual count will be done at the time of pickup by Pharmacy staff.

Implementation Status: *Recommendation implemented. Management reported that Guaranteed Returns, the company that processes the outdated merchandise, now provides a detailed listing of all products received from the UHS Pharmacy for credit or destruction. This listing is the result of their processing the items sent to them and cannot be produced until the inventory is received at their facility. The on-site representative of Guaranteed Returns is responsible for collecting the items based on general guidelines (with the exception of schedule 2 controlled substances that must be inventoried on a federally mandated form before removal from the pharmacy). Once the inventory process is completed, Guaranteed Returns will now provide EMU with a detailed listing.*

Verification Date: 5/21/01

Audit Performed: CHARTER SCHOOLS
Date Completed: March 5, 2001

QUARTERLY FINANCIAL REPORT MONITORING

Recommendation:

1. The financial monitoring process should include a step to determine that the beginning fund balances per the audited financial statements and the prior year accruals have been properly reversed from the current period activity. This procedure should take place as part of the

INTERNAL AUDIT RECOMMENDATION STATUS

Page 7

December 31 quarterly report review to allow the charter schools sufficient time to properly adjust for the audit and subsequent activity relating to the previous school year.

Client Response:

Management agrees. The schools mentioned had not properly booked the fiscal 2000 adjusting audit entries to their general ledger to bring their system into balance with their audited financial statements. We have communicated this requirement to each of the schools and will monitor their quarterly financial statements for compliance.

Implementation Status: *Recommendation implemented. Management confirmed that they have communicated this issue and the University's expectations to the three charter schools at issue. The University anticipates that the required changes will be made on the schools' next quarterly reports for the period ending 6/30/01.*

Verification Date: 5/17/01

Audit recommendations verified by:

Robert Brackenbury
Assistant to the Vice President for Business & Finance

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 3

DATE:

June 19, 2001

RECOMMENDATION

REPORT: GRANTS/CONTRACTS

ACTION REQUESTED

It is recommended that 96 grants and contracts totaling \$4,088,464 for the period 03/01/01 through 05/31/01 be accepted.

SUMMARY

One-hundred percent sponsor-funded grants and contracts in the amount of \$1,834,031 were awarded to the University during the period 03/01/01 through 05/31/01. Grants and contracts awarded to the University that required EMU cost-sharing and/or in-kind contributions totaled \$2,254,433.

Summary of Grants and Contracts (pp. 2-7)
Grants & Contracts Progress Report (p. 8)
March 2001 Proposal Activity (pp. 9-14)
April 2001 Proposal Activity (pp. 15-19)
May 2001 Proposal Activity (pp. 20-24)

FISCAL IMPLICATIONS

This action approves allocating University matching funds in the amount of \$51,741 as cash contributions for projects awarded during the period 03/01/01 through 05/31/01, for a fiscal year-to-date total of \$250,464 against a base budget of \$240,296.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

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Eastern Michigan University
Summary of Grants and Contracts

6/19/2001

(Reported for FY 2001)

100% Sponsored

Title Grantor/Contractor	Director	Administrator	Amount
Ford Motor Company Ford Motor Co.	Barbara Hopkins	Barbara Hopkins	\$354,883
Donation of excess fabric, 11,784 yards Johnson Controls	Julie Becker	Julie Becker	\$176,764
Systrand Mfg Corp 00/01 State Michigan Economic Development Corporation	Melanie Ferren	Kerry Keene	\$150,000
DEY/RTC: Detroit/Eastern/Yale School Development Program Regional Training Center, Year 2+	Alison Harmon	Alison Harmon	\$134,210
Various Sponsors			
Universal Superabrasive-State Michigan Economic Development Corporation	Kerry Keene	Melanie Ferren	\$111,000
School of Police Staff and Command -- City of Detroit City of Detroit	Gerald Lawver Matt Hader	Gerald Lawver	\$95,000
Social Influences on the Health of Arab Americans National Institutes of Health	Kristine J. Ajrouch	Kristine J. Ajrouch	\$64,208
SWAP: Source Water Assessment Program - 4th Year Subcontract Michigan State University	Charles Monsma Susan Nicosia	Charles Monsma	\$57,812
Development and Use Data for Azo Initiators for DuPont Chemical Solutions Enterprises DuPont Chemical Solutions	J. David Nordstrom	Max Kanagy	\$53,977
Systrand Mfg Corp 00/01 Employer Systrand Manufacturing Corporation	Melanie Ferren	Kerry Keene	\$50,000
Executive Jet Aviation Executive Jet	Barbara Hopkins	Barbara Hopkins	\$40,925
Borg-Warner Automotive Borg-Warner Automotive	Barbara Hopkins	Barbara Hopkins	\$37,800
Universal Superabrasive-Employer Universal Superabrasive	Kerry Keene	Melanie Ferren	\$37,076
Michigan Coalition for School Technology Improvement - Center for Information Development Supplement Eaton County ISD	Ellen Hoffman	Ellen Hoffman	\$35,891
Real-time Crime Analysis and GIS Mapping - 2 City of Ypsilanti	Bruce Warren	Bruce Warren	\$21,412
Executive Jet Executive Jet	Barbara Hopkins	Barbara Hopkins	\$21,250
Herman Miller Inc Herman Miller Inc.	Barbara Hopkins	Barbara Hopkins	\$20,125
America Reads Washtenaw County Workforce Development Board	Glenna Frank Miller Peggy Harless	Glenna Frank Miller	\$20,000

Title	Director	Administrator	Amount
Remote Sensing Applications for Transportation Planning Veridian	Charles Monsma	Charles Monsma	\$20,000
Navistar International Transportation Corp. Navistar International Transportation Corp.	Barbara Hopkins	Barbara Hopkins	\$18,825
Warren Connor Service Contract Warren Connor	Yichun Xie	Yichun Xie	\$14,000
Contract to Perform Tasks for Exterior Physical Inventory and Assessment of Census Tracts #22 and #29 Flint Greater Eastside Community Assoc	Yichun Xie	Yichun Xie	\$14,000
Norplas Industries Norplas Industries	Barbara Hopkins	Barbara Hopkins	\$13,050
Frankenmuth Care Center Frankenmuth Care Center	Barbara Hopkins	Barbara Hopkins	\$13,000
Yazaki North America Yazaki N.A.	Barbara Hopkins	Barbara Hopkins	\$12,975
Westwood Heights Schools Westwood Heights Schools	Michael L. Kiefer	Michael L. Kiefer	\$12,000
Siemens Westinghouse Siemens Westinghouse	Barbara Hopkins	Barbara Hopkins	\$10,500
Brose North America Brose North America	Barbara Hopkins	Barbara Hopkins	\$10,250
Michigan Space Grant Fellowships Michigan Space Grant Consortium	James Sheerin	James Sheerin	\$10,000
Michigan Production Machining, Inc Michigan Production Machining, Inc.	Barbara Hopkins	Barbara Hopkins	\$9,350
Codman, A Johnson & Johnson Company Codman, A Johnson & Johnson Company	Barbara Hopkins	Barbara Hopkins	\$9,275
Cleomar Manufacturing Cleomar Manufacturing	Barbara Hopkins	Barbara Hopkins	\$9,275
Norplas Industries Norplas Industries	Barbara Hopkins	Barbara Hopkins	\$9,275
Career and Technical Teacher Education Program Improvement Grant Michigan Department of Career Development	David Boggs	David Boggs	\$8,913
Workforce Development for the Construction Industry in Southeast Michigan Assoc Gen Contractors of Amer - Detroit	Raouf Hanna	Raouf Hanna	\$7,500
Eaton Corporation Eaton Corporation	Barbara Hopkins	Barbara Hopkins	\$7,025
Navistar International Transportation Corp Navistar International Transportation Corp.	Barbara Hopkins	Barbara Hopkins	\$6,750
Delta Faucet Delta Faucet	Barbara Hopkins	Barbara Hopkins	\$6,525
Donnelly Corporation Donnelly Corporation	Barbara Hopkins	Barbara Hopkins	\$6,525
Visteon Corporation Visteon Automotive	Barbara Hopkins	Barbara Hopkins	\$6,525

Title	Grantor/Contractor	Director	Administrator	Amount
	Eaton Corporation Eaton Corporation	Barbara Hopkins	Barbara Hopkins	\$6,525
	Hayes Lemmerz E & E Montague HAYES LEMMERZ E&E MONTAGUE	Barbara Hopkins	Barbara Hopkins	\$6,525
	Teleflex Automotive Group Teleflex Inc.	Barbara Hopkins	Barbara Hopkins	\$6,525
	Old Baldy Lighthouse Condition Assessment DCF Engineering, Inc.	Lauren Sickels-Taves	Lauren Sickels-Taves	\$6,000
	The Musical Tradition Of The Eastern European Synagogue - 10 Samuel L. Westerman Foundation	Marilyn Saker Sylvan Kalib	Marilyn Saker	\$6,000
	Livernois Engineering Livernois Engineering Company	Barbara Hopkins	Barbara Hopkins	\$5,125
	Recticel NA, Inc Recticel NA, Inc.	Barbara Hopkins	Barbara Hopkins	\$5,125
	Eaton Corporation Eaton Corporation	Barbara Hopkins	Barbara Hopkins	\$5,125
	Oxford Automotive, Inc Oxford Automotive	Barbara Hopkins	Barbara Hopkins	\$5,125
	GIS Applications Development and Technical Services - supplement Wayne County, MI	Yichun Xie	Yichun Xie	\$4,975
	Yankee Air Museum Internship Yankee Air Museum	Lauren Sickels-Taves	Lauren Sickels-Taves	\$4,800
	Michigan Production Machining, Inc. Michigan Production Machining, Inc.	Barbara Hopkins	Barbara Hopkins	\$4,775
	Yazaki North America Yazaki North America	Barbara Hopkins	Barbara Hopkins	\$4,675
	Detroit Diesel Corporation Detroit Diesel Corporation	Barbara Hopkins	Barbara Hopkins	\$4,575
	DaimlerChrysler Daimler/Chrysler Corporation	Pamela Hill	Ronald Kerrigan	\$3,925
	The Indiana Bat (Myotis sodalis) at the Ives Road Fen Nature Conservancy	Allen Kurta	Allen Kurta	\$3,512
	Herman Miller Inc Herman Miller Inc.	Barbara Hopkins	Barbara Hopkins	\$3,400
	City of Milan Washtenaw County Government	Yichun Xie	Yichun Xie	\$3,300
	Social Work Department Graduate Research Assistant Contract Harrison Y. Smith, Ph.D.	Crystal Mills	Crystal Mills	\$2,627
	Herman Miller Inc Herman Miller Inc.	Barbara Hopkins	Barbara Hopkins	\$2,600
	Christ Episcopal Church Organizational Development Project Christ Episcopal Church- Dearborn	David Clifford	David Clifford	\$2,500
	Recaro contract RECARO North America, Inc.	Julie Becker	Julie Becker	\$2,250

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Title	Director	Administrator	Amount
Grantor/Contractor			
Training and Assistance on Pattern Input and Design Beiersdorf-Jobst	Julie Becker	Julie Becker	\$2,000
Michigan Space Grant Operating Support: 2001 - 2002 Michigan Space Grant Consortium	James Sheerin	James Sheerin	\$1,898
Training and assistance on pattern input and design. Oakland Technical Center	Julie Becker	Julie Becker	\$1,875
ERIM Technical support contract Environmental Research Institute of Michigan	Yichun Xie	Yichun Xie	\$1,650
Contract for training and assistance on pattern input and design Vaughn Custom Sports USA, Oxford MI	Julie Becker	Julie Becker	\$1,500
Recaro contract RECARO North America, Inc.	Julie Becker	Julie Becker	\$1,500
Second Chance Body Armor contract Second Chance Body Armor, Inc.	Julie Becker	Julie Becker	\$1,500
Japanese Training and Assessment with Washtenaw Community College Washtenaw Community College	Motoko Tabuse	Motoko Tabuse	\$1,177
ERIM Technical support contract - supplement Environmental Research Institute of Michigan	Yichun Xie	Yichun Xie	\$990
Life Raft pattern: Follow-up on-site visit Inflatable Survival Systems, Inc.	Julie Becker	Julie Becker	\$950
Haiti Brochures Earth Resources & Environmental Consultants	Yichun Xie	Yichun Xie	\$501
EMU/Japanese School of Detroit - Year 1 Supplement Japanese School of Detroit	Hitomi Oketani	Hitomi Oketani	\$330
Contract 41701 RECARO North America, Inc.	Julie Becker	Julie Becker	\$300

75 Grants and Contracts for a total of: \$1,834,031

5.

Eastern Michigan University
Summary of Grants and Contracts
6/19/2001

(Reported for FY 2001)

Requiring EMU Matching Funds

Title Funding Agency	Director	Administrator	EMU In-kind	EMU Cash	Sponsor	Total
VISIT: Virtual Immersion in Scientific Inquiry for Teachers (Years 2 and 3) National Science Foundation	Yichun Xie	Yichun Xie	\$220,774	\$16,057	\$840,400	\$1,077,231
RMS Titanic Materials Conservation Laboratory RMS Titanic, Inc.	Lauren Sickels-Taves Michael Kasenow	Michael Kasenow	\$136,959	\$4,500	\$432,025	\$573,484
Development of Marketing of Environmentally Benign Coatings based on Patents Donated by ExxonMobile Chemical Company Michigan Economic Development Corporation	Frank Jones	Max Kanagy	\$176,814	\$1,393	\$150,000	\$328,207
Professional Training Program for Serving Students with Autism. Subgrant One: University Training Collaborative Michigan Department of Education	Lynne Rocklage Judith Olson Marilyn Wedenoja	Lynne Rocklage	\$88,848		\$100,000	\$188,848
In Search of a Sociopolitical Community: The Cases of Egypt, Iran and Jordan National Science Foundation	Mansoor Moaddel	Mansoor Moaddel	\$32,744	\$16,000	\$122,777	\$171,521
Comprehensive Regional Assistance Center Satellite - Year Six Continuation University of Wisconsin-Madison	Phyllis Noda	Phyllis Noda	\$41,149		\$89,998	\$131,147
Michigan Middle Start - Comprehensive School Reform Demonstration (CSR) Program, Year 2 Academy for Educational Development	Patricia Williams-Boyd Kaia Skaggs	Kaia Skaggs	\$26,894		\$87,360	\$114,254
Washtenaw County Workforce Development Board Decision Making Process Washtenaw County Workforce Development Board	Charles Monsma	Charles Monsma	\$9,700		\$98,250	\$107,950
Laser Surface Thermal Lensing (STL) as a Tool for probing the Dynamic-Mechanical Properties of Polymer Thin Films: Applications in Detecting Solid-State Phase Transitions and in Optical Sensors-2 National Science Foundation	Donald Snyder J. Marshall Thomsen	Donald Snyder	\$24,785		\$81,000	\$105,785
Eastern Michigan Writing Project National Writing Project	William Tucker Cathy Fleischer Rebecca Bowers Sipe	William Tucker	\$63,318		\$28,000	\$91,318

6.

Title Funding Agency	Director	Administrator	EMU In-kind	EMU Cash	Sponsor	Total
Marital Functioning, Depression and Chronic Pain National Institutes of Health	Annamarie Cano	Annamarie Cano	\$16,140		\$60,379	\$76,519
Sedimentation and Emergent Plant Decay in Great Lakes Coastal Wetlands	Robert Neely	Robert Neely	\$53,509		\$20,917	\$74,426
Michigan Sea Grant College Program						
EMU/Japanese School of Detroit Project - Year 2	Hitomi Oketani Motoko Tabuse	Hitomi Oketani	\$15,440		\$47,287	\$62,727
Japanese School of Detroit Using Technology to Develop Collaborative Leadership for Student Achievement	Michael Kiefer	David Clifford	\$25,000		\$25,000	\$50,000
Verizon Foundation Campus Social Mentoring Grant	Ellen Gold	Ellen Gold	\$11,352		\$36,000	\$47,352
State of Michigan Office of Drug Control Policy						
Michigan Coalition for School Technology Improvement - Center for Information Development	Ellen Hoffman	Ellen Hoffman	\$20,284	\$736	\$10,000	\$31,020
Eaton County ISD Astronomy Courses for Educators	David Bush James Sheerin	David Bush	\$2,560	\$2,506	\$5,000	\$10,066
Michigan Space Grant Consortium						
Living With a Star	James Sheerin	James Sheerin	\$0	\$5,030	\$5,000	\$10,030
Michigan Space Grant Consortium						
Light Pollution: Our Vanishing Night	Norbert Vance James Sheerin	Norbert Vance	\$1,251	\$3,790	\$4,117	\$9,158
Michigan Space Grant Consortium						
Ecology of the Endangered Indiana Bat (<i>Myotis sodalis</i>): What is Necessary, Typical, and Acceptable ?	Allen Kurta	Allen Kurta	\$0	\$1,073	\$5,352	\$6,425
Michigan Department of Natural Resources						
Bats and Mines: Further Exploration and Post-Gating Monitoring	Allen Kurta	Allen Kurta	\$0	\$656	\$5,571	\$6,227
Michigan Department of Natural Resources						
21	Grants/Contracts for a total of:		\$967,521	\$51,741	\$2,254,433	\$3,273,695

**GRANTS AND CONTRACTS
FY 2001 PROGRESS REPORT**
June 19, 2001

Table I Current Proposal/Award Activity and Prior Year Comparison

	FY00-01 Annual Plan	FY00-01 Plan To Date	FY00-01 Actual To Date	FY00-01 Actual- Plan Variance	FY99-00 Annual Plan	FY99-00 Plan To Date	FY99-00 Actual To Date	FY99-00 Actual- Plan Variance	FY00-01 vs FY99-00 Actual to Date Var.
Number of Proposals	457	419	373	(46)	436	400	398	(2)	(25)
Number of Awards	357	327	311	(16)	302	277	339	62	(28)
Dollar Value of Awards	\$15,100,000	\$13,841,667	\$14,693,578	\$851,911	\$14,500,000	\$13,291,667	\$11,807,481	(\$1,484,186)	\$2,886,097
Matching Funds	\$240,296	\$220,271	\$250,464	\$30,193	\$180,000	\$165,000	\$177,366	\$12,366	\$73,098

Table II Future Budgetary Implications of FY00-01 Awards/Matching Funds

	Dollar Value	Budgeted Expenditures by Fiscal Year		
		FY00-01	FY01-02	FY03-04
FY00-01 Awards to Date	\$14,693,578	\$6,715,250	\$5,588,765	\$732,336
FY00-01 Matching Funds to Date	\$250,464	\$139,167	\$64,007	\$3,164

Table III Grant and Contract Expenditures

	FY00-01	FY99-00	FY00-01 vs FY99-00 Variance
Expenditures to Date as of April 30	\$9,354,948	\$8,856,318	\$498,630

Table IV Proposals Pending

	FY00-01	FY99-00	FY00-01 vs FY99-00 Variance
No. of Pending Proposals as of May 31	59	62	(3)
Dollar Value of Pending Proposals	\$10,249,150	\$9,408,235	\$840,915

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EASTERN MICHIGAN UNIVERSITY
OFFICE OF RESEARCH DEVELOPMENT

Report to the Board of Regents: 6/19/2001

Grant/Contract Activity for March 2001

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20010841	Assoc Gen Contractors of Amer - Detroit	Institute for Diversity in Business Services	Awarded 3/23/2001	\$7,500	\$7,500
20010849	Beiersdorf-Jobst	Textiles Research & Training Institute	Awarded 3/23/2001	\$2,000	\$2,000
20010927	Borg-Warner Automotive	Center for Quality	Awarded 3/29/2001	\$37,800	\$37,800
20010917	Brose North America	Center for Quality	Awarded 3/29/2001	\$10,250	\$10,250
20010940	City of Detroit	Interdisciplinary Technology	Awarded 3/30/2001	\$95,000	\$95,000
20010922	Codman, A Johnson & Johnson Company	Center for Quality	Awarded 3/29/2001	\$9,275	\$9,275
20010936	Daimler/Chrysler Corporation	Center for Organizational Risk Reduction	Awarded 3/30/2001	\$3,925	\$3,925
20010919	Delta Faucet	Center for Quality	Awarded 3/29/2001	\$6,525	\$6,525
20010912	Detroit Diesel Corporation	Center for Quality	Awarded 3/29/2001	\$4,575	\$4,575
20010908	DuPont Chemical Solutions	Coatings Research Institute	Awarded 3/30/2001	\$53,977	\$53,977
20010926	Eaton Corporation	Center for Quality	Awarded 3/29/2001	\$5,125	\$5,125
20010928	Eaton Corporation	Center for Quality	Awarded 3/29/2001	\$7,025	\$7,025
20001204	Eaton County ISD	Teacher Education	Awarded 3/30/2001	\$10,000	\$10,000
20010721	Eaton County ISD	Teacher Education	Awarded 3/30/2001	\$35,891	\$35,891
20010846	Environmental Research Institute of Michigan	CEITA	Awarded 3/23/2001	\$1,650	\$1,650
20010915	Executive Jet	Center for Quality	Awarded 3/29/2001	\$21,250	\$21,250
20010931	Ford Motor Co.	Center for Quality	Awarded 3/29/2001	\$354,883	\$354,883
20010930	Frankenmuth Care Center	Center for Quality	Awarded 3/29/2001	\$13,000	\$13,000
20010914	Herman Miller Inc.	Center for Quality	Awarded 3/29/2001	\$2,600	\$2,600
20010921	Herman Miller Inc.	Center for Quality	Awarded 3/29/2001	\$3,400	\$3,400

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20010924	Herman Miller Inc.	Center for Quality	Awarded 3/29/2001	\$20,125	\$20,125
20010839	Inflatable Survival Systems, Inc.	Textiles Research & Training Institute	Awarded 3/23/2001	\$950	\$950
20010852	Johnson Controls	Textiles Research & Training Institute	Awarded 3/23/2001	\$176,764	\$176,764
20010920	Livernois Engineering Company	Center for Quality	Awarded 3/29/2001	\$5,125	\$5,125
20010519	Michigan Department of Career Development	Business & Technology Education	Awarded 3/30/2001	\$8,913	\$8,913
20010531	Michigan Department of Natural Resources	Biology	Awarded 3/23/2001	\$5,352	\$5,352
20010532	Michigan Department of Natural Resources	Biology	Awarded 3/23/2001	\$5,571	\$5,571
20010916	Michigan Production Machuring, Inc.	Center for Quality	Awarded 3/29/2001	\$9,350	\$9,350
20010923	Navistar International Transportation Corp.	Center for Quality	Awarded 3/29/2001	\$6,750	\$6,750
20010929	Oxford Automotive	Center for Quality	Awarded 3/29/2001	\$5,125	\$5,125
20010925	Recticel NA, Inc.	Center for Quality	Awarded 3/29/2001	\$5,125	\$5,125
20010911	Siemens Westinghouse	Center for Quality	Awarded 3/29/2001	\$10,500	\$10,500
20010724	State of Michigan Office of Drug Control Policy	Health Services	Awarded 3/30/2001	\$36,000	\$36,000
20010853	Various Sponsors	Office of the Dean of Education	Awarded 3/23/2001	\$134,210	\$134,210
20010901	Vaughn Custom Sports USA, Oxford MI	Textiles Research & Training Institute	Awarded 3/23/2001	\$1,500	\$1,500
20010851	Verizon Foundation	Centers for Corporate Training	Awarded 3/30/2001	\$25,000	\$25,000
20010837	Washtenaw Community College	Foreign Languages & Bilingual Studies	Awarded 3/23/2001	\$1,177	\$1,177
20010918	Yazaki N.A.	Center for Quality	Awarded 3/29/2001	\$12,975	\$12,975
20010913	Yazaki North America	Center for Quality	Awarded 3/29/2001	\$4,675	\$4,675
20000703	National Science Foundation	Biology	Denied 3/9/2001	\$224,391	\$0
20001208	National Science Foundation	Biology	Denied 3/9/2001	\$198,129	\$0
20001243	National Science Foundation	HPERD	Denied 3/9/2001	\$49,197	\$0

10.

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20000710	University of Tulsa	Biology	Denied 3/13/2001	\$34,146	\$0
990714	American Diabetes Association	Chemistry	Pending	\$144,120	\$0
20000705	AOL Foundation	Sociology, Anthropology, and Criminology	Pending	\$6,304	\$0
20010431	City of Jackson, Michigan	Geography & Geology	Pending	\$3,988	\$0
20010601	City of Phoenix	Interdisciplinary Technology	Pending	\$301,604	\$0
20010716	City of Ypsilanti	ISCFC	Pending	\$21,412	\$0
20000401	Corner Health Center	ISCFC	Pending	\$4,712	\$0
990704	Detroit Public Schools	Institute for Diversity in Business Services	Pending	\$6,250	\$0
990605	Elf Atochem North America, Inc.	Physics & Astronomy	Pending	\$59,062	\$0
20001007	Environmental Protection Agency	CEITA	Pending	\$147,000	\$0
20010510	Environmental Protection Agency	Biology	Pending	\$24,045	\$0
20000102	Fitness Enterprise	HPERD	Pending	\$13,150	\$0
20010336	Ford Foundation	Sociology, Anthropology and Criminology	Pending	\$53,500	\$0
990940	General Electric	Coatings Research Institute	Pending	\$126,681	\$0
20010507	Illinois Soybean Promotion Board	Coatings Research Institute	Pending	\$178,855	\$0
20010303	March of Dimes Birth Defects Foundation	Biology	Pending	\$136,629	\$0
20010706	Michigan Community Service Commission	Special Education	Pending	\$8,000	\$0
20010707	Michigan Community Service Commission	Special Education	Pending	\$43,500	\$0
990725	Michigan Department of Education	Business & Technology Education	Pending	\$1,680	\$0
20010704	Michigan Department of Education	Special Education	Pending	\$230,155	\$0
20010728	Michigan Department of Education	Children's Institute	Pending	\$190,000	\$0
20010606	Michigan Department of State	Geography & Geology	Pending	\$31,327	\$0
20010404	Michigan Economic Development Corporation	Coatings Research Institute	Pending	\$148,342	\$0
20001237	Michigan Sea Grant College Program	Biology	Pending	\$40,158	\$0
990611	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$4,659	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20010516	Michigan Space Grant Consortium	Industrial Technology	Pending	\$4,000	\$0
20000222	Mizutani Foundation for Glycoscience	Biology	Pending	\$74,404	\$0
20001273	National Endowment for the Humanities	English Language & Literature	Pending	\$363,721	\$0
20010128	National Endowment for the Humanities	African American Studies	Pending	\$4,000	\$0
20010335	National Endowment for the Humanities	History & Philosophy	Pending	\$69,635	\$0
20000960	National Foundation for Improvement of Education	Teacher Education	Pending	\$1,000	\$0
20000714	National Institute of Justice	ISCFC	Pending	\$275,000	\$0
991106	National Institutes of Health	Chemistry	Pending	\$125,024	\$0
20000353	National Institutes of Health	Social Work Nursing Education	Pending	\$407,033	\$0
20000961	National Institutes of Health	Computer Science	Pending	\$150,265	\$0
20010103	National Institutes of Health	Sociology, Anthropology and Criminology	Pending	\$64,208	\$0
20010616	National Institutes of Health	Physics & Astronomy	Pending	\$58,291	\$0
991002	National Science Foundation	Sociology, Anthropology, and Criminology	Pending	\$6,107	\$0
20001214	National Science Foundation	Chemistry	Pending	\$25,690	\$0
20010209	National Science Foundation	English Language & Literature	Pending	\$995,456	\$0
20010222	National Science Foundation	Sociology, Anthropology and Criminology	Pending	\$163,871	\$0
20010536	National Science Foundation	Geography & Geology Physics & Astronomy	Pending	\$229,645	\$0
20010618	National Science Foundation	Biology	Pending	\$266,598	\$0
20010718	National Writing Project	English Language & Literature	Pending	\$25,000	\$0
20001008	Oakland County Community Mental Hlth Auth	Associated Health Professions	Pending	\$9,420	\$0
20010511	Oregon, State of	Social Work ISCFC	Pending	\$119,796	\$0
20010426	PETROTRIN	Center for Organizational Risk Reduction	Pending	\$1,850,000	\$0
20000713	Purdue University	Psychology	Pending	\$46,626	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
990601	Research Corporation	Chemistry	Pending	\$42,518	\$0
20001031	Retirement Research Foundation	Social Work	Pending	\$161,981	\$0
20010848	Society for Analytical Chemists of Pittsburgh	Chemistry	Pending	\$20,000	\$0
20010109	Spencer Foundation	African American Studies	Pending	\$30,615	\$0
20010104	The American Foundation	History & Philosophy	Pending	\$39,105	\$0
20010217	The Aspen Institute	Social Work Associated Health Professions	Pending	\$25,612	\$0
20010513	U.S. Air force	Coatings Research Institute	Pending	\$4,999,997	\$0
990710	U.S. Army Corps of Engineers	Geography & Geology CEITA	Pending	\$52,762	\$0
20001129	U.S. Department of Education	Social Work Teacher Education	Pending	\$546,693	\$0
20010501	U.S. Department of Education	Foreign Languages & Bilingual Studies	Pending	\$167,892	\$0
20010702	U.S. Department of Education	Foreign Languages & Bilingual Studies	Pending	\$756,980	\$0
20000741	U.S. Department of State	Sociology, Anthropology, and Criminology	Pending	\$3,000	\$0
20010709	UAW-Delphi	Center for Management & Leadership	Pending	\$211,293	\$0
20010427	UAW-GM Cadillac, Hamtramck Plant	Center for Management & Leadership	Pending	\$219,905	\$0
991133	University of Michigan	Biology	Pending	\$179,827	\$0
20000814	University of Michigan	ISCFC	Pending	\$14,981	\$0
20000826	University of Michigan	Psychology	Pending	\$473,745	\$0
20010337	Washtenaw County Workforce Development Board	ICARD	Pending	\$98,250	\$0
20010717	Washtenaw County Workforce Development Board	Campus Life Campus Life	Pending	\$20,000	\$0
20010512	Wayne County Airport	Interdisciplinary Technology	Pending	\$119,040	\$0
20010239	Wayne County, MI	CEITA	Pending	\$77,320	\$0
20010411	Wayne County, MI	CEITA	Pending	\$27,650	\$0
991217	Ypsilanti Public Housing Commission	ISCFC	Pending	\$203,582	\$0

13.

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
Quantity of Awards:		39			
Sum of Awards:	\$1,160,838				
Quantity of Pending:		70			
Quantity of Denied:		4			

14.

EASTERN MICHIGAN UNIVERSITY
OFFICE OF RESEARCH DEVELOPMENT

Report to the Board of Regents: 6/19/2001
Grant/Contract Activity for April 2001

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20011006	Academy for Educational Development	Teacher Education	Awarded 4/30/2001	\$87,360	\$87,360
20010909	Christ Episcopal Church-Dearborn	ISCFC	Awarded 4/30/2001	\$2,500	\$2,500
20010716	City of Ypsilanti	ISCFC	Awarded 4/10/2001	\$21,412	\$21,412
20010817	DCF Engineering, Inc.	Geography & Geology	Awarded 4/10/2001	\$6,000	\$6,000
20010946	Earth Resources & Environmental Consultants	CEITA	Awarded 4/11/2001	\$501	\$501
20010938	Environmental Research Institute of Michigan	CEITA	Awarded 4/11/2001	\$990	\$990
20010943	Flint Greater Eastside Community Assoc	CEITA	Awarded 4/11/2001	\$14,000	\$14,000
20010948	Japanese School of Detroit	Foreign Languages & Bilingual Studies	Awarded 4/11/2001	\$330	\$330
20011001	Japanese School of Detroit	Foreign Languages & Bilingual Studies	Awarded 4/24/2001	\$47,287	\$47,287
20010704	Michigan Department of Education	Special Education	Awarded 4/30/2001	\$100,000	\$100,000
20010103	National Institutes of Health	Sociology, Anthropology and Criminology	Awarded 4/17/2001	\$64,208	\$64,208
20010847	National Science Foundation	CEITA	Awarded 4/30/2001	\$840,400	\$840,400
20010836	Nature Conservancy	Biology	Awarded 4/26/2001	\$3,512	\$3,512
20010944	Oakland Technical Center	Textiles Research & Training Institute	Awarded 4/12/2001	\$1,875	\$1,875
20010941	RECARO North America, Inc.	Textiles Research & Training Institute	Awarded 4/12/2001	\$2,250	\$2,250
20010942	RECARO North America, Inc.	Textiles Research & Training Institute	Awarded 4/12/2001	\$1,500	\$1,500
20011004	RECARO North America, Inc.	Textiles Research & Training Institute	Awarded 4/30/2001	\$300	\$300
20010803	RMS Titanic, Inc.	Geography & Geology	Awarded 4/9/2001	\$432,025	\$432,025
20011009	Second Chance Body Armor, Inc.	Textiles Research & Training Institute	Awarded 4/30/2001	\$1,500	\$1,500

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20010937	Warren Connor	CEITA	Awarded 4/11/2001	\$14,000	\$14,000
20010543	Washtenaw County Government	CEITA	Awarded 4/11/2001	\$3,300	\$3,300
20010939	Wayne County, MI	CEITA	Awarded 4/11/2001	\$4,975	\$4,975
20010947	Yankee Air Museum	Geography & Geology	Awarded 4/24/2001	\$4,800	\$4,800
20010518	Community Foundation for Southeastern Michigan	History & Philosophy	Denied 4/26/2001	\$39,105	\$0
20001007	Environmental Protection Agency	CEITA	Denied 4/30/2001	\$147,000	\$0
20000102	Fitness Enterprise	HPERD	Denied 4/30/2001	\$13,150	\$0
20010303	March of Dimes Birth Defects Foundation	Biology	Denied 4/17/2001	\$136,629	\$0
20000222	Mizutani Foundation for Glycoscience	Biology	Denied 4/26/2001	\$74,404	\$0
20001273	National Endowment for the Humanities	English Language & Literature	Denied 4/10/2001	\$363,721	\$0
20010335	National Endowment for the Humanities	History & Philosophy	Denied 4/10/2001	\$69,635	\$0
20000960	National Foundation for Improvement of Education	Teacher Education	Denied 4/26/2001	\$1,000	\$0
991133	University of Michigan	Biology	Denied 4/30/2001	\$179,827	\$0
990714	American Diabetes Association	Chemistry	Pending	\$144,120	\$0
20010907	American Express Foundation	National Institute for Consumer Education	Pending	\$29,664	\$0
20000705	AOL Foundation	Sociology, Anthropology, and Criminology	Pending	\$6,304	\$0
20010431	City of Jackson, Michigan	Geography & Geology	Pending	\$3,988	\$0
20010601	City of Phoenix	Interdisciplinary Technology	Pending	\$301,604	\$0
20010906	Community Foundation for Southeastern Michigan	ISCFC	Pending	\$24,700	\$0
20000401	Corner Health Center	ISCFC	Pending	\$4,712	\$0
990704	Detroit Public Schools	Institute for Diversity in Business Services	Pending	\$6,250	\$0
990605	Elf Atochem North America, Inc.	Physics & Astronomy	Pending	\$59,062	\$0
20010510	Environmental Protection Agency	Biology	Pending	\$24,045	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20010336	Ford Foundation	Sociology, Anthropology and Criminology	Pending	\$53,500	\$0
990940	General Electric	Coatings Research Institute	Pending	\$126,681	\$0
20010507	Illinois Soybean Promotion Board	Coatings Research Institute	Pending	\$178,855	\$0
20011008	Michigan Campus Compact	Mathematics	Pending	\$2,000	\$0
20010706	Michigan Community Service Commission	Special Education	Pending	\$8,000	\$0
20010707	Michigan Community Service Commission	Special Education	Pending	\$43,500	\$0
990725	Michigan Department of Education	Business & Technology Education	Pending	\$1,680	\$0
20010728	Michigan Department of Education	Children's Institute	Pending	\$190,000	\$0
20010935	Michigan Department of Education	Computer Science	Pending	\$79,336	\$0
20010606	Michigan Department of State	Geography & Geology	Pending	\$31,327	\$0
20010404	Michigan Economic Development Corporation	Coatings Research Institute	Pending	\$148,342	\$0
20001237	Michigan Sea Grant College Program	Biology	Pending	\$40,158	\$0
990611	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$4,659	\$0
20010516	Michigan Space Grant Consortium	Industrial Technology	Pending	\$4,000	\$0
20010128	National Endowment for the Humanities	African American Studies	Pending	\$4,000	\$0
20000714	National Institute of Justice	ISCFC	Pending	\$275,000	\$0
991106	National Institutes of Health	Chemistry	Pending	\$125,024	\$0
20000353	National Institutes of Health	Social Work Nursing Education	Pending	\$407,033	\$0
20000961	National Institutes of Health	Computer Science	Pending	\$150,265	\$0
20010616	National Institutes of Health	Physics & Astronomy	Pending	\$58,291	\$0
991002	National Science Foundation	Sociology, Anthropology, and Criminology	Pending	\$6,107	\$0
20001214	National Science Foundation	Chemistry	Pending	\$25,690	\$0
20010209	National Science Foundation	English Language & Literature	Pending	\$995,456	\$0
20010222	National Science Foundation	Sociology, Anthropology and Criminology	Pending	\$163,871	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20010536	National Science Foundation	Geography & Geology Physics & Astronomy	Pending	\$229,645	\$0
20010618	National Science Foundation	Biology	Pending	\$266,598	\$0
20010726	National Science Foundation	Chemistry Physics & Astronomy	Pending	\$130,250	\$0
20010727	National Science Foundation	Teacher Education	Pending	\$890,416	\$0
20010718	National Writing Project	English Language & Literature	Pending	\$25,000	\$0
20001008	Oakland County Community Mental Hlth Auth	Associated Health Professions	Pending	\$9,420	\$0
20010511	Oregon, State of	Social Work ISCFC	Pending	\$119,796	\$0
20010426	PETROTRIN	Center for Organizational Risk Reduction	Pending	\$1,850,000	\$0
20010904	Pine Family Foundation, Inc.	Chemistry	Pending	\$9,513	\$0
20000713	Purdue University	Psychology	Pending	\$46,626	\$0
990601	Research Corporation	Chemistry	Pending	\$42,518	\$0
20001031	Retirement Research Foundation	Social Work	Pending	\$161,981	\$0
20010848	Society for Analytical Chemists of Pittsburgh	Chemistry	Pending	\$20,000	\$0
20010109	Spencer Foundation	African American Studies	Pending	\$30,615	\$0
20010104	The American Foundation	History & Philosophy	Pending	\$39,105	\$0
20010217	The Aspen Institute	Social Work Associated Health Professions	Pending	\$25,612	\$0
20010513	U.S. Air force	Coatings Research Institute	Pending	\$4,999,997	\$0
990710	U.S. Army Corps of Engineers	Geography & Geology CEITA	Pending	\$52,762	\$0
20001129	U.S. Department of Education	Social Work Teacher Education	Pending	\$546,693	\$0
20010501	U.S. Department of Education	Foreign Languages & Bilingual Studies	Pending	\$167,892	\$0
20010702	U.S. Department of Education	Foreign Languages & Bilingual Studies	Pending	\$756,980	\$0
20010850	U.S. Department of Education	Special Education	Pending	\$25,500	\$0
20011003	U. S. Department of Health and Human Services	Psychology	Pending	\$123,391	\$0

18.

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20000741	U.S. Department of State	Sociology, Anthropology, and Criminology	Pending	\$3,000	\$0
20010905	U.S. Small Business Administration	Office of the Dean of Business	Pending	\$210,000	\$0
20010709	UAW-Delphi	Center for Management & Leadership	Pending	\$211,293	\$0
20010902	UAW-Ford National Programs Center	Center for Management & Leadership	Pending	\$214,362	\$0
20010427	UAW-GM Cadillac, Hamtramck Plant	Center for Management & Leadership	Pending	\$219,905	\$0
20000814	University of Michigan	ISCFC	Pending	\$14,981	\$0
20000826	University of Michigan	Psychology	Pending	\$473,745	\$0
20010845	University of Wisconsin-Madison	Foreign Languages & Bilingual Studies	Pending	\$105,142	\$0
20010337	Washtenaw County Workforce Development Board	ICARD	Pending	\$98,250	\$0
20010717	Washtenaw County Workforce Development Board	Campus Life Campus Life	Pending	\$20,000	\$0
20010512	Wayne County Airport	Interdisciplinary Technology	Pending	\$119,040	\$0
20010239	Wayne County, MI	CEITA	Pending	\$77,320	\$0
20010411	Wayne County, MI	CEITA	Pending	\$27,650	\$0
20010950	Westwood Heights Schools	Center for Corporate Training	Pending 2/19/2001	\$12,000	\$0
991217	Ypsilanti Public Housing Commission	ISCFC	Pending	\$203,582	\$0

Quantity of Awards: 23
Sum of Awards: \$1,655,025

Quantity of Pending: 72
Quantity of Denied: 9

19.

EASTERN MICHIGAN UNIVERSITY
OFFICE OF RESEARCH DEVELOPMENT

Report to the Board of Regents: 6/19/2001
Grant/Contract Activity for May 2001

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20011116	Cleomar Manufacturing	Center for Quality	Awarded 5/10/2001	\$9,275	\$9,275
20011111	Donnelly Corporation	Center for Quality	Awarded 5/10/2001	\$6,525	\$6,525
20011118	Eaton Corporation	Center for Quality	Awarded 5/10/2001	\$6,525	\$6,525
20011120	Executive Jet	Center for Quality	Awarded 5/10/2001	\$40,925	\$40,925
20011140	Harrison Y. Smith, Ph.D.	Social Work	Awarded 5/29/2001	\$2,627	\$2,627
20011119	HAYES LEMMERZ E&E MONTAGUE	Center for Quality	Awarded 5/10/2001	\$6,525	\$6,525
20010404	Michigan Economic Development Corporation	Coatings Research Institute	Awarded 5/14/2001	\$150,000	\$150,000
20011104	Michigan Economic Development Corporation	Center for Management & Leadership	Awarded 5/9/2001	\$111,000	\$111,000
20011124	Michigan Economic Development Corporation	Center for Management & Leadership	Awarded 5/17/2001	\$150,000	\$150,000
20011115	Michigan Production Machining, Inc.	Center for Quality	Awarded 5/10/2001	\$4,775	\$4,775
20001237	Michigan Sea Grant College Program	Biology	Awarded 5/10/2001	\$20,917	\$20,917
20011127	Michigan Space Grant Consortium	Physics & Astronomy	Awarded 5/29/2001	\$4,117	\$4,117
20011128	Michigan Space Grant Consortium	Physics & Astronomy	Awarded 5/29/2001	\$5,000	\$5,000
20011129	Michigan Space Grant Consortium	Physics & Astronomy	Awarded 5/29/2001	\$5,000	\$5,000
20011130	Michigan Space Grant Consortium	Physics & Astronomy	Awarded 5/29/2001	\$1,898	\$1,898
20011131	Michigan Space Grant Consortium	Physics & Astronomy	Awarded 5/29/2001	\$10,000	\$10,000
20010932	Michigan State University	ICARD	Awarded 5/10/2001	\$57,812	\$57,812
20010114	National Institutes of Health	Psychology	Awarded 5/29/2001	\$60,379	\$60,379
20010222	National Science Foundation	Sociology, Anthropology and Criminology	Awarded 5/14/2001	\$122,777	\$122,777
20011134	National Science Foundation	Chemistry Physics & Astronomy	Awarded 5/29/2001	\$81,000	\$81,000

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20010718	National Writing Project	English Language & Literature	Awarded 5/29/2001	\$28,000	\$28,000
20011113	Navistar International Transportation Corp.	Center for Quality	Awarded 5/10/2001	\$18,825	\$18,825
20011114	Norplas Industries	Center for Quality	Awarded 5/10/2001	\$13,050	\$13,050
20011117	Norplas Industries	Center for Quality	Awarded 5/10/2001	\$9,275	\$9,275
20010933	Samuel L. Westerman Foundation	Music	Awarded 5/29/2001	\$6,000	\$6,000
20011125	Systrand Manufacturing Corporation	Center for Management & Leadership	Awarded 5/17/2001	\$50,000	\$50,000
20011121	Teleflex Inc.	Center for Quality	Awarded 5/10/2001	\$6,525	\$6,525
20011107	Universal Superabrasive	Center for Management & Leadership	Awarded 5/9/2001	\$37,076	\$37,076
20010845	University of Wisconsin-Madison	Foreign Languages & Bilingual Studies	Awarded 5/7/2001	\$89,998	\$89,998
20011103	Veridian	ICARD	Awarded 5/9/2001	\$20,000	\$20,000
20011112	Visteon Automotive	Center for Quality	Awarded 5/10/2001	\$6,525	\$6,525
20010337	Washtenaw County Workforce Development Board	ICARD	Awarded 5/16/2001	\$98,250	\$98,250
20010717	Washtenaw County Workforce Development Board	Campus Life Campus Life	Awarded 5/16/2001	\$20,000	\$20,000
20010950	Westwood Heights Schools	Center for Corporate Training	Awarded 5/9/2001	\$12,000	\$12,000
20010510	Environmental Protection Agency	Biology	Denied 5/11/2001	\$24,045	\$0
990940	General Electric	Coatings Research Institute	Denied 5/25/2001	\$126,681	\$0
991002	National Science Foundation	Sociology, Anthropology, and Criminology	Denied 5/11/2001	\$6,107	\$0
20010848	Society for Analytical Chemists of Pittsburgh	Chemistry	Denied 5/18/2001	\$20,000	\$0
20010513	U.S. Air force	Coatings Research Institute	Denied 5/29/2001	\$4,999,997	\$0
20001129	U.S. Department of Education	Social Work Teacher Education	Denied 5/11/2001	\$546,693	\$0
20000741	U.S. Department of State	Sociology, Anthropology, and Criminology	Denied 5/11/2001	\$3,000	\$0

21.

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
990714	American Diabetes Association	Chemistry	Pending	\$144,120	\$0
20010907	American Express Foundation	National Institute for Consumer Education	Pending	\$29,664	\$0
20000705	AOL Foundation	Sociology, Anthropology, and Criminology	Pending	\$6,304	\$0
20010431	City of Jackson, Michigan	Geography & Geology	Pending	\$3,988	\$0
20010601	City of Phoenix	Interdisciplinary Technology	Pending	\$301,604	\$0
20010906	Community Foundation for Southeastern Michigan	ISCFC	Pending	\$24,700	\$0
20000401	Corner Health Center	ISCFC	Pending	\$4,712	\$0
990704	Detroit Public Schools	Institute for Diversity in Business Services	Pending	\$6,250	\$0
990605	Elf Atochem North America, Inc.	Physics & Astronomy	Pending	\$59,062	\$0
20010336	Ford Foundation	Sociology, Anthropology and Criminology	Pending	\$53,500	\$0
20010507	Illinois Soybean Promotion Board	Coatings Research Institute	Pending	\$178,855	\$0
20011002	Michigan Campus Compact	ISCFC Social Work	Pending	\$2,436	\$0
20011008	Michigan Campus Compact	Mathematics	Pending	\$2,000	\$0
20010706	Michigan Community Service Commission	Special Education	Pending	\$8,000	\$0
20010707	Michigan Community Service Commission	Special Education	Pending	\$43,500	\$0
990725	Michigan Department of Education	Business & Technology Education	Pending	\$1,680	\$0
20010728	Michigan Department of Education	Children's Institute	Pending	\$190,000	\$0
20010935	Michigan Department of Education	Computer Science	Pending	\$79,336	\$0
20010606	Michigan Department of State	Geography & Geology	Pending	\$31,327	\$0
990611	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$4,659	\$0
20010516	Michigan Space Grant Consortium	Industrial Technology	Pending	\$4,000	\$0
20010128	National Endowment for the Humanities	African American Studies	Pending	\$4,000	\$0
20000714	National Institute of Justice	ISCFC	Pending	\$275,000	\$0
991106	National Institutes of Health	Chemistry	Pending	\$125,024	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20000353	National Institutes of Health	Social Work Nursing Education	Pending	\$407,033	\$0
20000961	National Institutes of Health	Computer Science	Pending	\$150,265	\$0
20010616	National Institutes of Health	Physics & Astronomy	Pending	\$58,291	\$0
20001214	National Science Foundation	Chemistry	Pending	\$25,690	\$0
20010209	National Science Foundation	English Language & Literature	Pending	\$995,456	\$0
20010536	National Science Foundation	Geography & Geology Physics & Astronomy	Pending	\$229,645	\$0
20010618	National Science Foundation	Biology	Pending	\$266,598	\$0
20010726	National Science Foundation	Chemistry Physics & Astronomy	Pending	\$130,250	\$0
20010727	National Science Foundation	Teacher Education	Pending	\$890,416	\$0
20001008	Oakland County Community Mental Hlth Auth	Associated Health Professions	Pending	\$9,420	\$0
20010511	Oregon, State of	Social Work ISFC	Pending	\$119,796	\$0
20010426	PETROTRIN	Center for Organizational Risk Reduction	Pending	\$1,850,000	\$0
20010904	Pine Family Foundation, Inc.	Chemistry	Pending	\$9,513	\$0
20000713	Purdue University	Psychology	Pending	\$46,626	\$0
990601	Research Corporation	Chemistry	Pending	\$42,518	\$0
20001031	Retirement Research Foundation	Social Work	Pending	\$161,981	\$0
20010109	Spencer Foundation	African American Studies	Pending	\$30,615	\$0
20010934	State of Michigan Office of Drug Control Policy	Foreign Languages & Bilingual Studies	Pending	\$278,106	\$0
20010104	The American Foundation	History & Philosophy	Pending	\$39,105	\$0
20010217	The Aspen Institute	Social Work Associated Health Professions	Pending	\$25,612	\$0
990710	U.S. Army Corps of Engineers	Geography & Geology CEITA	Pending	\$52,762	\$0
20010501	U.S. Department of Education	Foreign Languages & Bilingual Studies	Pending	\$167,892	\$0
20010702	U.S. Department of Education	Foreign Languages & Bilingual Studies	Pending	\$756,980	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20010850	U.S. Department of Education	Special Education	Pending	\$25,500	\$0
20011003	U. S. Department of Health and Human Services	Psychology	Pending	\$123,391	\$0
20010905	U.S. Small Business Administration	Office of the Dean of Business	Pending	\$210,000	\$0
20010709	UAW-Delphi	Center for Management & Leadership	Pending	\$211,293	\$0
20010902	UAW-Ford National Programs Center	Center for Management & Leadership	Pending	\$214,362	\$0
20010427	UAW-GM Cadillac, Hamtramck Plant	Center for Management & Leadership	Pending	\$219,905	\$0
20000814	University of Michigan	ISCFC	Pending	\$14,981	\$0
20000826	University of Michigan	Psychology	Pending	\$473,745	\$0
20010512	Wayne County Airport	Interdisciplinary Technology	Pending	\$119,040	\$0
20010239	Wayne County, MI	CEITA	Pending	\$77,320	\$0
20010411	Wayne County, MI	CEITA	Pending	\$27,650	\$0
991217	Ypsilanti Public Housing Commission	ISCFC	Pending	\$203,582	\$0

23.

Quantity of Awards: 34
 Sum of Awards: \$1,272,601

Quantity of Pending: 59
 Quantity of Denied: 7

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 4

DATE:

June 19, 2001

RECOMMENDATION

REPORT: CONSTRUCTION PROJECTS PROGRESS

ACTION REQUESTED

It is requested that the Board of Regents receive and place on file the Construction Projects Progress Report for the period ending June 6, 2001.

STAFF SUMMARY

The New Student Housing project remains on schedule for August 1, 2001 occupancy. Masonry work is complete on all buildings, and furnishings and equipment ordering is complete. Site work has commenced and is in progress. The landscaping package will begin in July. The project remains within budget.

The stadium track replacement project is in progress with an anticipated completion date of August 1, 2001. The bids for additional parking are being reviewed with an anticipated completion date of August 15, 2001. This includes new parking immediately south of the new student housing project with miscellaneous sidewalk repairs included.

FISCAL IMPLICATIONS

Expenditures and contracted obligations to date do not exceed the budgets of the approved projects. No future implications are foreseen at this time which would cause project budgets to be exceeded.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

EASTERN MICHIGAN UNIVERSITY
 CONSTRUCTION PROJECTS PROGRESS REPORT
 JUNE 6, 2001

I. PROJECTS IN PROGRESS	BUDGET
<p>HALLE - ADDITIONAL COOLING Account No: 7-74215 Source of Funds: Facility Fee Reserve Design Consultant: Integrated Design Solutions Project Manager: Staff Status: Project awarded to John Green Co. Project is Complete</p>	300,000
<p>HOUSING FIRE ALARM Account No: 7-77799 Source of Funds: Housing Reserve Design Consultant: Ghafari Associates Project Manager: Staff A new fire alarm system is being installed in Hill, Best, Wise and Goddard Halls. The Hil Hall design is in progress Completion Date: September 2002</p>	408,000.00
<p>NEW STUDENT HOUSING Account No: 7-77766 Source of Funds: Bond Proceeds \$12,500,000; Housing Reserves \$500,000 Design Consultant: TMP Associates Masonry is complete. Interior rough-in has begun on all Bldgs. Project is 70% complete. Scheduled Completion: August 2001</p>	13,000,000
<p>OLDS REC/IM POOL PAK VENTILATION UPGRADE Account No: 7-77504 Source of Funds: Special Maint. & Aux. Maint. reserves Design Consultant: Unicom Energy Services, Inc. Project Manager: Staff/Steele Engineering Project is Complete</p>	1,258,599
<p>PARKING STRUCTURE REPAIRS Account No: 7-77389 Source of Funds: Parking & Paving Reserve Design Consultant: NTH Consultants Project Manager: NTH Consultants The restoration of the upper two levels of the parking structure is in progress. Miscellaneous improvements to the remaining deck are also under way. Scheduled Completion: August 2001</p>	375,000
<p>PSYCHOLOGY CLINIC RENOVATION Account No: 7-77787 Source of Funds: Faculty Plan Reserve Design Consultant: Staff Project Manager: Staff The renovation of 611 W. Cross is in progress to house the Psych. Clinic. Demolition and rough framing is complete with electrical and misc. mechanical in progress. All rough-in for plumbing is also complete. Scheduled Completion: August 2001</p>	146,000
<p>STADIUM TRACK REPLACEMENT</p>	500,000

EASTERN MICHIGAN UNIVERSITY
CONSTRUCTION PROJECTS PROGRESS REPORT
JUNE 6, 2001

Account No.: 7-77730
Source of Funds: Facility fund reserves
Design Consultant: Staff
Project Manager: Staff
Status: Existing track removed and grade work is complete. Asphalt base is complete.
Prep work in progress.
Project is scheduled to begin August 1, 2001

SUBSTATION AND LOOP FEEDERS 5,500,000

Account No.: 7-77635
Source of funds: University bond proceeds
Design Consultant: Commonwealth Associates
Project Manager: Staff
Second substation transformer ordered - July 1 delivery. Detroit Edison to begin work on 2nd transmission circuit. Contracts for Loop 3 conversion and load transfer tie circuit complete.
Scheduled Completion: December 2001

UNIVERSITY APARTMENT RENOVATION 275,000

Account No.: 4-42011; 4-42013; 4-42015; 4-43018
Source of funds: Housing and Dining reserves
Design Consultant: Staff
Project Manager: Staff
Ongoing upgrade and modernization of 40-50 apartments per year.
Status: Implementation upon vacancies throughout the year.
Scheduled Completion: Project is on-going

TOTAL PROJECTS IN PROGRESS **\$ 21,762,599**

PROJECTS ON HOLD **110,000**
Jones-Goddard Electrical Upgrades

TOTAL PROJECTS ON HOLD **\$ 110,000**

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 5
DATE: June 19, 2001

RECOMMENDATION

REPORT: ACCOUNTS RECEIVABLE

ACTION REQUESTED

It is recommended that the Student Accounts Receivable Ratio Analysis, the Student Accounts Receivable Reports, and the Collection Agency Inventory as of April 30, 2001 be received and placed on file.

STAFF SUMMARY

The Student Accounts Receivable Ratio Analysis reflects that the April 30, 2001 net receivable balance is \$11,701,000 or 11.25 percent of revenue as compared to \$11,199,000 or 11.47 percent of revenue as of April 30, 2000, which is a .22 percent decrease. The report shows an increase of .17 percent as compared to the five year average of 11.08 percent.

FISCAL IMPLICATIONS

University student receivables for the reporting periods are on target to reach the established goal of reducing uncollected student receivables to less than one percent of gross student revenue within two years.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

Student Accounts Receivable Ratio Analysis

1999-00, 2000-01
(thousands of dollars)

	1999-00			2000-01			5 Year Average Percent
	Revenue	Net Receivable	Percent	Revenue	Net Receivable	Percent	
July	\$ 41,179	\$ 34,688	84.24%	\$ 34,859	\$ 29,663	85.09%	84.87%
August	45,273	21,873	48.31%	49,850	23,682	47.51%	48.57%
September	47,779	16,666	34.88%	50,210	16,598	33.06%	34.23%
October	48,864	9,875	20.21%	51,397	10,924	21.25%	20.77%
November	51,922	8,384	16.15%	54,891	9,570	17.43%	20.64%
December	87,674	11,932	13.61%	90,906	12,524	13.78%	17.45%
January	89,813	13,038	14.52%	94,724	14,592	15.40%	14.17%
February	90,362	9,042	10.01%	95,492	9,677	10.13%	9.90%
March	91,022	6,863	7.54%	95,847	6,767	7.06%	7.00%
April	97,627	11,199	11.47%	103,982	11,701	11.25%	11.08%
May	98,549	6,685	6.78%				
June	98,610	4,268	4.33%				

Eastern Michigan University
Student Accounts Receivable Reports
For Month Ended April 30, 2001

Aging Report

	Current	60-120 Days	121-180 Days	181-360 Days	Total
Gross Receivable	\$7,663,855	\$1,948,094	\$1,161,050	\$1,977,429	\$12,750,428
Allowance	104,964	157,446	262,410	524,819	1,049,639
Net Receivable	\$7,558,891	\$1,790,648	\$898,640	\$1,452,609	\$11,700,789
4/30/00 Balance	\$7,067,891	\$1,348,877	\$1,442,048	\$1,340,463	\$11,199,279

Revenue Summary

	Fiscal Year To Date	Prior Year To Date	Variance
<u>General Fund Revenue</u>			
Tuition & Required Fees	\$80,343,486	\$74,856,834	7.33%
Other Student Fees	3,273,698	2,989,978	9.49%
Total	83,617,184	77,846,812	7.41%
<u>Other Funds Revenue</u>			
Room & Board	18,592,770	17,969,121	3.47%
Miscellaneous	1,771,566	1,811,562	-2.21%
Total	20,364,336	19,780,683	2.95%
Total Revenue	\$103,981,521	\$97,627,495	6.51%

Eastern Michigan University

Student Accounts Receivable
Collection Agency Inventory
For Month Ended April 30, 2001

Agency	Cumulative Inventory @ April 2001	Cumulative Inventory @ April 2000
AssetCare	\$36,996	\$176,362
Credit Bureau of Ypsilanti	1,962,172	1,692,246
Enterprise Recovery	2,397,732	1,938,157
General Revenue Corporation	1,224,695	1,008,362
H. W. Ketchum Collection	1,195,867	1,220,085
Immediate Credit Recovery	92,413	465,929
National Enterprise Systems	346,891	-
World Credit, Inc.	151,392	151,249
TOTALS	\$7,408,158	\$6,652,390
Five Year Revenue	\$473,464,388	\$456,994,495
Five Year % of Revenue	1.56%	1.46%

Eastern Michigan University
Collection Agency Comparison

Net Assignments

Agency	Y-T-D April 2001	Y-T-D April 2000
AssetCare	(\$138,916)	(\$2,076)
Credit Bureau of Ypsilanti	273,344	310,163
Enterprise Recovery	422,109	654,969
General Revenue Corporation	145,681	165,813
H. W. Ketchum Collection	114,090	(116,383)
Immediate Credit Recovery	(306,397)	(208,847)
National Enterprise Systems	346,891	-
World Credit, Inc.	143	(509)
TOTALS	\$856,945	\$803,130

Recoveries

Agency	Y-T-D April 2001	Y-T-D April 2000
AssetCare	\$ -	\$ -
Credit Bureau of Ypsilanti	127,437	118,484
Enterprise Recovery	203,790	143,000
General Revenue Corporation	201,452	152,884
H. W. Ketchum Collection	67,146	128,112
Immediate Credit Recovery	38,254	84,272
World Credit, Inc.	-	-
TOTALS	\$638,078	\$626,752

Eastern Michigan University
Collection Agency Comparison

Collection Expense

<u>Agency</u>	<u>Y-T-D April 2001</u>	<u>Y-T-D April 2000</u>
AssetCare	\$ -	\$ -
Credit Bureau of Ypsilanti	58,517	53,457
Enterprise Recovery	64,805	45,711
General Revenue Corporation	65,421	46,993
H. W. Ketchum Collection	20,877	50,047
Immediate Credit Recovery	8,642	17,706
World Credit, Inc.	-	-
TOTALS	\$218,262	\$213,913

Eastern Michigan University
Collection Agency Inventory Rollforward
2000-01

Agency	Beginning Inventory March 2001	+April 2001 Assignments	-April 2001 Recoveries	=Ending Inventory April 2001
AssetCare	36,996	\$ -	\$ -	36,996
Credit Bureau of Ypsilanti	1,967,719	13,244	18,792	1,962,172
Enterprise Recovery	2,357,238	65,458	24,964	2,397,732
General Revenue Corporation	1,147,818	98,325	21,445	1,224,695
H. W. Ketchum Collection	1,216,937	(18,679)	2,391	1,195,867
Immediate Credit Recovery	93,215	1,790	2,592	92,413
National Enterprise Systems	240,391	106,500	-	346,891
World Credit, Inc.	151,413	(21)	-	151,392
TOTALS	\$7,211,725	\$266,617	\$70,184	\$7,408,158

1999-00 (Prior Year)

Agency	Beginning Inventory March 2000	+April 2000 Assignments	-April 2000 Recoveries	=Ending Inventory April 2000
AssetCare	\$176,362	\$ -	\$ -	\$176,362
Credit Bureau of Ypsilanti	1,694,551	17,491	\$19,797	1,692,245
Enterprise Recovery	1,907,373	43,226	12,441	1,938,159
General Revenue Corporation	971,636	55,684	18,959	1,008,360
H. W. Ketchum Collection	1,230,145	-	10,060	1,220,085
Immediate Credit Recovery	470,641	(58)	4,654	465,930
World Credit, Inc.	151,249	-	-	151,249
TOTALS	\$6,601,957	\$116,344	\$65,910	\$6,652,390

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 6
DATE:
June 19, 2001

RECOMMENDATION

2000-01 GENERAL FUND BUDGET STATUS REPORT

ACTION REQUESTED

It is recommended that the 2000-01 General Fund Budget Status Report as of April 30, 2001 be accepted and placed on file.

STAFF SUMMARY

Based upon current Spring year-to -date enrollments, the revised target of 540,431 student credit hours will be achieved.

The revenue schedule as revised in February 2001 of \$163.84 million will be met at year-end based upon current accumulations. In addition, the FY 2000 supplemental appropriation of \$2.46 million is being reserved for the Information and Communications Technology initiatives.

The total spending authorization including the carry-forward account balances of \$5.4 million amounts to \$169.05 million. As of April 30, 2001, the spending level is slightly below the operating plan. It is expected that the expenditures at year-end will not exceed plan, but this is subject to the outcome of the evaluation of accrued liabilities.

FISCAL IMPLICATIONS

Year-to-date revenues and expenditures are consistent with the revised budget plan. It is anticipated that a balanced budget will be realized at year-end.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

General Fund Budget Status Report-April 30, 2001

This budget status report overviews revenues and expenditures versus the operating plan as of April 30, 2001.

Summary

Through April, both revenue collections and expenditures continue to accumulate at the planned rate. A realignment of revenue and expense authorizations was made during February addressing changed expectations and to cover unfunded commitments. The revenue budget plan was reduced by \$634,495. Unfunded commitments were covered internally without change in overall budget.

Enrollments

In conjunction with the 2000-01 general fund budget reallocations of 2/7/01, the 2000-01 enrollment estimate was revised from 545,431 student credit hours (SCH) to 540,431. Latest reporting identifies year-to-date enrollments of 539,808 SCH or 99.8% of the revised plan based upon the Summer and Fall 2000 official record and the current Winter and Spring 2001 data. Based upon current Spring year-to-date enrollments, the planned credit hours will be realized.

REVENUES

Total original approved revenue plan expectation of \$164.5 million has been reduced to \$163.8 million, as noted above.

Through the end of this reporting period, \$130.65 million has been recorded versus planned revenue of \$131.75 million. Revenues received to date are consistent with this revised plan. The planned transfer of \$600,000 from the designated fund is outstanding representing the majority of the variance between plan and actual.

State Appropriation

The state appropriation is paid in eleven installments starting in October. The revenue received year-to-date is 7/11ths of the appropriated amount. There will be no variance anticipated from the legislated appropriation.

Tuition

The combined Summer, Fall, Winter and Spring tuition and fee revenues totaled \$70.2 million or 99.7% of the amended target. Additional tuition from Spring term is anticipated. Tuition is expected to meet plan.

Other Revenues

Investment income totals \$623,080 or 65.9% of the current year revised budget plan versus the year-to-date plan of \$950,000. Income from other revenues will meet target for the year.

Other student fees are running ahead of plan with \$3.2 million or 91% of plan. Indirect cost recovery has exceeded budget with \$586,545 or 107% of the fiscal year target of \$550,000.

Application fee revenues are consistent with the year-ago pace. Fee revenue totals \$373,540 or 93% of the revised revenue plan versus \$369,861 a year-ago.

Other General Fund revenues are accumulating at planned rates.

Total revenues are expected to meet the planned \$163.84 million, not including the supplemental appropriation.

Expenditures

The total spending authority of \$169,046,149 includes the allowance for bad debt expense as well as carry forward authorizations of \$5.4 million. Reallocations of spending authority, addressing unfunded commitments, were made in February and have been incorporated into the spending plan without change in spending authorization as noted above.

General Fund expenditures and transfers total \$129.7 million or 76.7% of the spending authorization. Spending to-date is slightly below the planned level of \$132.1 million. The reported expenditures do not include faculty payroll accruals.

Personal Services

Personal service budgets for faculty and staff are centrally controlled. Faculty expense to-date represents 75.7% of the \$52 million spending plan. This is consistent with the operating plan of 75.9%. Faculty salary budgets are expected to balance at year-end and include the reallocation of lapsed salaries.

Total expenditures for staff salary to date are \$27.3 million or 75.7% of budget. Expense to date is slightly below the planned level of \$28.1 million or 77.7%. This variance is due in part to normal variances in payroll accruals between years.

Gross staff salary savings from vacant positions are exceeding the revised plan expectations. At the end of the April reporting period, 70 general fund staff positions remained unfilled. These vacant positions represent \$2.3 million dollars in salary savings on an annualized basis, exceeding plan by \$300,000.

SS&M/Operating Expense

Controllable department account balances are subject to carry forward into the next fiscal year and do not represent an issue at this time. Central account balances, which include central operating costs such as utilities, insurance, salary recoupment ect... are projected with a modest year-end balance.

Expenditures for operating supplies, support, travel and equipment are slightly below the planned level. The variance is considered within the range of normal. No problems are anticipated.

Conclusion

Based upon the year-to-date performance versus the revisions incorporated into the budget plan, it is anticipated that, exclusive of balances to be carried forward, a modest budget balance will be realized at year-end. This final fund balance is subject to accruals and auditor evaluation of liabilities.

The supplemental appropriation has been collected and is being reserved for technology planning. Supplemental funds will be carried forward if not otherwise committed in the current fiscal year.

5/01/2001	EASTERN MICHIGAN UNIVERSITY					
01gfbor04f	2000-2001 GENERAL FUND BUDGET STATUS REPORT					
	JULY-APRIL					
	2/7/01 Plan	FY2001		Past 2 YR	FY2001	FY2001
	Budget	Actual	% of	Avg % of	04/30/01	Variance
	2000-2001	04/30/01	Budget	Budget	Operating Plan	From Plan
Revenues						
Appropriation*	\$86,367,530	\$54,964,082	63.64%		\$54,964,082	\$0
Tuition and Fees	\$70,609,152	\$70,164,514	99.37%	99.56%	\$70,300,900	(\$136,386)
Investment Income	\$950,000	\$623,080	65.59%	81.92%	\$778,271	(\$155,191)
Other Revenue**	\$5,908,566	\$4,896,086	82.86%	96.60%	\$5,707,454	(\$811,368)
Total Revenue	\$163,835,248	\$130,647,762	79.74%	85.50%	\$131,750,706	(\$1,102,944)
Carry-Forward Funding	\$5,324,594	\$5,324,594	100.00%	100.00%	\$5,324,594	\$0
Total Approved Funding	\$169,159,842	\$135,972,356	80.38%	86.01%	\$137,075,300	(\$1,102,944)
Supplemental Appropriation	\$2,457,092	\$2,457,092	100.00%	100.00%	\$2,457,092	\$0
Expenditures						
Faculty Salaries***	\$51,959,802	\$39,311,728	75.66%	75.92%	\$39,445,881	(\$134,153)
Staff Salaries	\$36,124,106	\$27,342,968	75.69%	77.73%	\$28,079,188	(\$736,220)
Other Personal Services	\$1,786,462	\$1,754,331	98.20%	130.15%	\$2,325,149	(\$570,818)
Student Help	\$5,567,651	\$4,877,294	87.60%	91.81%	\$5,111,630	(\$234,336)
Benefits****	\$29,310,689	\$21,741,960	74.18%	79.63%	\$23,340,904	(\$1,598,944)
Sub-Total Compensation	\$124,748,710	\$95,028,281	76.18%	80.33%	\$98,302,753	(\$3,274,472)
SS&M/Travel/Equipment	\$26,970,115	\$19,598,123	72.67%	73.12%	\$19,719,815	(\$121,692)
Utilities	\$3,887,738	\$2,857,910	73.51%	66.22%	\$2,574,632	\$283,278
Financial Aid	\$9,398,747	\$9,752,011	103.76%	98.23%	\$9,232,339	\$519,672
Distribution to EMU Founda	\$1,322,068	\$1,099,938	83.20%	83.51%	\$1,104,048	(\$4,110)
Recharges	(\$1,302,456)	(\$1,022,376)	78.50%	81.79%	(\$1,065,334)	\$42,958
General Fee Transfers	(\$1,127,113)	(\$1,127,113)	100.00%	98.66%	(\$1,111,995)	(\$15,118)
Other Transfers	\$5,148,340	\$3,530,493	68.58%	64.95%	\$3,343,844	\$186,649
Sick Leave Liability						
Total Expenditures	\$169,046,149	\$129,717,267	76.73%	78.94%	\$132,100,102	(\$2,382,835)
Net Funding	\$113,693	\$6,255,089			\$4,975,198	\$1,279,891
*State Appropriation is accumulating at the planned level.						
**Mid-Year adjustment of anticipated balances increased "Other Revenue" budget plan above prior year comparisons. Other Revenue will meet plan target.						
***Total YTD Faculty payroll expense does not include accrued but unpaid faculty salaries and benefits.						
Faculty plan is based upon faculty experience from prior fiscal yr. reflecting actual payroll expense paid through this period.						
****Benefits cost savings from AP and Faculty conversions to Community Blue are reflected. A balance of \$500,000 is anticipated.						
The operating plan budget has been established using the average of percent of budget to date for the two prior fiscal years.						
The average percent is applied to the current fiscal year budget to determine the operating plan level through the end of April, 2001.						

SECTION: 7
DATE: June 19, 2001

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

FACULTY APPOINTMENTS

ACTION REQUESTED

It is recommended that the Board of Regents approve twenty-four (24) new tenure-track faculty appointments for the 2001-2002 academic year at the ranks, salaries, and effective dates shown on the attached listing.

STAFF SUMMARY

Of the twenty-four (24) new tenure-track faculty appointments, thirteen (13) are female (54.17%), eleven (11) male (45.83%), and six (6) minorities (25.00%).

FISCAL IMPLICATIONS

The salaries will be absorbed in the 2001-2002 faculty salary budget.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer
Interim Provost and Vice President for Academic Affairs

Date

FACULTY HIRING REPORT

College	Last Name	First Name MI	Race/Sex	Rank	Salary	Department	Specialization
CAS	Armitage	Ruth Ann	W / F	ASST	\$44,200.00	Chemistry	Analytical Chem*
	Babcock	Donald J.	W / M	ASST	\$40,500.00	Music	Trombone/Jazz/Music Techn
	Baker	William Dougla	W / M	ASST	\$43,500.00	English	English Education
	Blakely	Colin	W / M	ASST	\$40,200.00	Art	Photography
	Byrd	Michelle R.	W / F	ASST	\$45,000.00	Psychology	Clinical Behavioral
	Chamberlain	Kathleen P.	W / F	ASST	\$43,000.00	Hist/Phil	Native Amer Hist*
	Coffman	Margaret A.	W / F	ASST	\$43,500.00	Biology	Science Education
	Damiano	Carla A.	N / F	ASST	\$40,000.00	FLABS	German
	Downey	Karen K.	W / F	ASSC	\$56,842.00	Psychology	Clinical Psychology*
	Francouer	Steven N.	W / M	ASST	\$44,000.00	Biology	Botany*
	Hume	Christine	W / F	ASST	\$41,500.00	English	Creative Writing*
	Hyndman	Chris	W / M	ASST	\$40,200.00	Art	2-D Foundations
	Laporte	Marianne M.	W / F	ASST	\$44,000.00	Biology	Botany*
	Lauterbach	Dean	W / M	ASSC	\$46,900.00	Psychology	Clinical
	Maniccam	Suchindran	A / M	ASST	\$65,000.00	CSC	Database*
	Milletti	Christina	W / F	ASST	\$41,500.00	English	Creative Writing*
	Nation	Richard F.	W / M	ASST	\$42,000.00	Hist/Phil	US Intel/W/mn Hist*
	Orrange	Robert M.	W / M	ASST	\$43,100.00	SAC	Family & Family Policy*
	Richard	David	W / M	ASSC	\$46,200.00	Psychology	Clinical Behavioral

College	Last Name	First Name MI	Race/Sex	Rank	Salary	Department	Specialization
	Ruggiero	Maria F.	W / F	ASST	\$40,200.00	Art	Watercolor
	Schoenhals	Joel	W / M	ASST	\$41,000.00	Music	Piano/Jazz/Music Technology
	Shillington	Cara	W / F	ASST	\$44,000.00	Biology	Introductory Biology*
	Tomaszewski	E. Andreas	W / M	ASST	\$43,000.00	SAC	Criminology*
	Valeroso	Elsa S.	W / F	ASST	\$73,500.00	CSC	Networks*
	Wiedenfeld	David	W / M	ASST	\$44,200.00	Chemistry	Organic Chemistry*
CHHS							
	Reeves	Gretchen D.	W / F	ASSC	\$55,000.00	AHP	Occupational Therapy*
COB							
	Chou	David C.	A / M	PROF	\$99,500.00	FCIS	Computer Information Syste
	Chowdhury	Sanjib	A / M	ASST	\$67,000.00	MGT	Strat/Bus Policy*
	Frye	Crisstie M.	B / F	ASST	\$67,000.00	MGT	HR Management*
	Lee	Huei	A / M	ASST	\$78,000.00	FCIS	Database/Sys Anal*
	Scazzero	Joseph A.	W / M	ASSC	\$92,500.00	FCIS	Computer Information Syste
COE							
	Balowski	Janet	W / F	INST	\$39,000.00	HPERD	Athletic Training
	Burns	Carolyn M.	W / F	ASST	\$43,500.00	Teacher Ed	Educational Psychology
	Carter	Carolyn J.	B / F	ASST	\$44,000.00	Teacher Ed	Secondary Reading
	Choudhuri	Devika D.	A / F	ASST	\$44,500.00	L & C	Counselor Education
	Dokes-Brown	Marion A.	B / F	ASST	\$44,000.00	Teacher Ed	Elementary Reading
	Karshin	Christine M.	W / F	ASST	\$43,500.00	HPERD	Wellness/Health Education
	McCarthy	Susan K.	W / F	ASST	\$43,500.00	HPER&D	Health Education
	Rearick	Mary	W / F	ASST	\$44,000.00	Teacher Ed	Elementary Reading

College	Last Name	First Name MI	Race/Sex	Rank	Salary	Department	Specialization
	Schulz	Jeffrey W.	W / M	ASSC	\$50,000.00	HPER&D	Health Education
	Williamson	Ronald D.	W / M	ASSC	\$50,513.00	L&C	Educ Leadership/Admin.
	Zamani	Eboni M.	B / F	ASST	\$49,350.00	L&C	Educ Leadership/Admin
LR&T	Nims	Julia K.	W / F	ASST	\$37,000.00	LR&T	Public Relations Librarian *

Cumulative Hiring Statistics:

Total	43
Female:	24 [55.81%]
Male:	19 [44.19%]
Sex Unknown:	0 [0.00%]
Black:	4 [9.30%]
Hispanic:	0 [0.00%]
Asian:	5 [11.63%]
Native American:	1 [2.33%]
Multi-racial:	0 [0.00%]
White:	33 [76.74%]
Total Minorities(Race):	10 [23.26%]

*Previously presented to the Board of Regents

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Donald Babcock</u>	W	M

Assistant Professor in the Department of Music effective August 29, 2001 at an academic year base salary of \$40,500 (\$38,500 without Ph.D.).

Education

D.M.A.	Michigan State University (anticipated Spring, 2001)
M.M.	University of Minnesota, 1994
B.M.	Lawrence University, 1993
B.A.	Lawrence University, 1993

Experience

2001-present	Eastern Michigan University
1999-2000	Lansing Community College
1998-2000	Michigan State University
1997-1997	Lawrence University
1995-1996	University of North Texas
1995-1996	Richardson High School
1994-1995	Blaine High School
1993-1995	Trestman Music Company
1993-1995	North Central Bible College
1993-1994	Blue Lakes Fine Arts Camp
1993-1993	Lawrence University

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>William Baker</u>	W	M

Assistant Professor in the Department of English Language and Literature effective August 29, 2001 at an academic year base salary of \$43,500 (\$41,500 without Ph.D.).

Education

Ph.D.	University of California-Santa Barbara (anticipated June, 2001)
M.A.	California State University, 1992
B.A.	California State University, 1983

Experience

1998-2001	University of California, Santa Barbara
1986-1997	Clovis West High School

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Janet Balowski</u>	W	F

Instructor in the Department of Health, Physical Education, Recreation and Dance effective August 29, 2001 at an academic year base salary of \$39,000.

Education

M.H.E. University of Wisconsin-Madison, 1994
 B.S. Eastern Michigan University, 1991

Experience

1996-present Eastern Michigan University
 1994-1996 Lehigh University
 1992-1994 University of Wisconsin-Madison
 1991-1992 Sports Security Specialists
 1987-1991 Eastern Michigan University

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Colin Blakely</u>	W	M

Assistant Professor in the Department of Art effective August 29, 2001 at an academic year base salary of \$40,200.

Education

M.F.A. University of New Mexico (anticipated May, 2001)
 B.A. Williams College, 1995

Experience

1998-present University of New Mexico
 2000-2000 Design Sources Southwest
 1998-1999 Sandia Prep
 1995-1998 The Annunciation Orthodox School

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Carolyn Burns</u>	W	F

Assistant Professor in the Department of Teacher Education effective August 29, 2001 at an academic year base salary of \$43,500 (\$41,000 without Ph.D.).

Education

Ph.D.	University of Michigan (candidate)
M.A.	University of Michigan, 1984
M.S.	Bark Street College of Education, 1979
B.A.	Washington Square College-New York University, 1972

Experience

1998-present	Eastern Michigan University
1996-1998	University of Michigan
1992-1992	Rebus Planning Associates, Inc.
1989-1990	Lathers School-Child Development Center
1987-1993	University of Michigan
1985-1986	Hawthorne Center
1981-1985	University of Michigan

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Michelle Byrd</u>	W	F

Assistant Professor in the Department of Psychology effective August 28, 2002 at an academic year base salary of \$45,000 (\$42,500 without Ph.D.).

Education

Ph.D.	University of Nevada (candidate)
M.A.	University of Nevada, 1999
B.A.	University of Michigan, 1994

Experience

1999-present	Lighthouse of the Sierra
1998-1998	Veteran's Administration Medical Center-Reno
1996-present	University of Nevada
1996-1996	Safehouse-Domestic Violence Project
1995-1996	Shelterhouse
1995-1996	Children's Protective Services-Branch County
1993-1995	University of Michigan

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Carolyn Carter</u>	B	F

Assistant Professor in the Department of Teacher Education effective August 29, 2001 at an academic year base salary of \$44,000.

Education

Ed.D. Wayne State University, 1982
M.S. Wayne State University, 1977
B.S. Wayne State University, 1975

Experience

1999-present Benjamin S. Carson Academy
1996-1997 The University of Toledo
1995-1999 Jackson Public Schools
1992-1995 Highland Park Public Schools
1989-1992 Michigan Department of Education
1988-1990 Indiana University Purdue University
1983-1988 Sante Fe Community College
1979-1988 Highland Park Community High School
1975-1979 Finney High School

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>David Chou</u>	A	M

Professor in the Department of Finance and Computer Information Systems with tenure effective August 29, 2001 at an academic year base salary of \$99,500.

Education

Ph.D. Georgia State University, 1987
M.S. Georgia State University, 1987
M.S. National Taiwan University, 1980
B.S. Feng Chia University (Taiwan), 1978

Experience

1998-present St. Cloud State University
1988-1992 West Texas A & M University
1987-1988 Northern State University
1985-1987 Georgia State University

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Devika Choudhuri</u>	A	F

Assistant Professor in the Department of Leadership and Counseling effective August 29, 2001 at an academic year base salary of \$44,500.

Education

Ph.D. Syracuse University (anticipated May, 2001)
 M.S. University of Vermont, 1994
 A.B. Smith College, 1990

Experience

1996-present Syracuse University
 1998-1999 LeMoyne College
 1996-1996 United States Educational Foundation in India
 1994-1995 Syracuse University
 1992-1994 University of Vermont

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Margaret Coffman</u>	W	F

Assistant Professor in the Department of Biology effective August 29, 2001 at an academic base year salary of \$43,500.

Education

Ph.D. University of Notre Dame, 1999
 B.S. University of Notre Dame, 1990

Experience

2000-present Fisheries and Oceans-Canada
 1994-1999 University of Notre Dame
 1991-1993 Saints Peter and Paul School

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Carla Damiano</u>	NA	F

Assistant Professor in the Department of Foreign Languages and Bilingual Studies effective August 29, 2001 at an academic year base salary of \$40,000.

Education

Ph.D. University of Oregon, 1998
M.A. Portland State University, 1990
B.A. Boise State University, 1985

Experience

1999-2001 Lycoming College
1998-1999 Georgetown College
1991-1998 University of Oregon
1990-1991 Gymnasium Heepen (Bielefeld, Germany)
1988-1990 Portland State University
1987-1988 North Valley High School

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Marion Dokes-Brown</u>	B	F

Assistant Professor in the Department of Teacher Education at an academic year base salary of \$44,000.

Education

Ph.D. Texas Women's University, 1987
M.A. Texas Women's University, 1974
B.S. University of Arkansas at Pine Bluff, 1967

Experience

1988-present University of Arkansas at Little Rock
1970-1988 Little Rock School District
1967-1968 North Little Rock Public School District

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Chris Hyndman</u>	W	M

Assistant Professor in the Department of Art effective August 29, 2001 at an academic year base salary of \$40,200.

Education

M.F.A. Ohio University (anticipated May, 2001)
 B.A. University of Guelph, 1997

Experience

1998-present Ohio University

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Christine Karshin</u>	W	F

Assistant Professor in the Department of Health, Physical Education, Recreation and Dance at an academic year base salary of \$43,500 (\$41,000 without Ph.D.).

Education

Ph.D. The Pennsylvania State University (anticipated 2001)
 M.S. Indiana University of Pennsylvania, 1996
 B.S. Indiana University of Pennsylvania, 1994
 B.S. Edinboro University of Pennsylvania, 1990

Experience

1998-present The Pennsylvania State University
 1996-1998 Indiana University of Pennsylvania
 1993-1995 Good Samaritan Medical Center
 1990-1995 East Hills Rehabilitation and Fitness Institute
 1990-1995 St. Patrick's Catholic School

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Dean Lauterbach</u>	W	M

Associate Professor in the Department of Psychology effective August 29, 2001 at an academic year base salary of \$46,900.

Education

Ph.D. Purdue University, 1994
M.S. Purdue University, 1988
B.S. University of Wisconsin, 1984

Experience

1995-present Northwestern State University
1993-1995 Carthage College
1992-1995 Clement Zablocki V.A. Medical Center
1991-1991 Personnel Development Group
1987-1992 Purdue University

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Susan McCarthy</u>	W	F

Assistant Professor in the Department of Health, Physical Education, Recreation and Dance effective August 29, 2001 at an academic year base salary of \$43,500 (\$41,000 without Ph.D.).

Education

Ph.D. The University of Toledo (anticipated May, 2001)
M.S. The University of Toledo, 1994
B.A. The University of Toledo, 1985

Experience

1991-present The University of Toledo
1995-1996 YWCA of Toledo
1987-1991 Center for Choice II

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Mary Rearick</u>	W	F

Assistant Professor in the Department of Teacher Education effective August 29, 2001 at an academic year base salary of \$44,000.

Education

Ed.D	University of Massachusetts, 1992
M.Ed.	University of Massachusetts, 1988
B.S.	Framingham State College

Experience

1993-present	University of Hartford
1998-2000	Bell School Reform Center-Hartford
1999-1999	Welcome Community Center-Hartford
1995-1995	Welcome Community Center-Hartford
1994-1999	Annie Fisher Elementary School
1993-present	University of Hartford
1992-1993	Keene State College
1991-1992	Leverett Elementary School
1991-1991	Hampshire Regional High School
1990-1996	National Evaluation Systems
1988-1989	L'Ecole Normale d'Instituteurs (Antony, France)
1987-1990	University of Massachusetts
1985-1987	Four Corners School
1983-1985	Whately Center School
1977-1978	Worcester State College

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>David Richard</u>	W	M

Associate Professor in the Department of Psychology effective August 29, 2001 at an academic year base salary of \$46,200.

Education

Ph.D. University of Hawaii, 1999
 M.A. University of Hawaii, 1992
 M.Ed. Harvard University, 1988
 B.A. University of California at San Diego, 1986

Experience

1999-present St. John's Behavioral Health Services
 1996-present Southwest Missouri State University
 1995-1996 University of Mississippi Medical Center
 1993-1993 University of Hawaii
 1991-1992 Queen's Medical Center
 1991-1991 Department of Health-Honolulu, Hawaii
 1990-1991 Diamond Head Children and Adolescent Team
 1989-1990 Hawaii State Hospital

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Maria Ruggiero</u>	W	F

Assistant Professor in the Department of Art effective August 29, 2001 at an academic year base salary of \$40,200.

Education

M.F.A. Kent State University, 1997
 B.F.A. Michigan State University, 1995

Experience

1997-present Jackson Community College
 1997-present Lansing Community College
 1995-1997 Kent State University

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Joseph Scazzero</u>	W	M

Associate Professor in the Department of Finance and Computer Information Systems with tenure effective August 29, 2001 at an academic year base salary of \$92,500.

Education

M.S.	Johns Hopkins University, 1999
Ph.D.	Pennsylvania State University, 1988
M.A.	Pennsylvania State University, 1982
A.B.	Rutgers College, 1974

Experience

1988-present	The University of Toledo
1983-1985	Pennsylvania State University
1982-1983	Westinghouse Electric Corporation
1975-1980	United States General Accounting Office

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Joel Schoenhals</u>	W	M

Assistant Professor in the Department of Music effective August 29, 2001 at an academic year base salary of \$41,000.

Education

D.M.A.	Eastman School of Music, 1998
M.M.	Eastman School of Music, 1995
B.M.	Vanderbilt University-Blair School of Music, 1994

Experience

1998-present	Longwood College
1998-present	Chautauqua Institution
1998-1998	Mansfield University
1995-1998	Eastman School of Music

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Jeffrey Schulz</u>	W	M

Associate Professor in the Department of Health, Physical Education, Recreation and Dance effective August 29, 2001 at an academic year base salary of \$50,000.

Education

Ph.D. University of Arkansas, 1997
M.S. Fort Harp State University, 1992
B.S. Fort Harp State University, 1990

Experience

1996-present Mississippi State University
1993-1996 University of Arkansas
1991-1992 Fort Harp State University

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Ron Williamson</u>	W	M

Associate Professor in the Department of Leadership and Counseling effective August 29, 2001 at an academic year base salary of \$50,513.

Education

Ed.D. Eastern Michigan University, 1996
Ed.S. Eastern Michigan University, 1994
M.A. Eastern Michigan University, 1978
M.A. Eastern Michigan University, 1970
B.A. University of Michigan, 1968

Experience

1996-present University of North Carolina at Greensboro
1992-1993 National Middle School Association
1990-1996 Eastern Michigan University
1986-1994 Ann Arbor Public School
1983-1986 Tappen Intermediate School
1974-1983 Scartlett Intermediate School
1969-1974 Ann Arbor Public Schools

Name

Race

Gender

Eboni Zamani

B

F

Assistant Professor in the Department of Leadership and Counseling effective August 29, 2001 at an academic year base salary of \$49,350.

Education

Ph.D. University of Illinois, 2000
M.S. Western Illinois University, 1997
B.S. Western Illinois University, 1993

Experience

2000-present West Virginia University
1996-present University of Illinois
1999-1999 ACT, Incorporated
1998-1998 Mathematica Policy Research, Inc.
1998-1998 Parkland Community College
1995-1996 Illinois Cooperative Extension Service
1994-1995 Western Illinois University

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 8

DATE:

June 19, 2001

RECOMMENDATION

REPORT: STAFF APPOINTMENTS

ACTION REQUESTED

It is recommended that the Board of Regents approve 30 staff appointments for the period of March 15, 2001 through May 16, 2001.

STAFF SUMMARY

There were 30 appointments. Of these, twenty two (73%) are female, five (17%) are African American, one (3%) is Hispanic, one (3%) is Asian, and one (3%) is Multiracial.

FISCAL IMPLICATIONS

The salaries are part of the University's 2000-2001 budget as approved by the Board of Regents.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>EFFECTIVE DATE</u>	<u>BASE SALARY</u>	<u>% APPT</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Thomas, Wendy	USSBA:Small Business Development Center	PT-09	Senior Business Consultant, Michigan Small Business Development Center	05/01/01	\$46,862	100	B	F	New Hire
Bradwell, Latifa	USSBA:Small Business Development Center	PT-08	Business Consultant, Michigan Small Business Development Center	05/01/01	\$41,600	100	B	F	New Hire
Holt, Erica	USSBA:Small Business Development Center	PT-08	Business Consultant, Michigan Small Business Development Center	05/01/01	\$35,100	75	B	F	New Hire
Howard, Jennifer	University Planning, Budgeting and Analysis	PT-08	Budget Analyst II	05/29/01	\$42,500	100	W	F	New Hire
Krakower, David	Convocation Center	PT-08	Manager, Ticket Operations	03/26/01	\$38,750	100	W	M	New Hire
Rekhter, Natalia	Career Services Center	PT-08	Career Development Associate	04/27/01	\$37,000	100	W	F	New Hire
Duggan, Molly	Academic Advising	PT-07	Academic Advisor	03/19/01	\$32,500	100	W	F	New Hire
Hill, Beth	Comer Schools	PT-07	Administrative Associate I	05/16/01	\$35,500	100	B	F	New Hire
Milliken, Heather	Upward Bound	PT-06	Academic Support Program Specialist	05/07/01	\$27,000	100	W	F	New Hire
Buhinicek, Tracey	McKenny Union/Campus Life	CS-05	Senior Secretary	05/15/01	\$12,074	50	W	F	New Hire
Kuch, Peggy	Nursing	CS-05	Senior Secretary	04/09/01	\$24,147	100	W	F	New Hire
Ricciardo, Hedy	Accounting-College of Business	CS-05	Senior Secretary	04/17/01	\$24,147	100	W	F	New Hire
Short, Shannon	Business & Technology Education	CS-05	Senior Secretary	05/10/01	\$24,147	100	W	F	New Hire

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DATE: June 19, 2001
 BOARD REPORT FOR: 06/19/01
 ALPHABETICAL LISTING WITHIN
 CLASSIFICATION LEVEL WITHIN
 EMPLOYEE GROUP

EASTERN MICHIGAN UNIVERSITY
 STAFF APPOINTMENTS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>EFFECTIVE DATE</u>	<u>BASE SALARY</u>	<u>% APPT</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Altenbernt, Robin	Associate Health Professions	CS-04	Secretary II	03/26/01	\$21,369	100	A	F	New Hire
Cox, Lori	Public Safety Office	CS-04	Police Dispatcher	04/08/01	\$21,369	100	W	F	New Hire
Grohowski, Lori	Intercollegiate Athletics Promotions	CS-04	Secretary II	04/16/01	\$21,369	100	W	F	New Hire
Holley, Sandra	Nursing	CS-04	Secretary II	05/01/01	\$10,685	50	M	F	New Hire
Klught, Gloria	Social Work	CS-04	Secretary II	04/09/01	\$21,369	100	W	F	New Hire
Moore, Bethany L.	McKenny Union/Campus Life	CS-04	Secretary II	04/17/01	\$10,685	50	W	F	New Hire
Poerner, Mary	Leadership & Counseling	CS-04	Secretary II	03/05/01	\$10,685	50	W	F	New Hire
Wilkins, Brandi	Management	CS-04	Secretary II	04/09/01	\$10,685	50	B	F	New Hire
Bogarin, Ryan	Administrative Support Services	CS-03	Postal Clerk	04/02/01	\$19,246	100	W	M	New Hire
Bell, William	Physical Plant	FM-06	Custodian	03/22/01	\$16,806	100	W	M	New Hire
Brackman, Patricia	Physical Plant	FM-06	Custodian	04/08/01	\$16,806	100	W	F	New Hire
Corn, Robert	Physical Plant	FM-06	Custodian	04/08/01	\$16,806	100	W	M	New Hire
Luther, Joshua	Physical Plant	FM-06	Custodian	03/20/01	\$16,806	100	W	M	New Hire

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DATE: June 19, 2001
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 EMPLOYEE GROUP

EASTERN MICHIGAN UNIVERSITY
 STAFF APPOINTMENTS

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 APPOINTMENTS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>EFFECTIVE DATE</u>	<u>BASE SALARY</u>	<u>% APPT</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Paton, Marc	Physical Plant	FM-06	Custodian	04/08/01	\$16,806	100	W	M	New Hire
Saenz, Maria	Physical Plant	FM-06	Custodian	04/08/01	\$16,806	100	H	F	New Hire
Shophear, Mark	Physical Plant	FM-06	Custodian	04/08/01	\$16,806	100	W	M	New Hire
Willey, Daniel	Eastern Eateries	FM-95	Fast Food Worker	05/01/01	\$10,400	62.5	W	M	New Hire

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 9

DATE:

June 19, 2001

RECOMMENDATION

REPORT: SEPARATIONS/RETIREMENTS

ACTION REQUESTED

It is recommended that the Board of Regents approve 34 separations and retirements for the period of March 15, 2001 through May 16, 2001.

STAFF SUMMARY

There were 34 separations and retirements. Of these, 20 (59%) are female, four (12%) are African American, one (3%) is Asian, and one (3%) is American Indian.

The Board of Regents would like to extend its deepest sympathy to the family of Professor Marylyn Lake who has recently passed away.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

DATE: June 19,2001
 BOARD REPORT FOR: 06/19/01
 ALPHABETICAL LISTING WITHIN
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 EMPLOYEE GROUP

EASTERN MICHIGAN UNIVERSITY
 SEPARATIONS/RETIREMENTS

PAGE 1
 RETIREMENTS/
 SEPARATIONS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>HIRE DATE</u>	<u>SEPARATION DATE</u>	<u>BASE SALARY</u>	<u>% APPT</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Lake, Marylyn	Special Education	PROF	Professor	09/01/67	03/24/01	\$66,104	100	W	F	Deceased
Pappas, John	Leadership & Counseling	PROF	Professor	09/01/66	05/01/01	\$91,136	100	W	M	Retired
Peterson, Roger	Marketing	PROF	Professor	12/29/80	05/01/01	\$84,722	100	I	M	Retired
Samonte, Quirico	Teacher Education	PROF	Professor	09/15/63	05/01/01	\$87,722	100	A	M	Retired
Hutchins, Ronald	Finance & CIS	ASSC	Associate Professor	06/27/77	05/01/01	\$78,153	100	W	M	Retired
Walter, James Richard	Mathematics	ASST	Assistant Professor	09/01/64	05/01/01	\$62,736	100	W	M	Retired
Heidloff, Theodore	Executive Director of Human Resources	AP-14	Executive Director Human Resources	12/17/90	03/13/01	\$109,646	100	W	M	At Will Termination
Yee, Sandra	Learning Resources-Library	AP-13A	Associate Dean LR&T	09/01/82	05/01/01	\$92,420	100	W	F	Retired
Homann, Mary Anne	COMER Schools & Families	AP-10	Univ Facilitator-Comer Project	11/20/95	05/05/01	\$50,508	100	W	F	Retired
Roach, Brett	Intercollegiate Athletics-Administration	AP-10	Assistant Director Athletic & Facilities Operations	05/10/90	05/23/01	\$51,175	100	W	M	Other Job
Nordmann, Andrea	Intercollegiate Athletics-Women's Basketball	AC-13	Assistant Head Coach Women's Basketball	08/03/98	05/26/01	\$48,530	100	W	F	Other Job

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DATE: June 19, 2001
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EASTERN MICHIGAN UNIVERSITY
 SEPARATIONS/ RETIREMENTS

PAGE 2
 RETIREMENTS/
 SEPARATIONS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>HIRE DATE</u>	<u>SEPARATION DATE</u>	<u>BASE SALARY</u>	<u>% APPT</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Parmelee, Phillip	University Computing Administrative Application Development & Support	PT-10	Mainframe Systems Specialist Senior	07/10/00	03/30/01	\$72,000	100	W	M	Quit Without Notice
Helling, Ammie	Career Services-Coop Education	PT-09	Coordinator Career Services Placement	01/17/00	03/13/01	\$40,602	100	W	F	Personal
Regner Deborah	Health Service Health Education	PT-08	Coordinator Health Education	10/11/99	06/02/01	\$17,770	50	W	F	Other Job
Bird, Rosa	Purchasing	PT-07	Purchasing Agent	12/01/77	04/01/01	\$32,736	100	W	F	Retired
Jones, Deborah	Children's Center	PT-07	Lead Teacher	09/15/98	05/05/01	\$31,151	100	W	F	Other Job
Pleshakov, Christina	University Planning, Budgeting, & Analysis	PT-07	Budget Analyst I	08/24/99	03/24/01	\$37,132	100	W	F	Other Job
Williamson, Anthony	Community Service	PT-07	Program Coordinator-America Reads	09/18/00	03/10/01	\$15,300	50	B	M	Other Job
Clanton, Andre	Residence Hall Prorate	PT-06	Area Complex Director	01/04/00	06/01/01	\$27,089	100	B	M	Other Job
Richardson, Bette	Dining Commons #1	PT-06	Assistant Unit Manager Dining Services	10/01/84	05/26/01	\$32,992	100	W	F	Retired
Martin, Rosalind	Institute for the Study of Children and Families	PT-06	Administrative Assistant II	03/09/90	03/24/01	\$13,150	50	B	F	Did Not Return From Leave
Chicko, Anthony	Public Safety Office	CP-01	Officer Campus Police	01/11/99	05/10/01	\$37,825	100	W	M	Other Job

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DATE: June 19, 2001
 BOARD REPORT FOR: 06/19/01
 ALPHABETICAL LISTING WITHIN
 CLASSIFICATION LEVEL WITHIN
 EMPLOYEE GROUP

EASTERN MICHIGAN UNIVERSITY
 SEPARATIONS/ RETIREMENTS

AGE 3
 RETIREMENTS/
 SEPARATIONS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>HIRE DATE</u>	<u>SEPARATION DATE</u>	<u>BASE SALARY</u>	<u>% APPT</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Hancock, Patricia	Vice President for University Relations	CC-07	Executive Secretary	04/04/77	04/16/01	\$36,119	100	W	F	Retired
Crane, Bertha	Associate Vice President for Extended Program	CS-06	Administrative Secretary	10/13/69	06/01/01	\$36,743	100	W	F	Retired
Reed, Kim	Industrial Technology	CS-05	Senior Secretary	12/14/87	05/01/01	\$24,623	100	W	F	Other Job
Stothard, Dana	Business & Technology Education	CS-05	Senior Secretary	01/29/96	04/15/01	\$25,017	100	W	F	Other Job
Kilburn, Vicky	Health Service Primary Care	CS-04	Customer Service Representative	04/19/99	06/30/01	\$21,369	100	W	F	Other Job
Laferier, Leslie Joe	Parking	CS-04	Police Dispatcher	09/05/00	03/17/01	\$21,369	100	W	M	Other Job
Poerner, Mary	Leadership & Counseling	CS-04	Secretary II	03/05/01	03/21/01	\$10,685	50	W	F	Personal
Suma, Cobinaba	Learning Resources-Library	CS-04	Library Assistant II	06/22/98	04/13/01	\$21,369	100	B	F	Discharged
MacNeil, Leo	Administrative Support Services-Mailroom	CS-03	Postal Clerk	02/26/01	03/10/01	\$19,246	100	W	M	Discharged
Moran, Noah	Rec/Intramural Office Operations	FM-16	Swimming Pool Attendant	02/25/98	05/12/01	\$7,608	25	W	M	Going Back to School
Jordan, Cheryl	Custodial Services	FM-06	Custodian	05/19/97	04/03/01	\$25,875	100	W	F	Resignation

DATE: June 19,2001
 BOARD REPORT FOR: 06/19/01
 ALPHABETICAL LISTING WITHIN
 CLASSIFICATION LEVEL WITHIN
 EMPLOYEE GROUP

EASTERN MICHIGAN UNIVERSITY
 SEPARATIONS/ RETIREMENTS

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 RETIREMENTS/
 SEPARATIONS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>CLASS RANK</u>	<u>JOB TITLE</u>	<u>HIRE DATE</u>	<u>SEPARATION DATE</u>	<u>BASE SALARY</u>	<u>% APPT</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Ledgerwood, Deborah	McKenny Union Custodial Services	FM-06	Custodian	02/25/01	03/30/01	\$16,806	100	W	F	Discharged

4.

SECTION: 10
DATE: June 19, 2001

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

EMERITUS FACULTY STATUS

ACTION REQUESTED

It is recommended that the Board of Regents grant Emeritus Faculty Status to eleven (11) former faculty members listed in the attached report.

STAFF SUMMARY

The Collective Bargaining Agreement between Eastern Michigan University and the Eastern Michigan University Chapter of the American Association of University Professors (AAUP) provides that a faculty member who has served the University for at least fifteen (15) years may be nominated for Emeritus Faculty Status upon retirement. The nominations for these individuals have received the support of their respective department heads, the deans of their colleges, and the Interim Provost and Vice President for Academic Affairs.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer
Interim Provost and Vice President for Academic Affairs

Date

**EASTERN MICHIGAN UNIVERSITY
EMERITUS FACULTY STATUS RECOMMENDATION
June 19, 2001**

Lee R. Boyer

Professor, Department of History and Philosophy from 1970-2000
(30 years)
Doctoral University of Notre Dame
Masters University of Notre Dame
Baccalaureate Mount Union College

Barbara E. Brackney

Professor, Department of Psychology from 1975-2001
(26 years)
Doctoral University of Michigan
Baccalaureate A.B. University of California at Berkley

Stephen W. Brewer, Jr.

Professor, Department of Chemistry from 1969-2001
(32 years)
Doctoral University of Wisconsin
Baccalaureate University of Florida

Patricia L. Butcko

Associate Professor, Department of Marketing from 1981-2001
(20 years)
Doctoral Indiana University
Masters Indiana University

Robert Crowner

Professor, Department of Management from 1976-2001
(25 years)
Masters Butler University
Baccalaureate Purdue

Marylyn Elizabeth Lake (posthumous)

Professor, Department of Special Education from 1967-2001
(34 years)
Doctoral University of Michigan
Masters Eastern Michigan University
Baccalaureate Eastern Michigan University

Roger Peterson

Professor, Department of Marketing from 1980-2001

(21 years)

Doctoral University of Tennessee

Masters University of Tennessee

Margaret Joanne “Jody” Smith (posthumous)

Associate Professor, Department of Special Education from 1981-2001

(20 years)

Doctoral Michigan State University

Masters Michigan State University

Baccalaureate Michigan State University

John M. Sullivan (posthumous)

Professor, Department of Chemistry from 1958-2000

(43 years)

Doctoral University of Michigan

Masters University of Michigan

Baccalaureate Dartmouth College

James R. Walter

Assistant Professor, Department of Mathematics from 1964-2001

(37 years)

Doctoral Wayne State University

Masters University of Michigan

Baccalaureate Otterbein College

Stewart Dean Work

Professor, Department of Chemistry from 1964-2001

(37 years)

Doctoral Duke University

Baccalaureate Oberlin College



EASTERN MICHIGAN UNIVERSITY
 Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department of History and Philosophy recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: Lee R. Boyer

Current Status/Rank at EMU: Professor (retired 9/1/2000)

Date of Hire at EMU: September 1970 Retirement Date: 9/1/2000

Number of Years at EMU: 30 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: _____

Home Telephone: _____ E-Mail Address: _____

Name of Spouse: _____

Degree(s)/Institutions/Year: Baccalaureate: Mount Union College, 1959

Masters: University of Notre Dame, 1968

Doctoral: University of Notre Dame, 1968

Please Attach a Brief Statement of Support to this Form

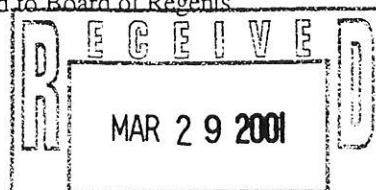
Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

Joseph Engwenyu 3/23/01
 Recommended by, (Please print) Date

Department Head _____ Date _____ Dean _____ Date _____

Provost _____ Date _____ Date Submitted to Board of Regents _____

Please forward this completed form to: Lori H. Ristau
 Academic Affairs, 106 Welch Hall





EASTERN MICHIGAN UNIVERSITY

March 22, 2001

Dr. Gersham Nelson
Department Head,
History and Philosophy Department
Eastern Michigan University

Dear Dr. Nelson:

It is my pleasure to nominate my colleague, Dr. Lee Boyer for Emeritus status. Professor Boyer retired on September 1, 2000, after thirty years of service at Eastern Michigan University. Lee was an excellent teacher and a delightful and insightful colleague on departmental matters. Dr. Boyer's teaching load clustered around survey courses in U.S. history (HIST 123 and 124), and a variety of courses, undergraduate and graduate, on Native Americans. He was quite simply a master of historical synthesis. Lee was very effective in blending political, social, cultural, and economic history in his teaching. Simultaneously, he was sharp in highlighting the special importance of these variables whenever appropriate.

Professor Boyer's excellent communication skills with his students were easily noticeable. He was very conscious of, and patient with, various levels of student's sophistication, and their mostly Eurocentric backgrounds. Accordingly, he challenged his students to learn, and to grapple with stereotypes on Native American people, rather than seeking to explode myths "in their face" for the shock value.

It is significant that as a U.S. historian Dr. Boyer had the dual task of teaching "mainstream" American history, and yet he also had to readjust his approach on Native American courses by appropriately treating these subjects with substantial non-western [American] tools of historical analysis. I was, on this score, personally impressed by how our students compared his courses on Native Americans, with my own on African history and found remarkable similarities. Indeed, Dr. Boyer, fully aware of this, once humorously remarked to me that "we are teaching the same things and one of us might be laid off"! The joke makes sense and was well taken.

In addition to Dr. Boyer's aforementioned qualities, which I personally witnessed since I joined the Department in 1988, he had already assembled a prior solid record of course development, Distance Education, and scholarship. Lee Boyer and another retired Professor Emeritus Lou Gimelli both taught a course on Methods of Teaching Social Studies. The duo had to develop the course from scratch, currently known as HIST 481.

Lee Boyer Emeritus Letter
March 22, 2001
Page 2

This course has since survived their retirements and remains popular and an essential offering for students aspiring to teach social studies at various levels of secondary education.

In 1974, Dr. Boyer launched the then new course, HIST305 History of American Indians. In 1988 he reinforced the course with the graduate cohort, HIST 532 Studies in U.S. Indian History. Earlier in 1985 he developed and readjusted the two survey U.S. History courses (HIST 123 and 124) to meet the requirements and demands of Distance Education – long before it became common and popular as it is today. The courses on Native American Indians remain important to date, as they are often required by school districts when hiring new teachers in the state.

Dr. Boyer's book, *U.S. Indians A Brief History* (Advocate Publishing Group) was published in 1982 and is still widely used in classrooms today. He designated all royalties from the book to a Native American scholarship fund here at EMU.

Finally, let me attest to the fact that Lee was an enormous asset to our Department and the History Section through his constructive contributions in faculty meetings. He also graciously shouldered his share of committee work, most notably the several stints he did as graduate advisor. He faithfully fulfilled all his faculty responsibilities, took all the time the students needed when they dropped by to see him; he did all these while commuting from the western side of the state, covering a distance of over 140 miles to get to EMU.

For all of the above reasons and so many more, I find Dr. Lee Boyer deserving of having the honor of emeritus status with all the rights, privileges and obligations that such an honor entails.

Sincerely,

Joseph Engwenyu
Professor of African History



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: BARBARA E. BRACKNEY

Current Status/Rank at EMU: PROFESSOR

Date of Hire at EMU: 9/3/75 Retirement Date: 1/9/01

Number of Years at EMU: 26 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address:

Home Telephone:

E-Mail Address:

Name of Spouse: _____

Degree(s)/Institutions/Year: Baccalaureate: A.B. University of California at Berkeley, 1967

Masters: —

Doctoral: Ph.D. University of Michigan, 1975

Please Attach a Brief Statement of Support to this Form

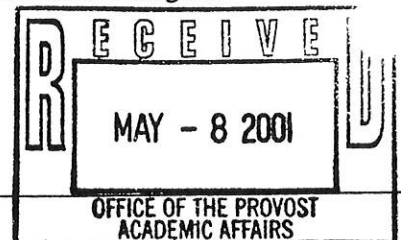
Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

Kenenth Rusiniak 5/3/01
Recommended by (please print) Date

Department Head Date Dear Date

Provost Date Date Submitted to Board of Regents

Please forward this completed form to: Lori H. Ristau
Academic Affairs, 106 Welch Hall



Statement of Support
Nomination for Emeritus Faculty Status
Barbara E. Brackney, Professor of Psychology

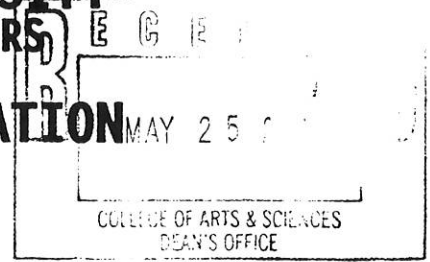
On behalf of the Faculty of the Psychology Department, I am please to nominate Dr. Barbara E. Brackney for emeritus Faculty Status. Dr. Brackney retired in January of 2001 after 26 years of stellar service. She was hired in 1975 as a tenure track Assistant Professor, received tenure and was promoted to Associate Professor in 1979 and Full Professor in 1992. She made many vital contributions to the department. Her accomplishments include a central role in the Clinical Psychology M.S. program, where she taught generations of students core courses in Psychopathology and Intelligence Testing, as well as serving as a mentor for many students. She devoted considerable time and effort toward establishing an air of professional conduct for our graduates, as she cared deeply about the quality of the graduates and their obligations to deliver appropriate mental health services. She served on the admissions committee and the clinical committee for the program and continuously supported high standards for admission and for progress through the program. She played a major role in the development of the Ph.D. program during the early phases. She also cared deeply about women's issues and contributed to the women's studies program through teaching the Psychology of Women, as well as various public service organizations and support groups. She was an outstanding classroom instructor who excelled at teaching Abnormal Psychology, a core course for our major and a foundation course for several other programs on campus. Her file has many letters from students singing her praises as a teacher and role model. Her student evaluations were among the best at the university, according to Dr. John Knapp, who conducts the evaluations.

In addition to her contributions as a teacher and professional educator, Dr. Brackney served as the chair of the Personnel Committee for over 18 years. Under her excellent leadership, evaluations were always conducted in a fair, timely and humane manner. She was very skilled at making evaluation a collegial process and worked very well with the department head and faculty to coordinate and facilitate the process. She served on many search committees, where these same skills were used to lead to successful hires. As the chair of personnel, she was adept at dealing with sensitive or potentially volatile topics, and found herself in a position to mediate the social relations in the department, a job she did well and with zest. Her leadership will be sorely missed.

The Department considered the motion to nominate Dr. Brackney for emeritus status at the Department meeting of February 6, 2001. The motion passed unanimously (18-0-0) and enthusiastically. I am pleased to forward, with my full support and endorsement, the recommendation. Dr. Brackney was a truly professional colleague who made profound contributions to the department, the discipline and the community.

EASTERN MICHIGAN UNIVERSITY
DIVISION OF ACADEMIC AFFAIRS

EMERITUS FACULTY INFORMATION



Please complete the following information on the retiring faculty member for whom you have submitted a recommendation for the awarding of emeritus faculty status. This information is needed for inclusion in the EMU Faculty/Staff/-Student Directory.

NAME OF FACULTY MEMBER: Stephen W. Brewer, Jr.

HOME ADDRESS: _____

HOME PHONE: _____

DEGREES/COLLEGE: Ph.D. University of Wisconsin
B.S. University of Florida

DATE OF HIRE AT EMU: 9/15/69

DATE OF RETIREMENT: 9/10/2001

DEPARTMENT: Chemistry

STATUS/RANK AT EMU: Professor

*NAME OF SPOUSE (IF KNOWN): _____

* The Emeritus Faculty Executive Committee requested this optional section be added. A list with spouses' names will be distributed to members as general information.

Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office. Please forward this completed form to:

Lori Ristau
~~Mary Cox~~, Administrative
Associate to the Provost
Academic Affairs
106 Welch Hall



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: Patricia L. Butcko

Current Status/Rank at EMU: Associate Professor

Date of Hire at EMU: August 1981 Retirement Date: August 2001

Number of Years at EMU: 20 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: _____

Home Telephone: _____ E-Mail Address: _____

Name of Spouse: _____

Degree(s)/Institutions/Year: Baccalaureate: _____

Masters: Indiana University

Doctoral: Indiana University

Please Attach a Brief Statement of Support to this Form

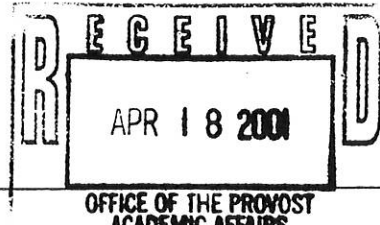
Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

Recommended by _____ (please print) Date _____

Department Head _____ Date _____ Dean _____ Date _____

Provost _____ Date _____ Date Submitted to Board of Regents _____

Please forward this completed form to: Lori H. Ristau
Academic Affairs, 106 Welch Hall



Eastern Michigan University
INTER-OFFICE CORRESPONDENCE

TO: Lori H. Ristau
Academic Affairs

DATE: April 10, 2001

FROM: Elizabeth A. Edwards, Interim Dept. Head
Department of Marketing

SUBJECT: Recommendation for Emeritus Faculty Status for Patricia L. Butcko

The Marketing Department would like to forward the name of Patricia L. Butcko for consideration for emeritus status. Dr. Butcko (previously Dr. Weber) has provided service with distinction as a member of the faculty and administration of Eastern Michigan University since 1981.

She joined the College of Business during its initial bid for AACSB accreditation and was instrumental in achieving that goal. With then-Dean Joe Kent Kerby, she established the College's first external development board and assisted in the launch of both the Center for Entrepreneurship and the Language and World Business degree program. After brief service as the Interim Dean of the College, she led the Center for Entrepreneurship to statewide recognition and helped to develop an endowment fund to support research and programming on entrepreneurship. She served as a member of the planning team for what is now the Eagle Conference Center and co-authored the strategic plan for the EMU foundation. Additional accomplishments are outlined in the attached biography.

Dr. Butcko has maintained a regular presence in the classroom since joining the university and rejoined the marketing department faculty full-time in 1995 to teach advertising, retailing, marketing research and new product development.

On behalf of the Marketing Department, I offer her name for appointment to the status of emeritus with great confidence that she will reflect continuing credit on the University.

Thank you.

Dr. Patricia L. Butcko, D.B.A.
(previously Weber)

As a marketing educator and university administrator, Dr. Patricia L. Butcko has made significant contributions to economic development by facilitating technology transfer between the university, governments and the private sector. Her pioneering work in developing strategies for encouraging and controlling corporate growth has earned her recognition from both corporate leaders and academic peers.

Butcko earned a bachelor of science in business administration (with distinction) from Indiana University in 1967. She completed her masters in business administration in 1969 and earned her doctorate in business administration in 1973, also conferred by Indiana University.

In 1970, after working for a chain of seven retail clothing stores in Indiana, Butcko joined the Graduate School of Business Administration of The University of Michigan as a research associate. She advanced to associate research scientist and assistant director of the Division of Research. In 1981, Butcko joined Eastern Michigan University as associate dean of the College of Business and associate professor of marketing. In 1987, she was appointed director of the Center for Entrepreneurship. Serving in that capacity until 1995, Butcko worked with over 360 chief executive officers of high growth firms devising strategic planning and CEO support activities for firms that ranged from \$5 million to \$3.6 billion in annual gross sales. In 1995, she rejoined the marketing faculty, teaching advertising, retailing and new product development.

During her service, Butcko helped to develop an entrepreneurship endowment fund in excess of \$1 million, established The Presidents' Forum-a support group for CEOs of high-growth companies, initiated the Champions of Enterprise Gala and served on many campus-wide committees dedicated to improving service and delivery systems of the University. She also co-authored the strategic plan that launched the EMU Foundation.

Butcko has served as a consultant and has delivered symposia on corporate growth, economic development and technology transfer to the governments of the People's Republic of China, India, Brazil, the Republic of south Africa and Canada. She currently chairs the National Socio-Technical Committee of the Society of Automotive Engineers.

Butcko is past chairman of the board of the Michigan Technology Council, having served as the chairman of its South Central chapter from 1987 to 1990 and State chairman from 1990 to 1994. She was also a member of the Steering Committee which founded the Minority Technology Council of Michigan. Active in numerous civic and professional organizations, Butcko was recognized for four successive years for her service as a chapter officer and board member of the American Marketing Association, Detroit Chapter. She is a past director of the New Enterprise Forum, the Ann Arbor Art Association and Child and Family Services of Washtenaw, a United Way agency, which she served through several agency acquisitions and mergers.

Butcko is the author of numerous technical publications on marketing, new product development, economic development and public policy issues including a book entitled *Technological Entrepreneurship*, and contributions to *The Role of Marketing in New Venture Management*. She received the Best Competitive Paper Award at the National Educators' Conference of the American Marketing Association for her work on competitive market strategy. Among other recognition, Butcko is listed in *Who's Who in the Midwest*, *Who's Who of American Women* and *Who's Who in the World*.



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: Robert Crowner

Current Status/Rank at EMU: Professor Management

Date of Hire at EMU: 1976 Retirement Date: January 2, 2001

Number of Years at EMU: 25 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: _____

Home Telephone: _____ E-Mail Address: _____

Name of Spouse: _____

Degree(s)/Institutions/Year: Baccalaureate: B.S. (M.E.) Purdue, 1950

Masters: M.S. (BA) Butler University, 1958

Doctoral: NA

Please Attach a Brief Statement of Support to this Form

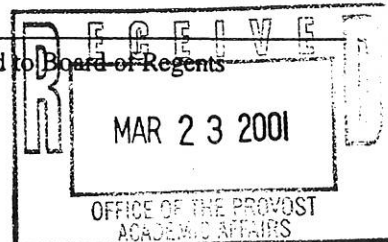
Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

John L. Waltman 2/15/01
Recommended by (please print) Date

Department Head _____ Date _____ Dean _____ Date _____

Provost _____ Date _____ Date Submitted to Board of Regents _____

Please forward this completed form to: Lori H. Ristau
Academic Affairs, 106 Welch Hall



Memorandum

To: Rick Camp, Chair of the MGT Personnel Committee
Jean L. Bush-Bacalis, Professor
Fraya Wagner-Marsh, Professor and Head

From: John L. Waltman, Professor

Date: 2/26/01

Re: Recommendation of Emeritus Status for Robert Crowner

I would like to recommend that Professor Robert Crowner be appointed to Emeritus Faculty status. Prof. Crowner officially retired from the Department on January 2, 2001 following 25 years of service at Eastern Michigan University.

Professor Crowner, a Registered Professional Engineer, came to Eastern Michigan University following a career in business, which culminated in his retirement as Vice President of Manufacturing for Gelman Instrument Company. His education included a BS in Mechanical Engineering from Purdue University in 1950 and an MS in Business Administration from Butler University in 1958. In addition, he was awarded a certificate from the Middle Management Program at Harvard Business School in 1957.

Professor Crowner taught a variety of courses for the Department of Management including the undergraduate and graduate Strategy (Policy) courses, Corporate Social Responsibility, Management Responsibility and Ethics, Management Principles, Production Operations Management, Materials Management and Small Business Management.

In our Department, he served on a variety of committees over the years including, most recently, the Curriculum, Advisory and Personnel Committees. He continues to be an active case researcher and writer and served as editor of the *Annual Advances in Business Cases* (1997) and as President of the North American Case Research Association in 1993 and 1994 as well as on the Board of Directors of the Society for Case Research. His community service includes his work (since 1974) on the Lodi Planning Commission and two terms on the Lodi Township Board of Trustees.

I urge the Personnel Committee to support this appointment and to recommend it to the Department as well.

Memorandum

TO: Fraya Wagner-Marsh, Professor and Head
FROM: John Waltman, Member of the Personnel Committee
SUBJECT: Recommendation from the Personnel Committee
DATE: March 12, 2001

The Personnel Committee submitted the question of appointing Prof. Robert Crowner to Emeritus status to the faculty. Eleven faculty members voted, and all were in favor.

We are forwarding our formal recommendation to you now for your consideration.

Attachments: Emeritus Faculty Status Recommendation
Support Memorandum



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department of Special Education recommends the awarding of **Emeritus Faculty Status** for the following ~~retiring/retired~~ faculty member: (Posthumously)

Name of Faculty Member: Dr. Marylyn Elizabeth Lake

Current Status/Rank at EMU: Professor

Date of Hire at EMU: Fall 1967 Date of Death: March 22, 2001
~~Retirement Date:~~

Number of Years at EMU: 34 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: _____

Home Telephone: (____) _____ E-Mail Address: _____

Name of Spouse: _____

Degree(s)/Institutions/Year: Baccalaureate: B.S., Special Education, EMU, 1964

Masters: M.A. Special Education, EMU, 1966

Doctoral: Ph.D., Special Education, Univ. of Michigan, 1978

Please Attach a Brief Statement of Support to this Form

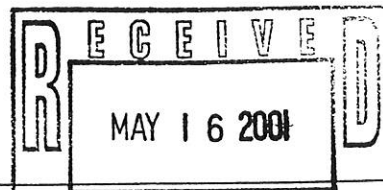
Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

Dr. Lynne A. Rocklage and the Faculty of the Department of Special Education
 Recommended by (please print) Date

Department Head Date Dean Date

Provost Date Date Submitted to Board of Regents

Please forward this completed form to: Lori H. Ristau
 Academic Affairs, 106 Welch Hall



OFFICE OF THE PROVOST
 ACADEMIC AFFAIRS

EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The **Department of Special Education** recommends the posthumous awarding of **Emeritus Faculty Status** for the following faculty member:

Marylyn E. Lake, Ph.D.

Throughout Dr. Marylyn Lake's fifty-nine years of life, she touched the lives of thousands of children, families, university students, and teachers. She was an enthusiastic and tireless advocate for children with disabilities, and their families. Marylyn believed in the unlimited power and joy of quality teaching and learning and she was a true teacher's teacher. Marylyn's passion was teaching, and it was her life and her life's work. Marylyn shared her beliefs, knowledge, and skills with thousands of undergraduate and graduate students, assisting them to become excellent teachers. Each of these students carries her work forward on a daily basis. Making a real difference in the life of a child stands as Marylyn's legacy.

Eastern Michigan University was very important to Marylyn. She completed her bachelor's and master's degrees in Special Education at EMU and was proud to be an EMU Alumnus. Marylyn only left EMU for a short time to teach children with mental impairments and learning disabilities in the Birmingham Public Schools. She returned to EMU in 1967 as an assistant professor and a teacher of the mentally impaired in the Rackham School program. In 1973 Marylyn joined the Faculty in the Department of Special Education at EMU. In 1985 she was promoted to Full Professor in the Department of Special Education.

Marylyn distinguished herself, the University and the Department across the years. One of Marylyn's proudest accomplishments was being awarded the Distinguished Faculty Award for Excellence in Service in 1994. This award is the highest honor the University can bestow on an individual faculty member. Marylyn's service to the Department, University, public schools, State of Michigan, and indeed, to the nation, was recognized by the Michigan Association of Governing Boards in 1996 when she was awarded their Distinguished Faculty Award.

Marylyn was an outstanding professional who provided EMU students with exemplary teaching and learning experiences. She was committed to the field of special education, and to working with K-12 school personnel through her countless inservice presentations and workshops, her work with the EMU Collaborative School Improvement Program (C-SIP), and her service as the facilitator for the EMU Consociate School Partnership with Estabrooke Elementary School in Ypsilanti.

Marylyn lived her life with enthusiasm, joy and dedication. She enriched the lives of everyone she touched. Dr. Marylyn E. Lake is deserving of the award of Emeritus Faculty Status.



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: Roger Peterson

Current Status/Rank at EMU: Professor

Date of Hire at EMU: December, 1980 Retirement Date: April 28, 2001

Number of Years at EMU: 21 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address: _____

Home Telephone: _____ E-Mail Address: _____

Name of Spouse: _____

Degree(s)/Institutions/Year: Baccalaureate: _____

Masters: University of Tennessee

Doctoral: University of Tennessee

Please Attach a Brief Statement of Support to this Form

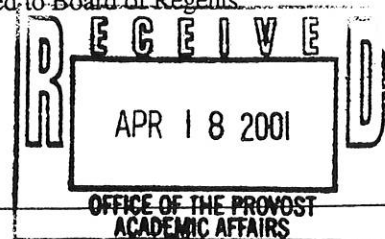
Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office.

Recommended by (please print) _____ Date _____

Department Head _____ Date _____ Dean _____ Date _____

Provost _____ Date _____ Date Submitted to Board of Regents _____

Please forward this completed form to: Lori H. Ristau
Academic Affairs, 106 Welch Hall



**Eastern Michigan University
Inter-Office Memorandum**

To: Lori Ristau
Academic Affairs

From: Elizabeth A. Edwards, Interim Head
Marketing Department

Date: March 21, 2001

Re: Recommendation for Emeritus Faculty Status for Roger Peterson

I would like to recommend that Professor Roger Peterson be appointed to Emeritus Faculty status upon his retirement as of April 30, 2001. Professor Peterson served as a faculty member at Eastern Michigan University since 1980, and will retire with 21 years of service.

Professor Peterson came to Eastern Michigan University after he completed his D.B.A. in Transportation and Logistics at the University of Tennessee. His education included a Bachelors Degree in Business Administration from the University of Hawaii, a Masters of Science in transportation from the University of British Columbia, and a Masters of Business Administration from the University of Tennessee.

Professor Peterson has taught a variety of courses for the Marketing Department at both the graduate and undergraduate levels, including Industrial Marketing, International Transportation, International Marketing, International Business, Logistics and Materials Management, International Business Transactions, Supply Chain Management and Principles of Marketing.

Professor Peterson has served the University, the College of Business, and the Department well, as a member of the Graduate Council, the department Curriculum Committee, the department Grade Grievance subcommittee, the department Technology Committee, and more recently, the International Task Force for the College. In addition, Professor Peterson has served as Director of Canadian Studies for the University since 1999. During his academic career, he has published over 60 articles in journals and conference proceedings, and made over 25 presentations across the country and overseas. Professor Peterson also was a Fulbright Scholar in Norway from 1998-1999.

I highly recommend that Professor Peterson be granted Emeritus Faculty status.



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department of Special Education recommends the awarding of Emeritus Faculty Status for the following retiring/retired faculty member: (Posthumously)

Name of Faculty Member: Dr. Margaret Joanne "Jody" Smith

Current Status/Rank at EMU: Associate Professor

Date of Hire at EMU: September 1981 Date of Death: February 16, 2001

Number of Years at EMU: 20 (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address:

Home Telephone: () E-Mail Address:

Name of Spouse:

Degree(s)/Institutions/Year: Baccalaureate: B.A., Special Education, Michigan State Univ. 1965

Masters: M.A., Reading, Michigan State University, 1970

Doctoral: Ph.D., Special Education, Michigan State Univ., 1980

Please Attach a Brief Statement of Support to this Form

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

Dr. Lynne A. Rocklage and the Faculty of the Department of Special Education Recommended by (please print) Date

Department Head Date Dean Date

Provost Date Date Submitted to Board of Regents

Please forward this completed form to: Lori H. Ristau Academic Affairs, 106 Welch Hall

EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The **Department of Special Education** recommends the posthumous awarding of **Emeritus Faculty Status** for the following faculty member:

Margaret J. Smith, Ph.D.

Dr. Margaret J. “Jody” Smith was a tireless advocate for children and adolescents with Emotional Impairment. She believed that the best possible educational and therapeutic services for these children began with the training experiences provided to their teachers. She dedicated herself to the development and delivery of excellent coursework, field experiences, and student teaching experiences for undergraduate and graduate students seeking to become teachers of children and adolescents with Emotional Impairments. Throughout her life, Jody touched the lives of hundreds of EMU students who carry her work forward on a daily basis.

Jody was a faculty member in the Department of Special Education for the past twenty years, joining the faculty as an Assistant Professor in 1981. She was promoted to Associate Professor in 1989, and served as the Coordinator for the Area of the Emotionally Impaired from 1985 until 2001. Prior to joining the faculty at Eastern Michigan University, Jody served as a Special Education Consultant for Ionia County Intermediate School District, a Teacher Consultant for the Lansing Public Schools, and a Special Education teacher in the same district.

Jody was active at the state level, serving on a variety of committees and task-forces through the Michigan Department of Education. She was instrumental in drafting the competencies required for teachers of children with Autism, and provided extensive service to the state relative to students “At-Risk”. Jody also provided ongoing service to K-12 teachers through numerous inservice workshops and presentations, as well as evaluative and consultative services to area schools, community agencies, and private programs.

Jody’s life reflected her commitment to children and families, and the joy of teaching and learning. She has made a significant difference in the lives of countless children and adolescents with Emotional Impairment. Dr. Margaret J. “Jody” Smith is deserving of the award of Emeritus Faculty Status.

DATE: 5/31/01

**EASTERN MICHIGAN UNIVERSITY
DIVISION OF ACADEMIC AFFAIRS**

**EMERITUS FACULTY STATUS
RECOMMENDATION**

The Department of Chemistry recommends the awarding of Emeritus Faculty Status for the following retiring faculty member:

NAME OF FACULTY MEMBER: John M. Sullivan

STATUS/RANK: Professor

NUMBER OF YEARS AT EASTERN: 43 RETIREMENT DATE: Deceased 12/18/2000

BRIEF STATEMENT OF SUPPORT: Dr. Sullivan faithfully served the Chemistry Department and EMU for two generations. He befriended every new faculty member in the department, serving as a positive role model. He willingly participated in "in-reach" programs by demonstrating organic chemistry laboratory techniques to ^{visiting students} ~~visitors~~ from local high schools.

Recommended by (please print): Wade J. Tornquist

Recommendation supported by:

Department Head _____ Date _____ Dean _____ Date _____

Provost _____ Date _____ Date Recommended to Board _____

**EASTERN MICHIGAN UNIVERSITY
DIVISION OF ACADEMIC AFFAIRS**

EMERITUS FACULTY INFORMATION

Please complete the following information on the retiring faculty member for whom you have submitted a recommendation for the awarding of emeritus faculty status. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

NAME OF FACULTY MEMBER: John M. Sullivan

HOME ADDRESS: _____

HOME PHONE: _____

DEGREES/COLLEGE: Ph.D. - University of Michigan; Master's -
University of Michigan; Bachelor's - Dartmouth College

DATE OF HIRE AT EMU: 9/1/58

DATE OF RETIREMENT: Deceased 12/18/2000

DEPARTMENT: Chemistry

STATUS/RANK AT EMU: Professor

*NAME OF SPOUSE (IF KNOWN): _____

* The Emeritus Faculty Executive Committee requested this optional section be added. A list with spouses' names will be distributed to members as general information.

Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office. Please forward this completed form to:

Lori Ristau
~~Mary Cox McKinley~~, Administrative
Associate to the Provost
Academic Affairs
106 Welch Hall



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: Dr. James R. Walter

Current Status/Rank at EMU: Assistant Professor

Date of Hire at EMU: 09/01/64 Retirement Date: 04/30/01

Number of Years at EMU: 37 years (Minimum of 15 years of service required)

Please complete the following information on the retiring faculty member for whom you are submitting this recommendation. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

Home Address:

Home Telephone: E-Mail Address:

Name of Spouse:

Degree(s)/Institutions/Year: Baccalaureate: BS/Otterbein College/1961

Masters: MA/University of Michigan/1963

Doctoral: PhD/Wayne State University/1972

Please Attach a Brief Statement of Support to this Form

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

Recommended by (please print) Date

Department Head Date De Date

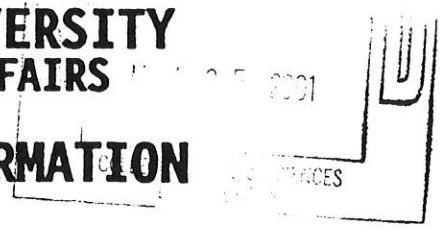
Provost Date Date Submitted to Board of Regents

Please forward this completed form to: Lori H. Ristau Academic Affairs, 106 Welch Hall

Dr. James R. Walter

Professor James R. Walter is retiring after 37 years of service at EMU. During this time he has been one of our most enthusiastic teachers. Dr. Walter has been very involved with Basic Studies having served on the University Basic Studies Committee from 1988 to 2000 and co-chaired the Committee to Make Recommendations on the Basic Studies Mathematics Requirement. He was a grader and proctor for the "Tasks in Critical Thinking" examination for Basic Studies. Dr. Walter was very instrumental in the establishment of the Developmental Mathematics Program. He directed a Graph Theory Conference here at EMU.

EASTERN MICHIGAN UNIVERSITY
DIVISION OF ACADEMIC AFFAIRS
EMERITUS FACULTY INFORMATION



Please complete the following information on the retiring faculty member for whom you have submitted a recommendation for the awarding of emeritus faculty status. This information is needed for inclusion in the EMU Faculty/Staff/Student Directory.

NAME OF FACULTY MEMBER: Stewart Dean Work

HOME ADDRESS: _____

HOME PHONE: _____

DEGREES/COLLEGE: Ph.D. Duke University

B.A. Oberlin College

DATE OF HIRE AT EMU: September 1, 1964

DATE OF RETIREMENT: September 1, 2001

DEPARTMENT: Chemistry

STATUS/RANK AT EMU: Professor

*NAME OF SPOUSE (IF KNOWN): _____

* The Emeritus Faculty Executive Committee requested this optional section be added. A list with spouses' names will be distributed to members as general information.

Emeritus Faculty status is contingent upon the approval of the Board of Regents. The above information will be kept on file in the Provost's Office. Please forward this completed form to:

Lori Ristau
~~Mary xxxxxxxx~~, Administrative
Associate to the Provost
Academic Affairs
106 Welch Hall

SECTION: 11
DATE: June 19, 2001

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

REPORT

FACULTY REAPPOINTMENTS

ACTION REQUESTED

It is recommended that the Board of Regents accept the report from the Division of Academic Affairs pertaining to the reappointment of 126 probationary faculty members for the 2001-2002 academic year.

STAFF SUMMARY

The 126 probationary faculty members listed on the attached pages have been reappointed for the 2001-2002 academic year.

Newly-hired tenure-track faculty are "on probation" for a period of time that varies according to rank. Instructors are eligible for reappointment for five (5) or six (6) years, Assistant Professors for four (4) or five (5) years, Associate Professors for three (3) or four (4) years, and Professors for two (2) or three (3) years, depending upon whether they were hired prior to or after January 1, 1997. During this time, probationary faculty must be evaluated annually, undergoing either interim (partial) evaluations or full evaluations in accordance with the Eastern Michigan University/ Eastern Michigan University-American Association of University Professors' contract. An interim evaluation reviews the applicant's instructional effectiveness and service. A full evaluation also reviews those two performance areas and the applicant's scholarly and/or creative activity. A favorable pre-tenure evaluation leads to a recommendation for reappointment.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer
Interim Provost and Vice President for Academic Affairs

Date

Current Reappointments (Beginning in 2001-02)

Attachment A

Name	Rank	Department
<u>College of Arts and Sciences</u>		
1. Adler-Kassner, Linda	Assistant Professor	English Language & Literature
2. Ajrouch, Kristine	Assistant Professor	Sociology, Anthropology, Criminology
3. Alexander, Jessica	Assistant Professor	Communication & Theater Arts
4. Al-Ghadeer, Moneera	Assistant Professor	English Language & Literature
5. Atzmon, Leslie	Assistant Professor	Art Department
6. Bednekoff, Peter	Assistant Professor	Biology Department
7. Bernstein, Jeffrey	Assistant Professor	Political Science Department
8. Bilge, Barbara	Assistant Professor	Sociology, Anthropology, Criminology
9. Blake, Kevin	Assistant Professor	Geography & Geology Department
10. Brewer, Timothy	Assistant Professor	Chemistry Department
11. Britton, Barbara	Assistant Professor	Mathematics Department
12. Burlingame, Lori	Assistant Professor	English Language & Literature
13. Butch, Elizabeth	Assistant Professor	Chemistry Department
14. Cano, Annmarie	Assistant Professor	Psychology Department
15. Carroll III, James	Assistant Professor	Physics & Astronomy Dept.
16. Clemans, Daniel	Assistant Professor	Biology Department
17. Csicsila, Joseph	Assistant Professor	English Language & Literature
18. DeHoog, John	Assistant Professor	Art Department
19. Dieterle, Jill	Assistant Professor	History & Philosophy Department
20. Dorsey, John	Assistant Professor	Music Department
21. Engen, David	Assistant Professor	Communication & Theater Arts
22. Estrem, Heidi	Assistant Professor	English Language & Literature
23. Evett, Matthew	Assistant Professor	Computer Science Department
24. Fields, Doris	Assistant Professor	Communication & Theater Arts
25. Friebe, Timothy	Associate Professor	Chemistry Department
26. Graves, Kerry	Assistant Professor	Communication & Theater Arts
27. Green, TeResa	Assistant Professor	Political Science Department
28. Grondona, Veronica	Assistant Professor	English Language & Literature
29. Holmes, Heather	Assistant Professor	Chemistry Department
30. Hoodin, Flora	Assistant Professor	Psychology Department
31. Kaston, Andrea	Assistant Professor	English Language & Literature
32. Kern, Roger	Assistant Professor	Sociology, Anthropology, Criminology
33. Knapp, James	Assistant Professor	English Language & Literature
34. Krause, Steve	Assistant Professor	English Language & Literature
35. Kuehn, Kevin	Assistant Professor	Biology Department
36. Leopard, Barbara	Assistant Professor	Mathematics Department
37. Leighton, Paul	Assistant Professor	Sociology, Anthropology, Criminology
38. Liggitt, Peggy	Assistant Professor	Biology Department
39. Low, Walter	Assistant Professor	Communication & Theater Arts
40. Mayda, Chris	Assistant Professor	Geography & Geology Department
41. McNally, Michael	Assistant Professor	History & Philosophy Department
42. Moore, Adam	Assistant Professor	History & Philosophy Department
43. Nabors, Nina	Assistant Professor	Psychology Department
44. Nelson, Brian	Assistant Professor	Art Department
45. Nelson, Michelle	Assistant Professor	Art Department

College of Arts and Sciences - continued

46. Olwell, Russell	Assistant Professor	History & Philosophy Department
47. Poli, Maria Serena	Assistant Professor	Geography & Geology Department
48. Pyle, Barry	Assistant Professor	Political Science Department
49. Quiel, Raymond	Instructor	Communication & Theater Arts
50. Reiling, Denise	Assistant Professor	Sociology, Anthropology, Criminology
51. Reinhardt, Ulrich	Assistant Professor	Biology Department
52. Schroeder, Michael	Assistant Professor	History & Philosophy Department
53. Sickels-Tave, Lauren	Assistant Professor	Geography & Geology Department
54. Sipe, Rebecca	Assistant Professor	English Language & Literature
55. Stille, Lee	Assistant Professor	Communication & Theater Arts
56. Sverdlik, William	Assistant Professor	Computer Science Department
57. Wang, Wendy	Assistant Professor	Foreign Languages & Bilingual Studies
58. Zinggeler, Margrit	Assistant Professor	Foreign Languages & Bilingual Studies
59. Zot, Henry	Associate Professor	Biology Department

College of Business

60. Brickner, Daniel	Assistant Professor	Accounting Department
61. Bunsis, Howard	Associate Professor	Accounting Department
62. Kretovich, Duncan	Assistant Professor	Finance/CIS Department
63. Schulz, Eric	Assistant Professor	Management Department

College of Education

64. Anderson, David	Assistant Professor	Leadership & Counseling Department
65. Angermeier-Howard, Lisa	Assistant Professor	HPERD Department
66. Armstrong, William J.	Assistant Professor	HPERD Department
67. Baiyee, Martha	Assistant Professor	Teacher Education Department
68. Barott, James	Associate Professor	Leadership & Counseling Department
69. Broughton, Elizabeth	Assistant Professor	Leadership & Counseling Department
70. Burke, Wendy	Assistant Professor	Teacher Education Department
71. Burton, Ella	Assistant Professor	Leadership & Counseling Department
72. Charles, Mike	Assistant Professor	Teacher Education Department
73. Colon, Geoffrey	Assistant Professor	HPERD Department
74. Dichtelmiller, Margo	Assistant Professor	Teacher Education Department
75. Faust, Roberta	Assistant Professor	HPERD Department
76. Frankes, Lisa	Assistant Professor	Teacher Education Department
77. Gould, Caroline	Assistant Professor	Teacher Education Department
78. Harmon, Deborah	Assistant Professor	Teacher Education Department
79. Hasan, Hamman	Assistant Professor	Special Education Department
80. Hobson, Suzanne	Assistant Professor	Leadership & Counseling Department
81. Hoffman, Ellen	Assistant Professor	Teacher Education Department
82. Jerome, Sherry	Assistant Professor	HPERD Department
83. Jones, Toni	Assistant Professor	Teacher Education Department
84. Levine, Shel	Assistant Professor	HPERD Department
85. Margerum-Leys, Jon	Assistant Professor	Teacher Education Department
86. Maylone, Nelson	Assistant Professor	Teacher Education Department
87. McGregor, Stephen	Assistant Professor	HPERD Department
88. Nair, Murali	Assistant Professor	HPERD Department

College of Education - continued

89. Parker, Kathlyn	Assistant Professor	Special Education Department
90. Pedersen, Julianne	Assistant Professor	HPERD Department
91. Schumacher, Jodi	Instructor	HPERD Department
92. Skaggs, Kaia	Assistant Professor	Teacher Education Department
93. Tonkovich, John	Associate Professor	Special Education Department
94. Woodiel, Donna	Assistant Professor	HPERD Department

College of Health & Human Services

95. Alford-Trewn, Peggy	Assistant Professor	Nursing Department
96. Brooks, Judi	Assistant Professor	HECR Department
97. Croxall, Colleen	Instructor	Associated Health Professions
98. Fineberg, Keith	Assistant Professor	HECR Department
99. Howells, Valerie	Assistant Professor	Associated Health Professions
100. Nunn, Patricia	Assistant Professor	Nursing Department
101. Rankin, Larry	Assistant Professor	Nursing Department
102. Tanicala, Martha	Assistant Professor	Nursing Department
103. Welker, Kelly	Assistant Professor	HECR Department
104. Williams, Michael	Assistant Professor	Nursing Department
105. Wu, Tsu-Yin	Assistant Professor	Nursing Department

College of Technology

106. Adamski, Anthony	Assistant Professor	Interdisciplinary Technology Department
107. Albayyari, Jihad	Associate Professor	Industrial Technology Department
108. Bari, Mohammad	Assistant Professor	Industrial Technology Department
109. Cardon, Phillip	Assistant Professor	Business & Technology Education
110. Ferber, Miklos	Instructor	Industrial Technology Department
111. Fulkert, Ronald	Assistant Professor	Business & Technology Education
112. Gotts, Victoria	Instructor	Industrial Technology Department
113. Kinczkowski, Linda	Assistant Professor	Business & Technology Education
114. Lyman, Steven	Assistant Professor	Interdisciplinary Technology Department
115. Lyons, Harvey	Associate Professor	Industrial Technology Department
116. Majeske, Paul	Assistant Professor	Interdisciplinary Technology Department
117. Mitchell, Greg	Assistant Professor	Industrial Technology Department
118. Nordstrom, David	Professor	Interdisciplinary Technology Department
119. Pilato, Denise	Assistant Professor	Interdisciplinary Technology Department
120. Ray, Daniel	Assistant Professor	Business & Technology Education
121. Wang, Ming-En	Assistant Professor	Industrial Technology Department

Learning Resources & Technologies

122. Baier, Randal	Assistant Professor	LR&T
123. Bruenger, John	Instructor	LR&T
124. Klopfer, Lisa	Assistant Professor	LR&T
125. Owen, Eric	Instructor	LR&T
126. Shirato, Linda	Assistant Professor	LR&T

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

FACULTY TENURE

ACTION REQUESTED

It is recommended that the Board of Regents approve the granting of tenure, effective beginning with the 2001 fall semester, for fourteen (14) faculty members.

STAFF SUMMARY

Fourteen (14) probationary faculty members listed in Attachment A are recommended for tenure, effective at the beginning of the 2001 fall semester. In addition, the only faculty member listed in Attachment B is recommended to receive tenure, retroactive to September 1, 1997. This recommendation is made in accordance with the provisions of a Memorandum of Understanding between the University and the EMU-AAUP that was executed as partial relief and remedy of an Arbitration settlement.

Newly-hired tenure-track faculty are "on probation" for a period of time that varies according to rank. Instructors are not eligible to apply for tenure for five (5) or six (6) years, Assistant Professors for four (4) or five (5) years, Associate Professors for three (3) or four (4) years, and Professors for two (2) or three (3) years, depending upon whether they were hired prior to or after January 1, 1997. During this time, probationary faculty must be evaluated annually, undergoing either interim (partial) evaluations or full evaluations in accordance with the Eastern Michigan University/ Eastern Michigan University-American Association of University Professors' contract. An interim evaluation reviews the applicant's instructional effectiveness and service. A full evaluation also reviews those two performance areas and the applicant's scholarly and/or creative activity. A series of favorable probationary evaluations and a favorable final full evaluation leads to a recommendation for tenure.

Each faculty member listed on the attached pages meets the general contractual requirements for tenure, as well as the specific performance standards, which have been defined in his/her respective department evaluation document.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

Current Tenure Appointments (Beginning in 2001-02)

Attachment A

<u>Name</u>	<u>Rank</u>	<u>Department</u>
<u>College of Arts and Sciences</u>		
1. Jones, Joan Cohen	Assistant Professor	Mathematics Department
2. McHoskey, John	Assistant Professor	Psychology Department
3. Oketani, Hitomi	Assistant Professor	Foreign Languages & Bilingual Studies
4. Pernecky, Steven	Associate Professor	Chemistry Department
5. Saddik, Annette	Assistant Professor	English Language & Literature
6. Simmons, Charles	Associate Professor	English Language & Literature
<u>College of Education</u>		
7. Bogle, Phillip	Assistant Professor	HPER&D Department
8. Conley, Kathleen	Associate Professor	HPER&D Department
9. Quilter, Shawn	Assistant Professor	Teacher Education Department
10. Stevens, Lizbeth	Assistant Professor	Special Education Department
<u>College of Health and Human Services</u>		
11. Lan, Virginia	Assistant Professor	Nursing Department
12. Ragg, David	Assistant Professor	Social Work Department
13. Weinberg, Sylvia	Assistant Professor	Social Work Department
<u>College of Technology</u>		
14. Bellamy, Alphonso	Associate Professor	Interdisciplinary Technology Department

Current Tenure Appointments (Beginning in 2001-02)

Attachment B

<u>Name</u>	<u>Rank</u>	<u>Department</u>
<u>College of Business</u>		
Rahman, Mahmud	Assistant Professor	Finance/CIS Department

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

REPORT

FACULTY PROMOTIONS

ACTION REQUESTED

It is recommended that the Board of Regents accept and place on file the report entitled Promotion of Faculty Members for 2001-2002.

STAFF SUMMARY

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

Each of the thirty-seven (37) faculty members listed on the attached pages meets the general contractual requirements for promotion as well as the specific performance standards, which have been defined in his/her respective department evaluation document.

FISCAL IMPLICATIONS

The salary increases will be absorbed in the 2001-2002 faculty salary budget.

ADMINISTRATIVE RECOMMENDATION

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

PROMOTION OF FACULTY MEMBERS FOR 2001-2002

<u>Name</u>	<u>Department</u>	<u>College</u>	<u>Promoted To</u>
Blakeslee, Ann	English Language & Literature	CAS	Professor
Callaway, Yvonne	Leadership & Counseling	COE	Professor
Cupples, Willie	Special Education	COE	Professor
Daeumer, Elisabeth	English Language & Literature	CAS	Professor
Erenburg, Sharon	Economics	CAS	Professor
Esposito, Alfredo	Economics	CAS	Professor
Folk, David	Mathematics	CAS	Professor
Gordon, Jane	Teacher Education	COE	Professor
Hanson, Robert	Finance & Computer Information Systems	COB	Professor
Heyl-Clegg, Deborah	Chemistry	CAS	Professor
Kattelus, Susan	Accounting	COB	Professor
Leapard, David	Business & Technology Education	COT	Professor
Miller, Kevin	Music	CAS	Professor
Norton, Sandy	English Language & Literature	CAS	Professor
Pancioli, Diana	Fine Art	CAS	Professor
Peden, Genevieve	Foreign Language & Bilingual Studies	CAS	Professor
Quinn, Kathleen	Special Education	COE	Professor
Reuter-Feenstra, Pamela	Music	CAS	Professor
Schuster, Elizabeth	Social Work	CHHS	Professor
Stacey, Kathleen	Communication & Theater Arts	CAS	Professor
Tabuse, Motoko	Foreign Language & Bilingual Studies	CAS	Professor
Tew, Michael	Communication & Theater Arts	CAS	Professor
Tracy, Jaclyn	Leadership & Counseling	COE	Professor
Xie, Yichun	Geography & Geology	CAS	Professor
Best, Margaret	Learning Resources & Technology	LRT	Associate Professor
Bogle, Phillip	HPERD	COE	Associate Professor
Jones, Joan Cohen	Mathematics	CAS	Associate Professor
Lan, Virginia	Nursing	CHHS	Associate Professor
McHoskey, John	Psychology	CAS	Associate Professor
Nelson, Sandra	Nursing	CHHS	Associate Professor
Okatani-Lebezoo, Hitomi	Foreign Language & Bilingual Studies	CAS	Associate Professor
Quilter, Shawn	Teacher Education	COE	Associate Professor
Ragg, David Mark	Social Work	CHHS	Associate Professor
Rahman, Mahmud	Finance & Computer Information Systems	COB	Associate Professor
Saddik, Annette	English Language & Literature	CAS	Associate Professor
Stein, James	Industrial Technology	COT	Associate Professor
Weinberg, Sylvia	Social Work	CHHS	Associate Professor

Total Promotions = 37

CAS = 19

COB = 3

COE = 7

CHHS = 5

COT = 2

LRT = 1

To:

Assistant = 0

Associate = 13

Professor = 24

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: *14*

DATE:

June 19, 2001

RECOMMENDATION

MONTHLY REPORT
STUDENT AFFAIRS COMMITTEE

ACTION REQUESTED

It is recommended that the Student Affairs Committee Agenda for June 19, 2001 and the Minutes of April 3, 2001 be received and placed on file.

STAFF SUMMARY

The April 3, 2001 Student Affairs Committee agenda included a recommendation to add a LGBT student representative to the committee, reports on the Association of College Unions International Self Study and CORE AOD Survey Results as well as an update on additional Student Government funding. The 2002-2003 General Fund Scholarships, Awards and Athletic Aid proposal was presented.

The June 19, 2001 agenda includes the 2001-2002 Tuition and Fees Proposal and the 2001-2002 Housing and Dining Rates Proposal. The 2001-2002 Student Leader Group Priorities will be presented, updates will be heard on the LeaderShape Conference, Students with Disabilities, and McKenny Union Expansion Needs Statement and there will be a discussion of the University House.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

EASTERN MICHIGAN UNIVERSITY
Board of Regents
Student Affairs Committee

Tuesday, June 19, 2001
8:00 a.m.

Agenda

Room 205
Welch Hall

- | | |
|--|---------------------|
| 1. Approval of April 3, 2001 Meeting Minutes | Regent Griffin |
| 2. Introduction of New Members | Jim Vick |
| 3. 2001-2002 Tuition and Fees Proposal | George Johnston |
| 4. 2001-2002 Housing and Dining Rates Proposal | Jim Vick |
| 5. 2001-2002 Student Leader Group Priorities | David Shong |
| 6. Update: LeaderShape Conference | Glenna Frank Miller |
| 7. Update: Students with Disabilities | Greg Peoples |
| 8. Update: McKenny Union Expansion Needs Statement | Glenna Frank Miller |
| 9. University House | David Shong |
| 10. Other | |

EASTERN MICHIGAN UNIVERSITY
Board of Regents
STUDENT AFFAIRS COMMITTEE
Minutes April 3, 2001

MEMBERS PRESENT

Regents: Dr. Rosalind E. Griffin

Administration: Glenna Frank Miller, Greg Peoples, Jim Vick

Students: Cory Anderson, Kylie Crawford, Adam Nekula, Nicole Pascaru,
Elissa Schneider, Dave Shong, Garrett Steudle, Milo Thomas

GUESTS

Administration: David Archbold, Vickie Bagherzadeh, Rosalyn Barclay, Matt Calfin,
Carlos Costa, Michael Crabb, Deb deLaski-Smith, MaryJo Desprez,
Paula Dykstra, Joy Garrett, Larry Gates, Melissa Ginotti, Ellen
Gold, Peggy Harless, Jesus Hernandez, Carole Huston, George
Johnston, Bernice Lindke, Tory Lindley, Thom Madden, Courtney
McAnuff, Paul Moniodis, Ken Papineau, Deborah Regner, Juanita
Reid, Kathleen Russell, Jeremiah Shinn, Karen Simpkins, Diane
Sobell, Sandra Williams, Jason Wyckoff, Pamela Young

Students: Denise Beauvais, Laura Caster, Donald Massey, Neil Ripley, Erin
Straight, Allison Treppa, Christine Verbit

Press (Echo): Elizabeth Dahl

Regent Griffin convened the meeting at 8:05 a.m. Jim Vick introduced Regent Griffin, newly appointed chair of the Student Affairs Committee. This was the final meeting for several student leaders whose terms expire at the end of the semester. On behalf of the Board, Regent Griffin thanked Kylie Crawford, Milo Thomas, Nikki Pascaru, Elissa Schneider, Cory Anderson, Garrett Steudle and Nafeesah Shabazz for their tremendous commitment and dedication to the University and its students. The minutes of the January 16, 2001 meeting were approved as presented.

2002-2003 General Fund Scholarships, Awards and Athletic Aid

Bernice Lindke, director of Financial Aid, presented the 2002-2003 General Fund Scholarships, Awards and Athletic Aid proposal. The gross budget of \$8,702,907 includes:

- Scholarships, Awards and Grants \$4,336,581
- Athletic Grants-in-Aid 3,637,129
- Federal and State Matches 729,197

The committee voted not to endorse the 2002-2003 General Fund Scholarships, Awards and Athletic Aid proposal, citing the disparity between the number of academic and athletic scholarships relative to the percentage of athlete to non-athlete students. The committee also discussed the need for fundraising for academic scholarships.

Addition of LGBT Student Representative to the Committee

Solidifying its commitment to diversity and to the Lesbian, Gay, Bisexual and Transgendered community, the Student Affairs Committee voted unanimously to add an LGBT student representative to the committee. The student will be recommended by the Dean of Students in consultation with the LGBTRC coordinator and appointed by the Vice President for Student Affairs.

Association of College Unions International Self Study Report

The Student Affairs Committee heard a report from Glenna Frank Miller, director of McKenny Union and Campus Life, and Kylie Crawford, Student Body President, on the external review of McKenny Union and Campus Life recently conducted by the Association of College Unions International. In line with their recommendation that the current facility be completely renovated and expanded, McKenny Union and Campus Life has just completed an expansion needs assessment statement and is working with the Physical Plant to hire the firm to complete that statement.

CORE AOD Survey Results

The committee heard a report from Ellen Gold, director of University Health Services and health educators MaryJo Desprez and Ken Papineau on the CORE Alcohol and Drug Survey conducted in conjunction with the federally mandated biennial review. Trends from the core survey data indicated a reduction in AOD usage in all categories from 1993 to 2000, though there are some trends among Greeks that will be addressed through IFC and the Panhellenic Council. The Health Education staff will continue their focus on environmental, educational, early intervention and enforcement prevention strategies.

Update: VISION Program

This item was tabled due to time constraints and will be placed on the September Student Affairs Committee agenda.

Update: Additional Student Government Funding

Student Body President Kylie Crawford distributed a report on the 2000-2001 student organization allocations and thanked President Kirkpatrick for the additional \$30,000 general fee monies that enabled Student Government to distribute just under \$55,000 to 57 different student organizations.

There being no further business, Regent Griffin adjourned the meeting at 9:05 a.m.

Respectfully submitted,

Teri L. Papp

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

MONTHLY REPORT
EDUCATIONAL POLICIES COMMITTEE

ACTION REQUESTED

It is requested that the Educational Policies Committee Agenda for June 19, 2001, and the Minutes of the April 3, 2001, meeting be received and placed on file.

STAFF SUMMARY

The primary items for the June 19, 2001, Educational Policies Committee meeting included: (1) Staff Appointments, (2) Staff Appointments, (3) Faculty Appointments, (4) Separations/Retirements, (5) Emeritus Faculty Status, (6) Faculty Reappointments, (7) Faculty Tenure, (8) Faculty Promotions, (9) 2001-2002 Sabbatical Leaves, (10) 2001-2002 Faculty Research and Creative Activity Awards, (11) 2001 Spring-Summer Research Awards, (12) Official University Calendars for the 2001-2002 and 2002-2003 fiscal years, (13) A status report was presented on Faculty Recruitment for 2001-2002 and Work Force Analysis.

FISCAL IMPLICATIONS

The fiscal impact of the actions taken is listed in the appropriate sections and in the Board minutes.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer
Interim Provost and Vice President for Academic Affairs

Date

EASTERN MICHIGAN UNIVERSITY
Board of Regents
Educational Policies Committee

June 19, 2001
9:00 – 10:30 a.m.
205 Welch Hall

AGENDA

Consent Agenda

- Section 7 Faculty Appointment (D. Tammany)
- Section 8 Staff Appointments (S. Patalan)
- Section 9 Separations/Retirements (S. Patalan)
- Section 10 Emeritus Faculty Status (D. Tammany)
- Section 11 Faculty Reappointments (D. Tammany)
- Section 12 Faculty Tenure (D. Tammany)
- Section 13 Faculty Promotions (D. Tammany)

Regular Agenda

- Section 15 Monthly Report and Minutes (J. Antonini)
- Section 16 Approval of Charter School Board Members (J. Pollack)
- Section 17 Restrictions on Weapons/Dangerous Substances (K. McKanders)
- Section 18 2001-2002 Sabbatical Leaves (D. Tammany)
- Section 19 2001-2002 Faculty Research and Creative Activity Fellowships
(D. Tammany)
- Section 20 2001 Spring-Summer Awards for Research and Creative Activity
(D. Tammany)
- Section 21 Naming of the Interactive Laboratory in the Gary M. Owen
College of Business Building – The Ford Learning Center (Potter)

Status Report

- Faculty Recruitment for 2001-2002 (D. Tammany)
- Work Force Analysis (S. Patalan)

EASTERN MICHIGAN UNIVERSITY
BOARD OF REGENTS

EDUCATIONAL POLICIES COMMITTEE MINUTES

April 3, 2001
205 Welch Hall

Attendees (seated at tables): Regent Antonini (Chair), Regent Brandon, Regent Griffin, Interim Provost Harris, Susan Patalan, Craig Reidsma, and Regent Valvo

Guests: (per sign in roster) D. Aymond, D. Bennion, M. Bretting, P. Buchanan, T. Cianciolo, C. Dahl, M. Dalbey, D. deLaski-Smith, P. Doyle, J. Dugger, B. Edwards, B. Fish, J. Garrett, W. Hanewicz, J. Hassan, P. Hill, H. Höft, J. Hubbard, M. Kanagy, S. Kirkpatrick, P. Kuwik, E. Edwards, R. Larson, G. Liepa, M. Linblade, M. Lintner, D. Loppnow, S. Moeller, P. Moniodis, N. Ripley, L. Ristau, J. Rankin, J. Robbins, K. Rusiniak, A. Starko, S. Sullivan, E. Tratras-Contis, J. Todd, W. Tornquist, and P. Young

Regent Antonini convened the meeting at 9:07 a.m. in 205 Welch Hall. After a moment of silence in memory of *Dr. Ronald W. Collins*, the following topics were discussed.

Staff Appointments (Section 8)

Director of Compensation *Craig Reidsma* introduced Director of Employment and Recruiting *Susan Patalan* who recommended that the Board approve 34 staff appointments. Of the 34 appointments, 20 (59%) are female, ten (29%) are African American, three (9%) are Hispanic, and one (3%) is American Indian. There were no other minorities.

Regent Antonini accepted the report.

Separations/Retirements (Section 9)

Susan Patalan recommended that the Board approve 40 separations and retirements. Of the 40 separations and retirements, 21 (53%) are female and seven (18%) are African American, there were no other minorities. This number included 1 faculty retirement. *Susan Patalan* also remembered those faculty and staff in the past few months that have passed away.

Ms. Donna Kondek, Public Information
Dr. Ronald Collins, Provost and Vice President for Academic Affairs
Dr. Sharon A. Robertson, Foreign Languages and Bilingual Studies
Dr. Margaret J. (Jody) Smith, Social Work
Dr. John M. Sullivan, Chemistry

Regent Antonini accepted the report.

Emeritus Faculty Status (Section 10)

Interim Provost Harris recommended that the Board accept the report to grant Emeritus Faculty Status to seven former faculty members:

- James Angle, Professor, English Language and Literature (35.5 years)
- Igor Beginin, Professor, Art (32 years)
- Carolyn Kirkendall, Instructor (Librarian), Learning Resources and Technologies (34 years)
- John Loree, Professor, Art (39 years)
- Quirico S. Samonte, Professor, Teacher Education (38 years)
- Donna M. Schmitt, Professor, Leadership and Counseling (25 years)
- John G. Pappas, Professor, Leadership and Counseling (36 years)

Regent Antonini accepted the report.

Faculty Appointments (Section 11)

Interim Provost Harris recommended that the Board approve 18 new tenure track faculty appointments for the 2001-2002 academic year. Of the 18 new tenure track faculty appointments, ten (58%) are female, eight (42%) male, and four (21%) other minorities.

Regent Antonini accepted the report.

Monthly Report and Minutes (Section 13)

Regent Antonini recommended approval of the Educational Policies Committee Agenda for April 3, 2001, and the Minutes of the January 16, 2001 meeting. The recommendation was accepted.

Approval of Charter School Board Member (Section 14)

Joseph Pollack, University Relations - Charter Schools, recommended appointment of Pamela Antrice McGhee to a three-year term on the Board of Directors of Hope Academy; A'Kena Long to a three year term on the Board of Directors of Great Lakes Academy; and Theresa Slater and Deborah Ward to three-year terms on the Board of Directors of Grand Bland Academy.

The recommendation was accepted.

Reissuance of Charter – Commonwealth Community Development Academy (Section 15)

Joseph Pollack, requested the Board of Regents reissue the charter with Commonwealth Community Development Academy and authorize the president of the University to execute a new five-year contract with Commonwealth Community Development Academy. *Joseph Pollack* then presented an overview of the program, which emphasized the successes utilizing the *Terra Nova* (California Achievement Test) and the continued emphasis on progress of the *MEAP* (Michigan Educational Assessment Program) of which students score below state averages. *Joseph Pollack* also elaborated on the difficulty of finding certified teachers.

Regent Antonini requested that the Board of Regents meet with students, parents and administration in the forthcoming months to review progress first hand. He also elaborated the startling facts that 1:10 students K-12 have uncontrolled access to arms. Faculty/Parents and Students need to work together to combat this serious issue.

Regent Valvo asked about follow-up on graduates and the schools success versus other local public schools.

Joseph Pollack stated that they had interviews with 3 and 5-year graduates, and that testing results of this school versus other local schools were comparable.

The recommendation was accepted.

Opening of Term and Official Record Dates For the 2001-2002 Fiscal Year (Section 16)

Interim Provost Harris recommended that the Board of Regents formally accept the Opening of Term and Official Record dates for the 2001-2002 fiscal year as determined by University Policy.

The recommendation was accepted.

Ph.D. in Technology (Section 17)

Interim Provost Harris stated that EMU's first doctoral program was launched in 1990. In the spring of 1998, the University had proposals for 5 separate doctoral programs. In 1999, emphasis was placed on a doctoral program in clinical psychology and in technology. The State President's Council endorsed the program in technology on October 30, 2001. He then introduced *John Dugger*, dean, College of Technology

Dean Dugger asked for the Board of Regents formal approval to the Proposed Ph.D. in Technology. *John Dugger* began his presentation by stating the projected long-term goals of the program. He then explained the shortage of doctoral level programs and the demand for professors of technology, and the effects of filling this need by the establishment of such a program at EMU. Stated was the large pool of willing qualified candidates within the University itself.

The Program's Purpose is (a.) To prepare students for positions of leadership in the public and private sectors of society, and (b.) to contribute to the knowledge base that constitutes the philosophical and theoretical foundation of the field of technology. Additionally the Goals of this program are to provide opportunities for the study of technology; prepare students to become researchers in developing and expanding the theoretical base of the emerging field of technology; prepare students to become leaders in the application and transfer of technological information; and prepare students to assume instructional roles in institutions of higher education.

John Dugger continued to explain the approval status and outlined the projected course structure as follows:

- General Technology Core (21 hours)
- Technology Specialization (30 hours)
- Cognate (10 hours)
- Research Skills (10 hours)
- Dissertation Skills (19 hours)

He wrapped up his presentation with projected personnel, curriculum and courses, and facilities requirements to implement this program. He additionally noted that through the National Science Foundation and other major scientific and technological institutions that an additional \$1,200,000 could be raised annually to augment this program.

Regent Antonini asked why other schools are not competitive

Dean Dugger responded that there are numerous programs offering a doctoral degree but they do not offer this same program and start up costs and personnel needs preclude implementation.

Regent Antonini responded that great emphasis needs to be placed on personnel and public relations to ensure that goals are made, not projected.

Regent Valvo asked if the facilities and physical requirements of the program were already budgeted for?

Interim Provost Harris stated that a few adjustments need to be made, but primarily requirements would be in the way of office space and meeting rooms.

Regent Antonini asked how much additional office space would be required?

Dean Dugger responded that an additional 12 offices and or meeting rooms would be required.

Regent Brandon asked how long would it would take to complete this program and have we identified an initial group.

Dean Dugger replied that 3-4 year would be typical and it would be anticipated that a cohort of 12 students would be formed each year to keep them on track. At this time there are no student's identified but College of Technology graduate students would create a very large pool of applicants.

Commencement Speaker and Honorary Degree Recipient (Section 26)

Regent Antonini stated Hayes Wendell Jones would be recommended by the Board of Regents as Commencement Speaker for both April 2001 ceremonies. Mr. Jones is an EMU alumni, Olympic Gold Medal winner and supporter of the youth of his community.

Status Report: Faculty Recruitment for 2000-2001

Interim Provost Harris reported that faculty recruitment is an ongoing process. There are currently 59 tenure-tracked faculty positions up for hire. Currently 19 of these positions have been filled and one has been cancelled. The remaining 39 searches are to be completed by May 1, 2001.

Regent Antonini accepted the report.

Status Report: Work Force Analysis

Craig Reidsma reported on the status of the current EMU work force. Of the 1,901 employees, 994 (52%) are female, 347 (18%) are minorities.

Regent Antonini accepted the report.

Regent Antonini adjourned the meeting at 9:31 a.m.

Respectfully submitted,

John Longshore, Administrative Secretary
Academic Affairs

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BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 16
DATE: June 19, 2001

RECOMMENDATION

APPOINTMENT OF CHARTER SCHOOLS BOARD MEMBERS

ACTION REQUESTED

It is recommended that the Board of Regents appoint Arnold W. Miller and Sandra L. Rolle to three-year terms on the Board of Directors of Great Lakes Academy; and Linda Morris Belford, Ian Riddell, and Lucie Zacharova to three-year terms on the Board of Directors of Grand Blanc Academy.

STAFF SUMMARY

According to the Resolutions which establish these public school academies (charter schools), vacancies on the Board of Directors shall be filled by the Eastern Michigan University Board of Regents.

Arnold Miller is retired from the Ford Motor Company where he worked for 13 years as Manager of Corporate Food Services. Prior to working for Ford, Miller worked at Caterpillar, Inc., for 17 years where he developed and implemented a comprehensive operating and financial reporting system for food service and vending in the United States and Europe. He is currently president of the Wayne County Community College Foundation Board. He earned a Bachelor of Science in business administration and accounting from Virginia State University and took graduate classes at Bradley University's Graduate Business School. Miller resides in Shelby Township with his wife, Roslyn.

Sandra Rolle is the owner and director of Precious Child Learning Center in Pontiac, Michigan. She has a bachelor's degree in business management from Norfolk State University as well as two associate degrees from Oakland Community College. Her memberships include the National Association of Female Executives; the Black Professionals and Business Women, Southfield, Michigan chapter; and the Michigan Child Care Council. She is retired from Ameritech.

Linda Morris Belford is the associate director of physical medicine and rehabilitation at Hurley Medical Center in Flint, Michigan. Her educational background includes a Master of Public Administration from the University of Michigan-Flint, a Master of Arts degree in speech pathology from Michigan State University, and a Bachelor of Arts in communication disorders from the University of Michigan. She is a member of the Michigan Association of Medical Rehabilitation Program Administrators, the Michigan Society of Hospital Directors of Communications Disorders, the American Speech-Language-Hearing Association and the American Rehabilitation Association.

Ian Riddell is currently employed at the General Motors Delphi Plant in Flint, Michigan, in skilled trades maintenance/construction. He attended Mott Community College and has participated in the Employee-In-Training Program at General Motors. Riddell was a member of the UAW-GM Child Development Center Parent Advisory Board from 1992 to 1997. He has completed a two-year appointment as a board member of Grand Blanc Academy and has been nominated for a new three-year term.

Lucie Zacharova is the associate director of Study Abroad Programs for Kettering University in Flint, Michigan. She has a Master of Arts degree in English from Northwest Missouri State University and has attended Michigan State University for post-graduate studies. She has taught English as a Second Language in the Czech Republic and speaks six languages. Her professional interests include the Flint Community Leadership Program and the International Student Organization at Kettering University.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

Arnold W. Miller

EDUCATION

May 1957 Bachelor of Science in Business Administration and Accounting, Virginia State University

Holds graduate credits from Bradley University's Graduate Business School

EMPLOYMENT

July 1957 to December 1967 Barnes Development Company, Philadelphia, Pennsylvania, Accounting/Finance Department

January 1968 to July 1985 Caterpillar, Inc., Peoria, Illinois, Company and Catered Food Service Operations

August 1985 to April 1998 Ford Motor Company, Dearborn, Michigan, Manager of Corporate Food Services

MEMBERSHIPS

Society of Foodservice Management
Board President of Wayne County Community College Foundation
Former Board Director, National Association of Accountants
Former Trustee, Illinois Central College
Kappa Alpha Psi Fraternity
NAACP
Sigma Pi Phi Fraternity

OTHER

- Developed and implemented comprehensive operating and financial reporting system for food service and vending in the U.S. and Europe
- Served as Board Director for various governmental, business and civic organizations
- Received awards and commendations for participation and leadership in various professional organizations, educational and civic involvement

Sandra L. Rolle

EDUCATION

Graduate of I. C. Norcom High School - Portsmouth, VA
Associate Degree General Education – Oakland Community College
Bachelor of Business Management – Norfolk State University
Associate of Early Childhood Development – Oakland Community College
50 Continuing Education Credits from Michigan Childcare Council
Graduate of the Dale Carnegie Courses

AWARDS

Good Citizen Award for outstanding community service
Scruggs-Patrick Trailblazer Award – Michigan Bell Telephone Company
Project Blueprint Leadership Development and Skill Building
Program – United Way of Oakland County

ORGANIZATIONS

National Association of Female Executives
Black Professionals and Business Women – Southfield Chapter
Michigan Child Care Council
Owner and Director of A KUPENDWA MTOTO (Precious Child) Learning Center
Welcome Missionary Baptist Church

OTHER

Mother of four children and grandmother of eight grandchildren
Daughter of Mr. James Parker and Mrs. Ellen Parker
Wife of Mr. Harry Ellout
Early retiree from Ameritech

RESUME

LINDA MORRIS BELFORD

CAREER OBJECTIVE

To lead healthcare organizations in the implementation of strategies to maximize corporate efficiency

EDUCATIONAL BACKGROUND

Master of Public Administration (Health Care Emphasis), University of Michigan-Flint, 1984

Master of Arts, Speech Pathology, Michigan State University, East Lansing, 1975

Bachelor of Arts, Communication Disorders, University of Michigan, Ann Arbor, 1974

PROFESSIONAL EXPERIENCE

ASSOCIATE DIRECTOR OF PHYSICAL MEDICINE & REHABILITATION Hurley Medical Center, Flint, Michigan, July 1994 - present.
Major responsibilities: Direct the delivery of multiple inpatient/outpatient Physical Medicine & Rehabilitation departments; maintain an integrated service line which is responsive to internal/external customer needs; maintain service delivery in compliance with third party payer and federal/state regulatory standards; organize and maintain a seamless continuum of Physical Medicine & Rehabilitation programming; develop budgets and strategic plans; enforce and motivate staff compliance within the internal corporate culture; coordinate personnel selection and evaluation; represent the organization in various community and transdisciplinary initiatives.

CLINICAL SYSTEMS ANALYST Information Services Department, Hurley Medical Center, Flint, Michigan, April 1988 - July 1994.
Major responsibilities: Design, validate, and implement information processing systems; develop tools to assure integration between clinical and financial systems; analyze customer issues related to information management; assume lead role on multi-departmental MIS design teams to insure appropriate consideration of ancillary clinical perspectives; coordinate problem resolution; train staff in the use of MIS; supervise clerical and support staff.

ACCREDITATION SITE VISITOR Professional Services Board of the American Speech-Language-Hearing Association, Rockville, Maryland, November 1986 - November 1994.

Major Responsibility: Assist the association in determining program compliance and eligibility for accreditation via site visits to various speech pathology programs nationwide.

SPEECH-LANGUAGE PATHOLOGIST Department of Rehabilitation, Hurley Medical Center, Flint, Michigan, March 1978 - April 1988.
Major responsibilities: Diagnose and treat individuals with communicative disorders (critical care, acute care, outpatient); assist with the development of departmental objectives, policies and procedures; develop and implement continuous quality improvement monitors; supervise students/fellows in clinical training.

SPEECH-LANGUAGE PATHOLOGIST Michigan Department of Mental Health, Oakdale Regional Center for Developmental Disabilities, Lapeer, Michigan, June 1976 - March 1978.

Major responsibilities: Diagnose and treat communicatively impaired, developmentally disabled adults/children; facilitate discharge planning for community integration.

ASSOCIATE SPEECH-LANGUAGE PATHOLOGIST Medi-Speech Services, Mount Clemens, Michigan, September 1975 - June 1976.
Responsibilities same as above at various acute care and extended care medical facilities.

CERTIFICATION

Certificate of Clinical Competence, American Speech-Language-Hearing Association, Rockville, Maryland

Certification in Software Management, Eclipsys Solutions (formerly Systematics/TDS Healthcare Systems), Atlanta, Georgia

Certificate of Completion, Dale Carnegie Leadership Training for Managers, Flint, Michigan

ADDITIONAL SKILLS

Proficient with Word-Perfect, MicroSoft Word, Excel, Powerpoint, Netscape Navigator, and a variety of healthcare productivity /clinical management software applications

AFFILIATIONS

Member, Michigan Association of Medical Rehabilitation Program Administrators

Member, Michigan Society of Hospital Directors of Communication Disorders Programs

Member, American Speech-Language-Hearing Association

Member, American Rehabilitation Association

Member, Quota International, Flint Chapter

Member, Flint Area Chapter of The LINKS, Inc.

Member, Wolverine Dental Society Auxiliary

Life Member, President's Club, University of Michigan

Member, Parent's Association, The University of North Carolina-Chapel Hill

AVOCATIONAL INTERESTS

Travel, Reading, Tennis, Soccer, Bicycling, Stained Glassworks, Fitness Walking, Horticulture

EXCELLENT REFERENCES UPON REQUEST

Ian B. Riddell

Educational Background:

1971	Carman High School Flint, Michigan	High School Diploma
1970-72	Mott Community College Liberal Arts Program	
1981	Employee in Training Program Skilled Trades	Delphi

Employment History:

Prior to 1974	Perry Drug Store Construction Work	
1974-81	Delphi Engineering and Management Systems (GM)	Line Worker
1981-Present	Delphi Engineering and Management Systems (GM)	Skilled Trades Maintenance Construction

Community Activities:

Member: *First Presbyterian Church*
Active in Choir, leader and counselor in Young Life
And Presbyterian camps. Leader in Choir Program.

Member: *American Youth Soccer Program*
Youth coach, trained coaches, refereed games.
Active in organization for 20 years.

Member: *UAW-GM Child Development Center*
Parent Advisory Board from 1992-97
Still volunteer for activities at the center.

Personal Background:

Born in Scotland in 1951.
Married wife Kay in 1991.
Son, Cameron, is 6 ½.

LUCIE ZACHAROVA

EDUCATION

- Fall 2000 Michigan State University, East Lansing, MI
- July 1999 Master of Arts in English, Northwest Missouri State University
Maryville, MO
- August 1997 Magister in English and Czech Languages, Ostrava University
Ostrava, Czech Republic

EMPLOYMENT

- November 1999 – Present* Associate Director of Study Abroad, Kettering University,
Flint, MI
- August 1997 – July 1999* International Programs Graduate Assistant, Office of
International Programs and Multicultural Affairs,
Northwest Missouri State University
- January 1996 – May 1996* Teacher Assistant, Department of History, Northwest
Missouri State University
- September 1993 – June 1997* Translator and Interpreter, The Municipal Authority of
Frydek Mistek and Havirov, Czech Republic
- September 1992 – June 1997* ESL Teacher and Supervisor, Czech Republic

PROFESSIONAL INTERESTS AND ACTIVITIES

- Flint Community Leadership Program (Graduation in January 2001) Fall 2000
- NAFSA member 1999 to present
- International Programs Committee 2000 – present
- International Student Organization (Kettering University) 1999 – present

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 17
DATE:

June 19, 2001

RECOMMENDATION

RESTRICTIONS ON WEAPONS/DANGEROUS SUBSTANCES

ACTION REQUESTED

It is recommended that the Board of Regents approve the attached proposed policy which would restrict persons from possessing or using firearms, other dangerous weapons, explosive materials, incendiary devices or other dangerous objects or substances, on property owned, leased or controlled by the University or otherwise in the course of University business.

STAFF SUMMARY

While the University has several different policies and work rules which restrict employees and students from possessing or using weapons on University property, these policies do not extend to campus visitors and do not restrict possession or use of explosives and other dangerous substances. Further, there is a need to clarify that the restrictions on possession and use of weapons, explosives and other dangerous substances apply on all University property whether owned, leased or controlled by the University. Michigan's new concealed weapons law which is scheduled to take effect on July 1, 2001, would restrict licensed persons from possessing weapons in University dormitories and classroom buildings. However, the new law would not restrict the possession of weapons in other areas of the campus. The attached proposed policy would extend coverage to campus visitors and clarify that the restrictions apply on all University property and to employees in the course of University business, whether or not the employee is on University property. The proposed policy specifically identifies several exceptions to the prohibitions and authorizes the University's Director of Public Safety to grant additional exceptions on extraordinary circumstances.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date



Policies, Rules and Regulations

Effective Date	Date of Revision		
Chapter Name	Chapter No.	Page	
		Issue	
		RESTRICTIONS ON WEAPONS/DANGEROUS SUBSTANCES	

UNIVERSITY POLICY STATEMENT:

It is the policy of Eastern Michigan University that no person shall possess or use any firearm or other dangerous weapon, concealed or otherwise, on property owned, leased or controlled by the University or otherwise in the course of University business. Further, no person shall possess or use explosive materials, incendiary devices or other dangerous objects or substances on property owned, leased or controlled by the University or otherwise in the course of University business.

The above prohibitions shall not apply:

- 1) to University employees who are authorized by the University to possess and/or use such weapons, devices or substances;
- 2) to non-University law enforcement officers or other non-University employees who are authorized by their employers to possess or use such weapons, devices or substances in the performance of their official duties;
- 3) to a person who possesses or uses such weapons, devices or substances in connection with a regularly scheduled educational, recreational or training program authorized by the University;
- 4) to a person who possesses or uses such weapons, devices or substances as part of a military or similar uniform or costume in connection with a public ceremony or parade or theatrical performance;

Chapter Name	Chapter No.	Page
Issue		
RESTRICTIONS ON WEAPONS/DANGEROUS SUBSTANCES		

- 5) when the University's Director of Public Safety has waived the prohibition based on extraordinary circumstances. Any such waiver must be in writing and must define its scope and duration.

RESPONSIBILITY FOR IMPLEMENTATION:

The University's President, Director of Public Safety and Director of Judicial Services have overall responsibility for implementing and enforcing this policy.

SCOPE OF POLICY COVERAGE:

This policy applies to all University employees, students and campus visitors. Violators may face disciplinary action, up to and including termination of employment, and/or expulsion from campus.

Authority for Creation or Revision

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

REPORT

REPORT: 2001-2002 SABBATICAL LEAVE AWARDS

ACTION REQUESTED

It is recommended that the Board of Regents accept and place on file the Report on 2001-2002 Sabbatical Leaves.

STAFF SUMMARY

Sabbatical leaves (one semester at full pay or two semesters at half pay) are granted for special study, research, and/or writing or other projects which enrich the teaching of individual faculty members; bring prestige to the individual and the University; or provide service of significant nature for local, state, national, or international organizations. The University Research and Sabbatical Leave Committee reviews the sabbatical leave proposals and makes recommendations to the Provost and Vice President for Academic Affairs. Brief summaries of the approved projects are provided on the following pages.

In 20001-2002, 21 (15 one-semester and 6 two-semester) leaves will be awarded.

FISCAL IMPLICATIONS

None. The cost of sabbatical leaves will be absorbed in the regular faculty salary budget for 2001-2002.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer
Interim Provost and Vice President for Academic Affairs

Date

EASTERN MICHIGAN UNIVERSITY
DIVISION OF ACADEMIC AFFAIRS

2001-2002 SABBATICAL LEAVE RECIPIENTS

Two Semesters

1. Jean L. Bush-Bacelis, *Management*
2. Deborah R. Ettington, *Management*
3. Susan M. Haynes, *Computer Science*
4. William W. McMillan, *Computer Science*
5. Charles S. Saxon, *Finance and Computer Information Systems*
6. Mary A. Vielhaber, *Management*

One Semester

1. Betty J. Beard, *Nursing*
2. Glenn Deckert, *Foreign Languages and Bilingual Studies*
3. Craig Dionne, *English Language and Literature*
4. Nancy L. Halmhuber, *Special Education*
5. Raymond E. Hill, *Management*
6. Stuart A. Karabenick, *Psychology*
7. Michael G. McGuire, *Music*
8. Joann McNamara, *Health, Physical Education, Recreation and Dance*
9. Mansoor Moaddel, *Sociology, Anthropology and Criminology*
10. Steven John Pernecky, *Chemistry*
11. Donald B. Phillips, *Chemistry*
12. Barbara Richardson, *Sociology, Anthropology and Criminology*
13. M. Gaie Rubenfeld, *Nursing*
14. J. Marshall Thomsen, *Physics and Astronomy*
15. Jo Ellen Vinyard, *History and Philosophy*

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

REPORT

REPORT: 2001-2002 FACULTY RESEARCH AND CREATIVE ACTIVITY FELLOWSHIPS

ACTION REQUESTED

It is recommended that the Board of Regents accept and place on file the Report on 2001-2002 Faculty Research and Creative Activity Fellowships.

STAFF SUMMARY

Faculty Research and Creative Activity Fellowships are competitive awards given to faculty who submit meritorious research or special study proposals. The fellowships award up to 50 percent release time from teaching to help provide a foundation for a faculty member to develop a research base for future additional funding from other sources. Unlike a sabbatical leave, the fellowship recipients are still expected to fulfill other contractual responsibilities, such as service to the University during this released time. The University Research and Sabbatical Leave Committee reviews the Faculty Research and Creative Activity Fellowship proposals and makes recommendations to the Provost and President. Brief summaries of the approved projects are contained on the following pages. As in previous years, 15 faculty will be supported.

FISCAL IMPLICATIONS

None. The cost of the fellowships will be absorbed in the regular faculty salary budget for 2001-2002.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer
Interim Provost and Vice President for Academic Affairs

Date

EASTERN MICHIGAN UNIVERSITY
DIVISION OF ACADEMIC AFFAIRS

**2001-2002 FACULTY RESEARCH AND CREATIVE ACTIVITY
FELLOWSHIPS**

1. **Catherine E. Bach (Biology).** "Effects of Forest Fragmentation on the Reproductive Success of a New Zealand Mistletoe" (\$1500)
2. **Gregg Barak (Sociology, Anthropology, and Criminology).** "Varieties of Violence" (\$750)
3. **Alfredo Esposto (Economics).** "Medical Malpractice Law and the Diffusion of Medical Technology"
4. **Deborah Heyl-Clegg (Chemistry).** "Minimal Sequence and Hybrid Sugar/Peptide Inhibitors of α -Amylase, an Enzyme Involved in Sugar Metabolism" (\$2000)
5. **David Kass (Biology).** "Development of an Alu-Based DNA Fingerprint" (\$1600)
6. **F. Elaine Martin (Political Science).** "Representative Voices on State Supreme Courts"
7. **Stephen J. McGregor (Health, Physical Education, Recreation, and Dance).** "The Role of Inflammatory Cells Following Contraction-Induced Skeletal Muscle Injury Using Transgenic Mice and Gene Array Analysis" (\$2000)
8. **Maria C. Milletti (Chemistry).** "Theoretical Study of the Structure and Reactivity of a Series of Polychlorinated Biphenyls"
9. **Mansoor Moaddel (Sociology, Anthropology, and Criminology).** "Democratic Transition and Value Orientation: The Case of Iran" (\$2000)
10. **Walter G. Moss (History and Philosophy).** "A World Transformed: Essential Developments of the 20th Century" (\$100)
11. **Stephanie E. Newell (Management).** "Exploring a Self-Theory based Model of Strategic Decision Making" (\$1250)
12. **Walter Parry (Mathematics).** "Spherical Tilings and Hyperbolic Geometry"
13. **Shawn M. Quilter (Teacher Education).** "EMU Teacher Graduates and Their Students: A Value-Added Assessment of Student Learning" (\$1780)
14. **Weidian Shen (Physics & Astronomy).** "Research and Development of Polymer-

Based Coatings to Replace Electroplated Chromium for Household Hardware” (\$1750)

15. **Denise Marie Tanguay (Management).** “Characteristics of Merit Pay Plans in Higher Education: The Rutgers Faculty”

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

REPORT

**REPORT: 2001 SPRING-SUMMER AWARDS FOR RESEARCH AND
CREATIVE ACTIVITY**

ACTION REQUESTED

It is recommended that the Board of Regents accept and place on file the Report on 2001 Spring-Summer Awards for Research and Creative Activity.

STAFF SUMMARY

Spring-Summer Awards for Research and Creative Activity are competitive grants given annually to faculty who submit meritorious research or special study proposals. These individual awards equal 20 percent of the recipient's base salary and are disbursed to twelve (12) faculty members as additional pay over the course of the four-month spring/summer period. Faculty work continuously over this period of time on their research projects.

The University Research and Sabbatical Leave Committee reviews the Spring-Summer Award proposals and makes recommendations to the Provost and Vice President for Academic Affairs. Information about the award recipients and the titles of their research projects are included on the following pages.

FISCAL IMPLICATIONS

None. The cost of the awards will be absorbed in the regular faculty salary budget.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer
Interim Provost and Vice President for Academic Affairs

Date

EASTERN MICHIGAN UNIVERSITY
DIVISION OF ACADEMIC AFFAIRS

**SPRING-SUMMER AWARDS FOR RESEARCH
AND CREATIVE ACTIVITY FOR 2001**

1. **Kevin Blake (Geography & Geology).** “The Michigan Drumlin Project”
2. **Elizabeth R. Butch (Chemistry).** “The Regulation of Protein Kinases in Cellular Signalling Pathways”
3. **Daniel Clemans (Biology).** “Secreted *Haemophilus influenzae* Modulins and Respiratory Inflammation”
4. **Veronica Grondona (English).** “Language Documentation in the Chaco Region in Argentina”
5. **Robert C. Hanson (FCIS).** “Divestitures, Corporate Governance, and Firm Performance”
6. **Roy Johnston (Art).** “Roderic O’Conor in Brittany”
7. **Heather Neff (English).** “Revising Wisdom: Exploring Cultural Links between African Americans and the Caribbean”
8. **Diana Pancioli (Art).** “Introduction to Ceramic History: A Source Book”
9. **Maria Serena Poli (Geography & Geology).** “Deep and Intermediate Water Circulation in the Western North Atlantic During the Climate Extremes of Oxygen Isotope Stages 11-12”
10. **Ulrich Reinhardt (Biology).** “Design of Integrated Fish Barriers to Avoid the Spread of Exotic Fish Species”
11. **Lauren Sickels-Taves (Geography & Geology)** “Materials Conservation Laboratory: A Michigan Need”
12. **Robert S. Winning (Biology).** “The Role Of rho GTPase in Signaling Events in Amphibian Embryos”

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 21
DATE: June 19, 2001

RECOMMENDATION

NAMING OF THE INTERACTIVE LABORATORY IN THE GARY M. OWEN COLLEGE OF BUSINESS BUILDING - THE FORD LEARNING CENTER

ACTION REQUESTED

It is recommended that the Board of Regents name the Interactive Laboratory in the Gary M. Owen College of Business Building, Room 301, the "Ford Learning Center" in recognition of the Ford Motor Company for its generous gift to the University.

STAFF SUMMARY

In accordance with University policy, University buildings, spaces and areas shall be named by the Board of Regents based upon the recommendation of the president of the University.

The Ford Motor Company has a long history of support for the students and programs at Eastern Michigan University. Most recently, the Ford Motor Company Fund has pledged \$85,000 to help equip the College of Business' new interactive lab. The first installment of that pledge was received in March 2001.

Ford Motor Company employs more than 500 EMU College of Business graduates. There are approximately 20 students employed at Ford Motor Company who are currently enrolled in the College of Business and 60 more in programs across the University. In addition, a number of faculty in the College of Business consult with Ford on a variety of topics. Consulting relationships and internships with Ford exist in the College of Technology and the College of Health and Human Services, and significant contract training programs are in place with Extended Programs and the Centers for Corporate Training.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 22
DATE: June 19, 2001

RECOMMENDATION

MONTHLY REPORT - FINANCE COMMITTEE

ACTION REQUESTED

It is recommended that the Working Agenda for June 19, 2001 and the minutes for the April 3, 2001 Finance Committee meeting be received and placed on file.

STAFF SUMMARY

The primary items discussed at the April 3, 2001 Finance Committee were: Monthly Report, Resolution: Bond Authorization – Refinance Existing Debt; Equipment Capitalization Rate; Interim Report – University House; 2002-03 General Fund Scholarships, Awards and Grants; 2001-02 Graduate Assistant Stipend Adjustment; Lease Agreement – Nextel Communications; Treasurer's Report, Internal Audit Report, Grants/Contracts Report, Construction Projects Progress Report, Accounts Receivable Report, Interim Budget Status Report, and Facilities Assessment Report.

Also attached is a special report from President Kirkpatrick entitled “Background Information on Higher Education and EMU Fiscal Trends”. This report is the outgrowth of a very substantive analytical work prepared by Institutional Analysis staff.

FISCAL IMPLICATIONS

The fiscal impact of the actions taken are listed in the appropriate sections and are included in the Board minutes.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

1.

**EASTERN MICHIGAN UNIVERSITY
BOARD OF REGENTS
FINANCE COMMITTEE MEETING**

**June 19, 2001
10:30 a.m.
201 Welch Hall**

REGULAR AGENDA

- Section 22: Finance Committee Monthly Report**
Patrick J. Doyle, V.P. for Business and Finance and Treasurer to the Board of Regents
- Section 23: Collective Bargaining Agreement Between EMU and the EMUFT**
David Tammany, Assistant Vice President for Academic Affairs
- Section 24: 2001-02 General Fund Budget**
George Johnston, Executive Director, University Planning, Budgeting and Analysis
- Section 25: Tuition and Registration Rates 2001-02**
George Johnston, Executive Director, University Planning, Budgeting and Analysis
- Section 26: Program Fees**
George Johnston, Executive Director, University Planning, Budgeting and Analysis
- Section 27: Information Technology Fee Proposal**
Margaret Cline, Chief Information Officer and Executive Director of Information and Communications Technology
- Section 28: Reallocation of the Learning Technology Component of the General Fee**
Patrick J. Doyle, V.P. for Business and Finance and Treasurer to the Board of Regents
- Section 29: Authorization to Borrow – Financing Information Technology Needs**
Patrick J. Doyle, V.P. for Business and Finance and Treasurer to the Board of Regents
- Section 30: Agreement Between EMU and the Eastern Michigan University Foundation**
Patrick J. Doyle, V.P. for Business and Finance and Treasurer to the Board of Regents
- Section 31: Management Agreement Between EMU and Eagle Crest Management Corporation, and Addendum II to Commercial Lease**
Patrick J. Doyle, V.P. for Business and Finance and Treasurer to the Board of Regents

- Section 32: 2001-02 Auxiliary Fund Budget**
Jim Vick, Vice President for Student Affairs
- Section 33: Room and Board Rates**
Jim Vick, Vice President for Student Affairs
- Section 34: New Parking Structure – Authorization to Proceed with Feasibility Study, Programming and Conceptual Design**
Patrick J. Doyle, V.P. for Business and Finance and Treasurer to the Board of Regents
- Section 35: McKenny Union Expansion – Program Statement and Schematic Design**
Patrick J. Doyle, V.P. for Business and Finance and Treasurer to the Board of Regents
- Section 36: University House – Authorization to Proceed**
Patrick J. Doyle, V.P. for Business and Finance and Treasurer to the Board of Regents
- Section 37: Special Report on Federal Funding**
John Beaghan, University Controller; and Brian Anderson, Director, Office of Research Development

CONSENT AGENDA

- Section 1: REPORT: Treasurer's**
Patrick J. Doyle, V.P. for Business and Finance and Treasurer to the Board of Regents
- Section 2: REPORT: Internal Audit**
Jeff Fineis of Andrews, Hooper and Pavlik P.L.C.
- Section 3: REPORT: Grants/Contracts**
Brian Anderson, Director, Office of Research Development
- Section 4: REPORT: Construction Projects Progress**
Anthony Catner, Executive Director, Physical Plant
- Section 5: REPORT: Accounts Receivable**
John Beaghan, University Controller
- Section 6: REPORT: Interim Budget Status**
Al Levett, Director, Budget Management

EASTERN MICHIGAN UNIVERSITY

**Board of Regents
FINANCE COMMITTEE**

MINUTES OF MEETING

April 3, 2001

Present: J. Antonini, R. Griffin, R. DeMattia, K. Valvo, J. Brandon, P. Doyle

Regular Agenda:

- Monthly Report
- Resolution: Bond Authorization – Refinance Existing Debt
- Equipment Capitalization Rate
- Interim Report – University House
- 2002-03 General Fund Scholarships, Awards and Grants
- 2001-02 Graduate Assistant Stipend Adjustment
- Lease Agreement – Nextel Communications

Consent Agenda:

- Treasurer’s Report
- Internal Audit Report
- Grants/Contracts
- Construction Projects Progress Report
- Accounts Receivable
- Interim Budget Status
- Facilities Assessment

MONTHLY REPORT

Patrick Doyle, Vice President for Business and Finance, recommended that the working agenda for April 3, 2001 Finance Committee and the minutes for the January 16, 2001 Finance Committee meeting be received and placed on file. There were no questions.

RESOLUTION: BOND AUTHORIZATION – REFINANCE EXISTING DEBT

Pat Doyle recommended that the Resolution Authorizing the Issuance and Delivery of Refunding Bonds and Providing for Other Matters Relating Thereto be approved. The resolution will authorize the administration to perform all acts and deeds, and execute and deliver all instruments and documents for and on behalf of the University in refinancing existing University debt. Some of the major provisions include authorizing both variable rate bonds and fixed-rate bonds; however, maturities will not exceed the maturities of existing debt. It also authorizes securing bond insurance, letter(s) of credit or other forms of liquidity or credit enhancement as may be necessary. The Resolution also provides for an interest rate exchange (swap) with a recognizable provider of such arrangements and to negotiate a remarketing agreement. In addition, the Resolution authorizes the pledge of the University general revenues (as defined in the Resolution) to support the issuance of bonds in an amount not to exceed an estimated \$70.0 million for the advanced or current refunding of prior obligations. Bonds will only be issued for the purpose of refinancing existing debt. The principal amount and interest rate stated in the Resolution are expressed in “maximum” amounts to provide flexibility in selling the bonds and to provide for “Original Issue Discount” if determined to add economic value to the issue. Regent DeMattia asked if the action will change the length of the bond duration or outstanding principle

amount. Doyle responded that the duration would be the same but the principle may increase; but the total interest and principle would decrease.

EQUIPMENT CAPITALIZATION RATE

John Beaghan recommended that the Board approve an increase in the University’s capitalization rate from \$1,000 to \$5,000. Beaghan reported that after thorough evaluation, research and consultation with Peter Nestor, Federal Costing Concepts, Inc., who is developing and negotiating the University’s Indirect Cost (IDC) Rate Proposal; and discussions with both University internal auditors – Andrews, Hooper and Pavlik; and external auditors – PricewaterhouseCoopers, the optimum capitalization rate was determined to be \$5,000. Beaghan reported that benefits realized by adopting the higher capitalization rate include increased indirect cost recovery (IDC) and improved administrative efficiencies. Six of the 15 state universities currently use a \$5,000 equipment capitalization rate. Ferris State University is in the process of adopting a \$5,000 rate. Several other schools are considering this change upon renegotiation of their IDC rates. If adopted, this change would be effective for purchases made during this fiscal year (2000-01). Beaghan stated that the change in the capitalization rate is considered a “prospective change” that requires the continuation of current depreciation methods on those assets previously capitalized, with the new capitalization rate being applied to assets purchased after the effective date. Currently, the University has 14,600 items in the fixed asset system with an acquisition value of over \$1,000 – totaling \$46,000,000; and 13,400 items with an acquisition value of less than \$5,000 – totaling \$26,000,000. The 1,200 items over \$5,000 represent 8 percent of the total items and account for 44 percent of the value of capitalized equipment. There were no questions.

INTERIM REPORT – UNIVERSITY HOUSE

Pat Doyle recommended that the interim report on the progress of the University House be accepted and the strategy developed to complete the project be approved. Doyle reported the major components of the strategy include engaging a broad-based advisory committee to provide advice and exchange information regarding the planning and funding for the project. Of particular note is the principle that neither student tuition and fee dollars nor state appropriations will be used to pay for the project. Doyle reported that the team of David Schaffe (AIA) and Walter M. Menard (Menard Builders, Inc.) were selected after careful consideration, evaluation and site visits. Schaffe/Menard presented the best combination of experience, fees, commitment to schedule, programming ability and industry resources and capacity. There were no questions.

2002-03 GENERAL FUND SCHOLARSHIPS, AWARDS AND GRANTS

Bernice Lindke recommended that the Board of Regents approve the 2002-03 General Fund Scholarships, Awards and Grants proposal for a total of \$8,702,907. Lindke reported that \$8,657,907 would be funded through General Fund revenues and \$45,000 through Auxiliary Fund revenues. The 2002-2003 scholarships, awards and grants will be increased by \$324,327 over the 2001-02 General Fund base of \$8,333,580 as adjusted for tuition rate increases in September 2000. The gross budget of \$8,702,907 includes scholarships, awards and grants at \$4,336,581; athletic grants-in-aid at 3,637,129; and federal and state matches at \$729,197. Lindke reported programmatic changes for undergraduate students include expansion of several merit awards totaling \$141,774; permission to change the Recognition of Excellence Scholarship to a flat dollar amount; and \$28,972 for tuition and room and

board economic increases. \$39,016 is requested to fund four additional women's crew grants-in-aid as planned for the second year of a five-year phase-in; \$94,565 is requested to cover tuition, and room and board increases. Programmatic changes affecting graduate students include an addition of five graduate fellowships totaling \$20,000. Lindke reported that this is the second year of a five-year phase-in plan for this program to improve graduate student recruitment. There were no questions.

2001-02 GRADUATE ASSISTANT STIPEND ADJUSTMENT

Deborah deLaski-Smith recommended that the Board approve a four percent increase in Graduate Assistant stipends effective Fall 2001 semester, and that the department budgets be funded at the second-year stipend amount. This represents an increase of \$90,816 for the stipend increase and \$48,224 for the department budgets, totaling \$139,040. DeLaski-Smith also recommended that the Board approve a change in the tuition budget-funding ratio, from 60/40 to 55/45, between resident and non-resident tuition rates. This action represents an increase of \$74,960. The total amount of \$214,000 has been included in the 2001-02 General Fund Budget recommendation. There were no questions.

LEASE AGREEMENT – NEXTEL COMMUNICATIONS

Gary Reffitt recommended that the Board of Regents authorize the administration to negotiate and execute an option/lease agreement with Nextel Communications for the purpose of leasing a wireless communications antennae site. This agreement would allow Nextel to lease space on the rooftop of Hill Hall for the purpose of installing a communications antennae site. Reffitt reported that antennae on the tower will not cause reception or transmission interference for any communication devices. The term of the agreement is tentatively planned for ten years with three mutually agreeable five-year extensions. This lease agreement contains similar termination language as the previously approved AT&T, Sprint, Omnipoint and Ford Wireless Lease Agreements. Reffitt reported that the lease payments are expected to be in the range of \$12,000 annually and consistent with the previously negotiated Lease Agreements. Regent Antonini asked about the aesthetics of the antenna. Reffitt responded that it will be well shielded and will not detract from the campus appearance.

TREASURER'S REPORT

Pat Doyle recommended that the Treasurer's report for the month of February 2001 be received and placed on file. Doyle reported that as of February 28, 2001, cash and investments totaled \$66,209,980.04 and were invested to return a total annualized return of 7.93 percent. The University's most recent investment performance compared favorably to the established benchmarks. Doyle reported that cash and investments as of February 28, 2001, excluding bond proceeds, increased by \$2,197,985 when compared to February 2000. Regent DeMattia asked if investments were within the established budget. Doyle responded yes and that it was revised upward. There were no further questions.

INTERNAL AUDIT REPORT

Amy Brown of Andrews, Hooper and Pavlik P. L. C. recommended that the Internal Auditor's activity report for the period December 2000 through March 2001 be received and placed on file. Brown reported that results of the Ticket Sales audit, the Snow Health Center audit and the Charter Schools

audit have been issued, and that the reports include findings and corresponding recommendations to improve controls. Brown stated that the recommendations have been discussed with appropriate personnel; management agrees with the recommendations and is proceeding with actions to implement the them. Brown noted that the internal audit schedule for the period ending September 30, 2001 was also included with their reports. In addition, a report prepared by University management on the status of recommendations made from the previous Cash Disbursements audit completed in December 2000 was included. As noted in the report, management found that all recommendations were either fully implemented or substantially in the process of being implemented. Regent DeMattia asked for assurance that management agreed with all of the recommendations. Brown responded affirmatively.

GRANTS AND CONTRACTS REPORT

Brian Anderson recommended that 69 grants and contracts totaling \$2,900,458 for the period January 1, 2002 through February 28, 2001 be accepted. Of those awards 100 percent sponsor-funded grants and contracts in the amount of \$2,278,702 were awarded. Anderson reported that grants and contracts requiring University cost-sharing and/or in-kind contributions totaled \$621,756. Matching funds for those awards were \$19,800 for a fiscal year-to-date total of \$198,723 against a base budget of \$240,296. Anderson reported that 268 proposals were processed in the reporting period, which was down 37 from the plan; awards received was 215, which is down 23 from the plan; dollar value of awards received is \$10,605,114 which up \$538,447 from the plan. Matching funds committed were \$198,723, which is up \$38,526 from the plan. In comparing current fiscal year-to-date to last year-to-date, six fewer proposals were processed; awards received are down by 9; the dollar value of awards received is up \$2,323,269. Matching funds committed were up \$36,683. Regent DeMattia asked if they are on track with their budget for the year. Anderson responded yes. Regent DeMattia also asked what implications are there with matching funds. Anderson responded that the University is on target.

CONSTRUCTION PROJECTS PROGRESS REPORT

Aaron Preston requested that the Board of Regents receive and place on file the Construction Projects Progress Report for the period ending March 7, 2001. Preston reported that the New Student Housing project remains on schedule with an August 1, 2001 occupancy date. Masonry work is continuing on all buildings, and furnishings and equipment ordering are in progress. All contracts have been awarded except fencing and signage. The project remains within budget. Preston reported that preparation is underway to continue the stadium track replacement project, and planning is underway for additional parking immediately south of the new student housing project. Miscellaneous sidewalk repair and replacement is also being planned.

ACCOUNTS RECEIVABLE

John Beaghan recommended that the Student Accounts Receivables Ratio Analysis, the Student Accounts Receivable Reports, and the Collection Agency Inventory as of February 28, 2001 be received and placed on file. Beaghan reported that the Student Accounts Receivables Ratio Analysis for the reporting period reflects a net receivable balance of \$9,677,000 or 10.13 percent of revenue as compared to \$9,042,000 or 10.01 percent of revenue as of February 28, 2000, which is a .12 percent increase. Beaghan stated that the small increase in accounts receivable over last year is almost exclusively in current activity, which is less than 60 days old. Regent DeMattia asked if there is

concern that the receivables are above the five-year average. Doyle responded that with the age of the receivables being less than 60 days does not lend itself to immediate concern. Regent DeMattia asked if there is a problem regarding collection methods. Beaghan responded that there is not. Doyle added that the student bills are mailed out on time.

INTERIM BUDGET STATUS

Al Levett recommended that the 2000-01 General Fund Budget Status Report as of February 28, 2001 be accepted and placed on file. Levett reported that the November 30, 2000 status report presented to the Board on January 16, 2001 identified two primary issues of concern – enrollments and tuition revenues, and the budget impact of the AAUP contract as approved in September 2000. Levett reported that these issues, plus recognizing \$1.8 million in unfunded commitments, were resolved in a budget reallocation plan submitted to the Finance Committee on February 13, 2001. Levett reported that the budget reallocation plan included a reduction of the enrollment estimate of 5,168 student-credit-hours and a corresponding reduction in tuition revenues. Levett reported that the budget reallocations have been processed, funding the \$1.8 million in unfunded commitments. The budget impact of the AAUP contract has been fully funded. Levett reported that year-to-date revenues and expenditures are consistent with the revised budget plan, and stated that a balanced budget will be realized at year-end. Regent DeMattia asked what is the implication of the lecturer’s negotiation (executive session). Doyle responded that lecturers are currently bargaining.

FACILITIES ASSESSMENT

Pat Doyle recommended that the Board accept and place on file the Facilities Assessment report. Doyle reported that facility assessment and maintenance is an important and ongoing priority. University facilities have an estimated replacement cost of over \$723 million. Doyle stated that physical assets of the University should also be viewed as financial assets, and strategically timing the maintenance and/or repair of an asset can prolong its useful life and delay costly replacement. Doyle reported that industry professionals inspected all University buildings and their component systems and subsystems and evaluated the facilities through site surveys, building audits, historical information, and data provided by the University’s maintenance work-order system. Upon completion of the facilities assessment, the data was compiled into a measurable format that graded the building’s condition and the cost to address its deficiencies. The results reflect that 71 percent of University buildings rank Good (57 percent) or Fair (14 percent); and 29 percent are marked Poor. Note, however, that 64 percent of the space ranked as Poor belongs to the Pray-Harrold classroom building (the University’s top capital outlay priority) and Mark Jefferson and Strong science buildings – the buildings included in the University’s number-one capital outlay priority for the past three years.

The current investment in asset preservation and replacement is no longer sufficient to maintain University facilities at a ranking of “good”. Both increased state capital outlay support and increased University support is needed to prevent accelerated deterioration of University facilities.

Regent DeMattia commented that deferred maintenance is a serious problem at most universities. He also asked that Vice President Doyle bring a recommendation to the next Board meeting detailing how this can be addressed.

BACKGROUND INFORMATION ON HIGHER EDUCATION
AND EMU FISCAL TRENDS

Samuel A. Kirkpatrick
June, 2001

KEY FISCAL TRENDS

Funding

- Over the past 15 years, EMU's ratio of state appropriations to tuition declined from 1.9 to 1, to 1.2 to 1.
- State support for a student at EMU is only 65 percent of the average per student support at Michigan public universities.
- EMU ranks fifth in per student appropriations and has, over time, remained in the bottom cluster of Michigan universities in funding per student.
- Over the past 15 years, EMU's state appropriation as a percentage of General Fund revenue has decreased from 64 percent to 53 percent, and revenues from institutional sources have grown from 36 percent to 47 percent of total revenue.
- EMU's expenditures per credit hour of instruction are fourth lowest in the State and next-to-last in the Mid-American Conference.
- EMU's 10 percent base appropriation increase request for 2001-2002 is third lowest among Michigan universities and reflects a realistic needs budget for the institution.

Costs

- Fixed cost increases alone at EMU will exceed \$9 M dollars from the current fiscal year to FY2001-02.
- Regular faculty salary costs per credit hour at EMU have nearly doubled in less than 15 years.
- When EMU's natural gas contract expires at the outset of the next fiscal year, it will require the purchase of gas at more than 100 percent of the current price, ranking second in the State in forecasted utility cost increases.
- In FY2000, the annual increase for the MPSERS unfunded retirement mandate charge exceeded 25 percent (\$587,000) from the previous year: EMU ranks third in the State projected MPSERS cost increases for next fiscal year.
- Since 1996, health care payments from EMU's General Fund budget have increased by over 50 percent (\$2.75M), yet during the same period state appropriations increased by just 18 percent (\$12.6 M).
- EMU's requirements for information technology infrastructure and applications software improvements will grow 55 percent next year, placing it first in the State in projected IT cost increases.
- This year EMU student usage of the internet through charges to the Merit network increased 600 percent.

Tuition and Fees

- In Michigan there is a direct relationship between appropriations and tuition and fees—in years when state appropriations are higher, tuition and fee increases are lower.
- Throughout much of the past decade, tuition and fee increases at Michigan public universities have been at or below the national average.
- EMU’s undergraduate resident tuition and fees are typically second or third lowest in the State.
- EMU’s resident undergraduate tuition and fees are 20 percent below the average for public universities in Michigan and 15 percent below the average for public universities in the Great Lakes states.
- EMU non-resident tuition and fees are fifth lowest in the State and 10 percent below the national average for public universities and 18 percent below NASULGC peers.
- Over the last 5 years, EMU’s tuition and fees have increased less than 16 percent as state appropriations increased 19 percent.
- Over the past 5 years, EMU’s expenditures for scholarships increased by more than twice the rate of increase in tuition and fees (36 percent).
- Over the past 5 years, EMU has set aside more of its budget and appropriations for student aid, from 9.9 percent to 11.7 percent.
- Despite tuition and fee increases over 15 years, the proportion of institutionally generated revenue due to tuition and fees has gradually declined (93 percent to 88 percent), representing increased diversification of revenue sources.
- Ten Michigan public universities assess a specific information technology fee.
- Michigan public universities are realistically forecasting tuition and fee increases ranging from a low of 4 percent to a high of 20 percent; the average of the low range is 9 percent and the average of the high range is 12 percent.

KEY REASONS FOR HIGHER EDUCATION COST INCREASES

- **Shifting Burden.** States have substituted tuition revenue for tax revenue and shifted the cost of public higher education from general taxpayers to parents and students.
- **Personnel.** Human costs are often three fourths of the total operational costs of higher education institutions and the cost of specialized higher education personnel in a highly competitive marketplace has grown steadily. At the academic department level, 80 to 90 percent of costs are due to faculty salaries and benefits.
- **Technology.** Technology, which enhances productivity and learning in response to consumer demand, continues to add costs. In addition, universities purchase costly specialized equipment unique to their mission.
- **Programs.** The addition of new programs and related high demand faculty, especially at highly competitive and less selective institutions that contribute to state economic development objectives, add costs and cause programs to change profoundly.
- **Regulations.** New budgeting, reporting, regulatory and accountability mandates from all levels of government have dramatically increased costs.
- **Demand.** Student and parental demand for better facilities, more technology, improved services and market-driven programs add to costs.
- **Accessibility.** Americans place high value on access to higher education opportunities, including demands for higher education generally and from among those who require subsidies for attending, further stimulating public universities to not restrict enrollment and to offer costly second and third chances for individuals to succeed.

TYPICAL STRATEGIES FOR CONTROLLING COSTS

- **Revenue Substitution.** Alternative revenues from fees, research overhead, private fund-raising and other sources have already replaced some tax support in public universities.
- **Labor Substitution.** Costs have been lowered through the substitution of less costly part-time and temporary faculty for full-time tenured faculty.
- **Cost Avoidance and Savings.** Universities use technology to avoid costs increases, from on-line libraries to buildings metered for utility usage to electronic transactions and records.
- **Quality Management.** Universities reduce waste and improve efficiency and effectiveness through continuous improvement methods, decentralized budgeting, program review and elimination, restructuring and employing new ways of doing things.

GUIDING PRINCIPLES FOR EMU BUDGET DEVELOPMENT

- Cover fixed costs, including labor contracts and the new lecturers' agreement, energy, MPSERS, operations inflation, tuition-based scholarships.
- Address information technology infrastructure, including recurring/replacement costs, software systems and portal development, with an emphasis on critical systems, e.g., registration, financial aid, business affairs software; student labs, desktop replacement.
- Address program enhancements that serve students (and often enhance revenue), e.g., marketing, student recruitment, registration communications, advising, retention programs, scholarships, student union expansion, disabilities office.
- Address program developments of key interest to the state, e.g., clinical psychology Ph.D. implementation, advanced placement on-line programs for high school seniors, accelerated teacher certification, youth and human service/non-profit management program (American Humanics), Small Business Development Center.
- Create a mechanism and begin a funding stream for addressing critical deferred maintenance needs and investments in cost avoidance, such as energy efficient lighting and building metering.
- Address key issues raised by the North Central Association accreditation report. e.g., information technology, advising, disability services, marketing and communications.
- Create an additional financial aid safety net for needy students through expanded scholarships, a special grant fund, and expanded loan programs.

GUIDING PRINCIPLES FOR EMU REVENUE ENHANCEMENT

- Adjust base tuition rate, preferably limited to the 10 percent range, to compensate for state disinvestment and enhance quality.
- Address information technology costs through a technology fee, now common in universities.
- More closely align academic costs and prices through expanded course/program fees, eliminating current incidental fees which are costly to collect.
- Restructure the general fee to transfer information technology costs to the technology fee and focus on student services and facilities of benefit to all students.

THE CASE FOR DIFFERENTIAL PRICING

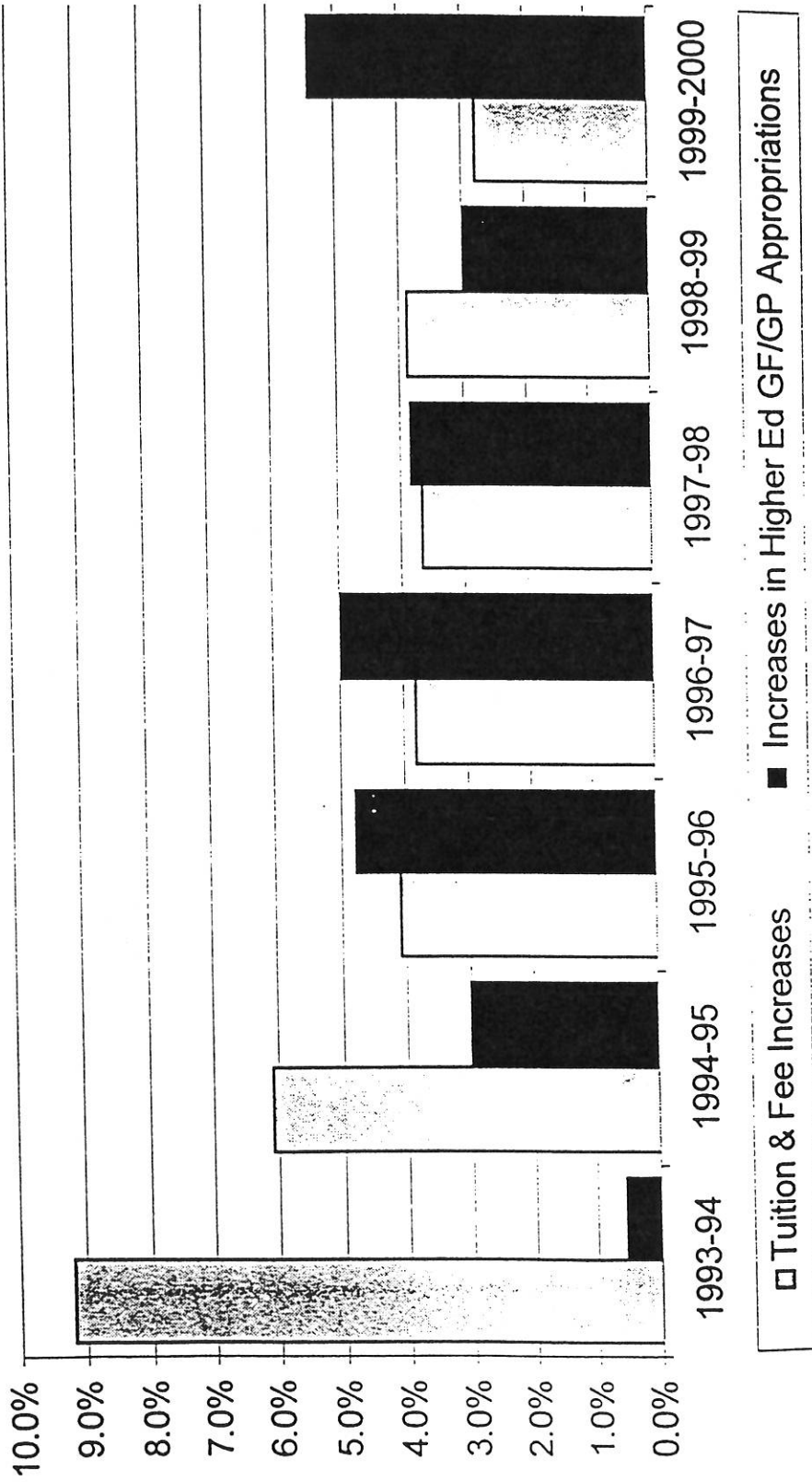
- For many years, both public and private universities have priced tuition and fees relative to costs, especially vertical cost differences from undergraduate to graduate, and increasingly, lower division to upper division.
- EMU currently recognizes some of these cost differences through vertical variation in pricing.
- Nine Michigan universities charge more for upper division than lower division and all Michigan universities charge higher rates at the graduate level than the upper division.
- All states vary public tuition and fees by residency status and they are higher for those students whose families do not reside in the state that is funding the costs of instruction, with the exception of reciprocal agreements which are based on a relatively equal flow of students both ways across a state border.
- Proportionately lower tuition at the lower division reflects lower costs, the desire to attract otherwise ambivalent students into higher education, and the fact that students who drop out in the first or second year receive less than proportionate returns in the form of career and future income opportunities.
- As states have proportionately disinvested in public higher education, including Michigan, public universities have increasingly recognized program or horizontal cost differences in pricing tuition and/or fees.
- EMU currently recognizes a portion of these program differences through course fees for incidental or operational costs.
- All Michigan universities impose selective incidental course fees in special areas where costs may be extraordinary or not recoverable. Such fees at EMU apply to hundreds of courses.
- Beyond incidental or operations course fees, seven Michigan universities also charge the equivalent of program fees or horizontally differential tuition.
- When different prices are set by programs or colleges within the university, they are usually applied at the upper division and graduate level, where program costs vary the most, and they often take into account future earnings potential.
- Horizontal, program-to-program costs at EMU vary widely, to as high as a factor of 6 to 1.
- The average starting salaries for EMU bachelor's degree graduates in the highest program cluster (Nursing) are 1/3 higher than those for the lowest program cluster (Liberal Arts).

MITIGATING THE IMPACT OF TUITION AND FEE INCREASES

- Research has shown that most institutions that use a portion of tuition revenues for need-based grants can mitigate the negative consequences of modest price increases on enrollments, while generating new revenue to make qualitative improvements.
- It has been found that for first time enrollees, the amount of financial aid of any type has more influence on the decision to enroll than the amount of tuition charged, that grants have a more positive impact on low income students than tuition charges, that loans influence middle income students more than either grants or tuition, and that upper income students are only slightly influenced by tuition and uninfluenced by aid.
- Students at EMU will have multiple sources of available funds, both grants and loans, to cushion the impact of tuition and fee increases:
 - A comparatively robust allocation of General Fund dollars to scholarships and financial aid (\$11,253,000 or 6.3 percent of budget).
 - Continued proportionate growth of scholarship rates linked to growth of tuition and fees. (\$2,153,000 increase or 23.7 percent.)
 - A growing percentage of revenues set aside for student financial aid.
 - A special fund component of the General Fee set aside for need-based grants-in-aid. (\$150,000)
 - A dramatically expanded loan fund through EMU's new partnership with Sally Mae Corporation, which will make \$1M per year for three years in additional loans available to EMU students.
 - An expanding, on-the-spot emergency student loan fund to address short-term student financial needs.

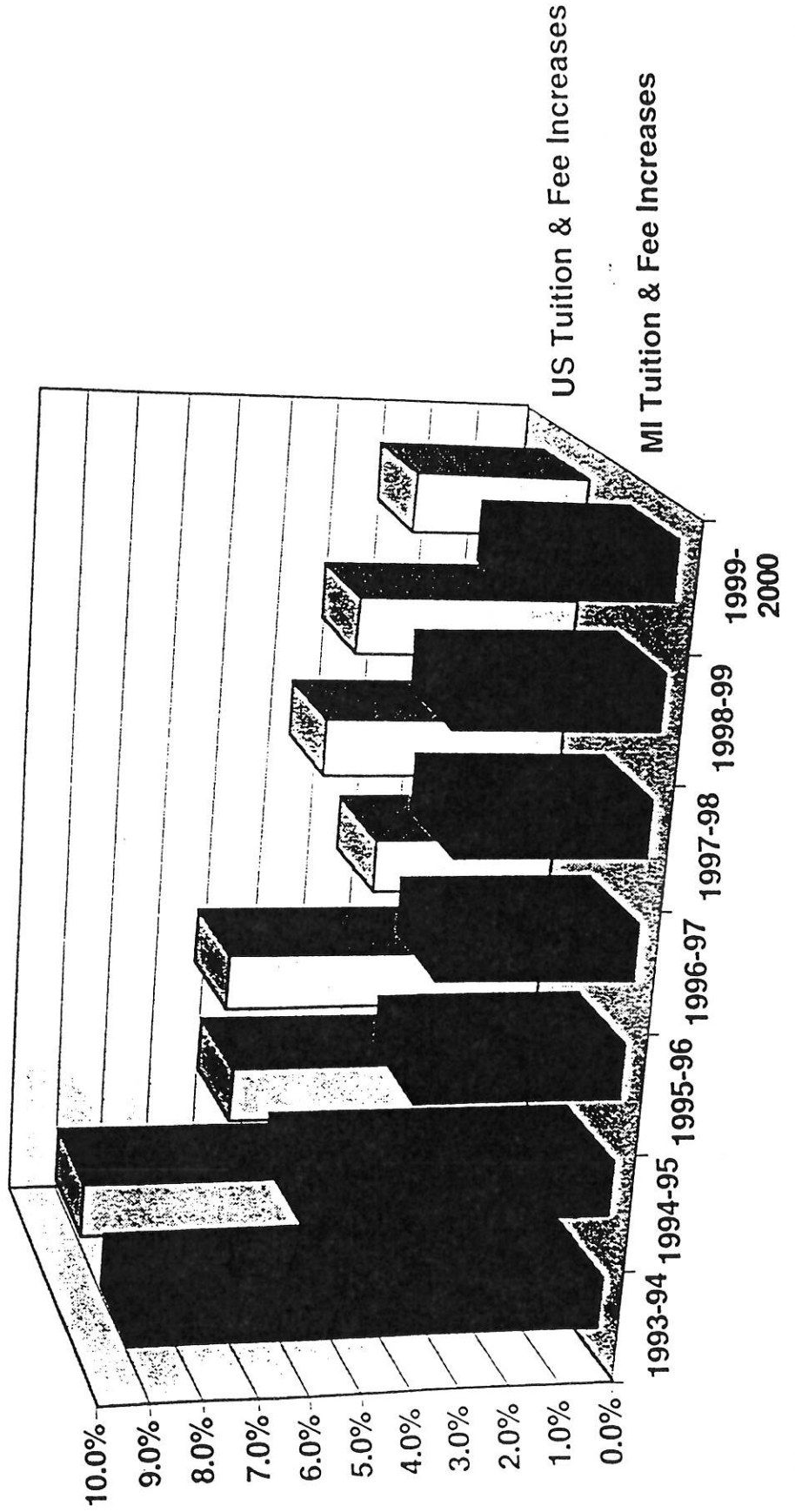
The Impact of Higher Appropriations on Tuition

Recent Changes in GP/GF Appropriations, Tuition & Fees



Source: Presidents Council: State Universities of Michigan

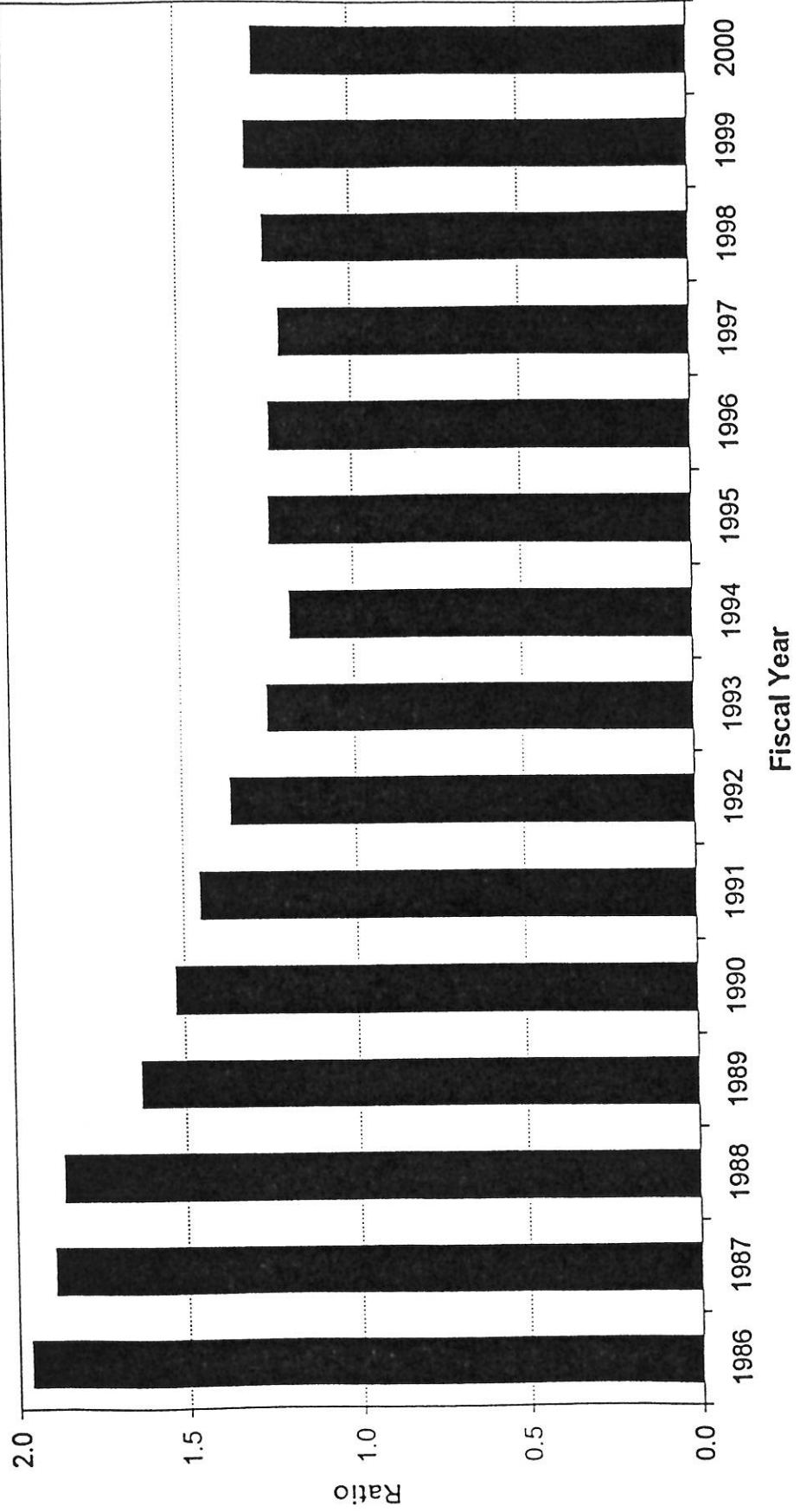
Encouraging Trends: Seven Years At or Below the National Average



Source: Presidents Council: State Universities of Michigan

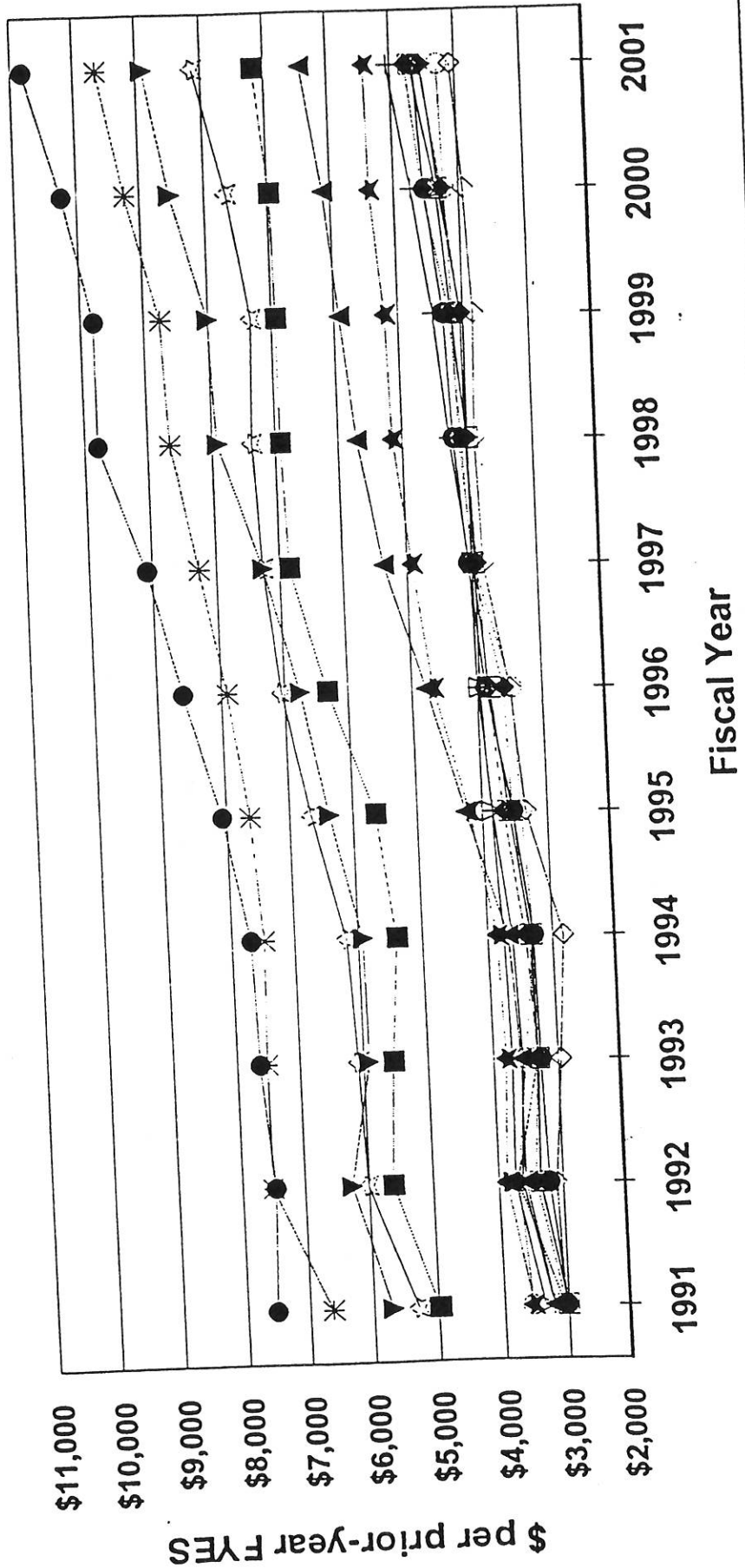
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Ratio of State Appropriations to Tuition & Fees



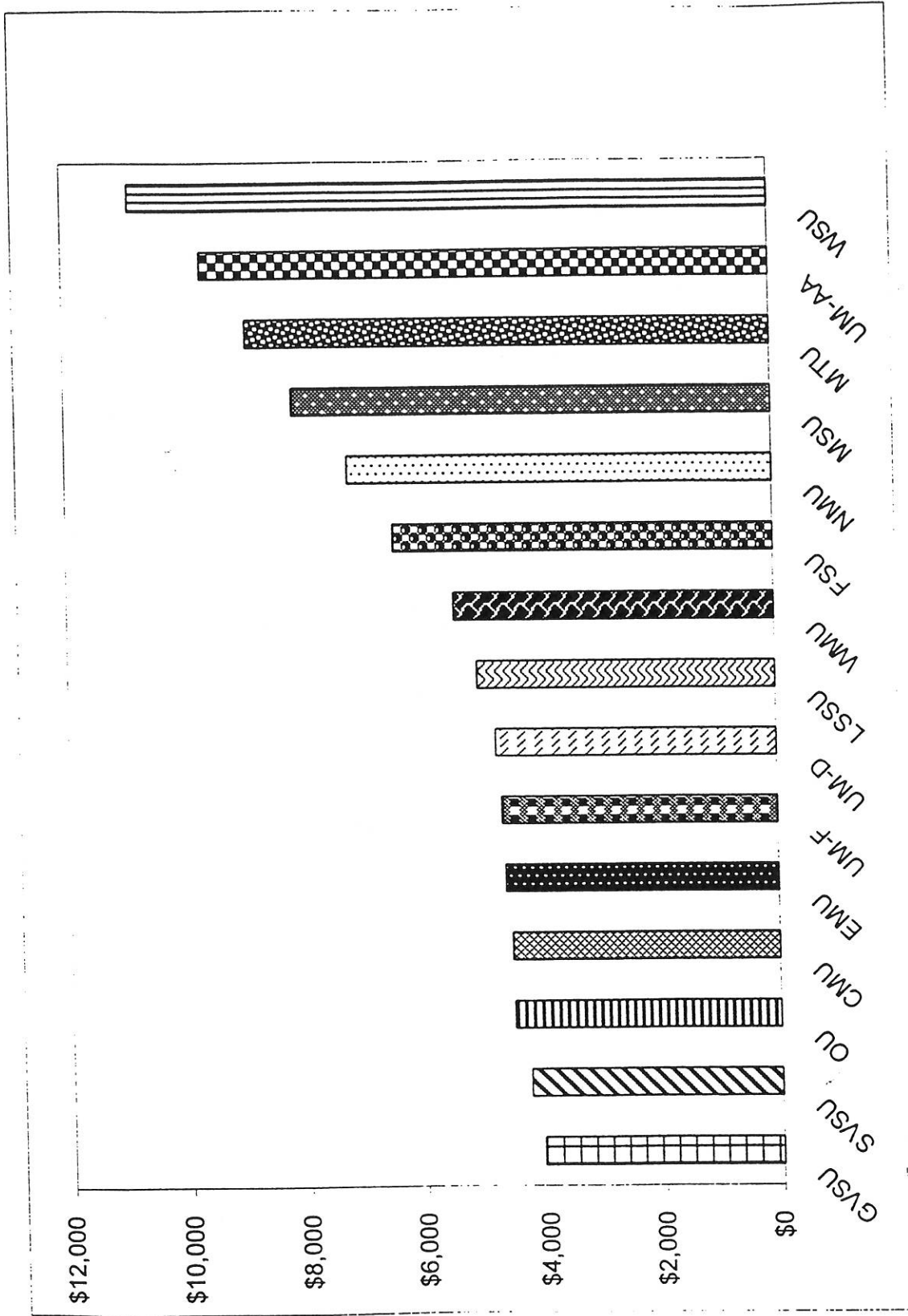
State Appropriations per prior-year FYES

- ◆ CMU
- EMU
- ▲ FSU
- ◇ GVSU
- LSSU
- ☆ MSU
- ▼ MTU
- NMU
- ▽ OU
- SVSU
- ☆ UM-AA
- ◆ UM-D
- UM-F
- WSU
- ★ WMU



20.

Michigan Public University Funding - Per Student Appropriation

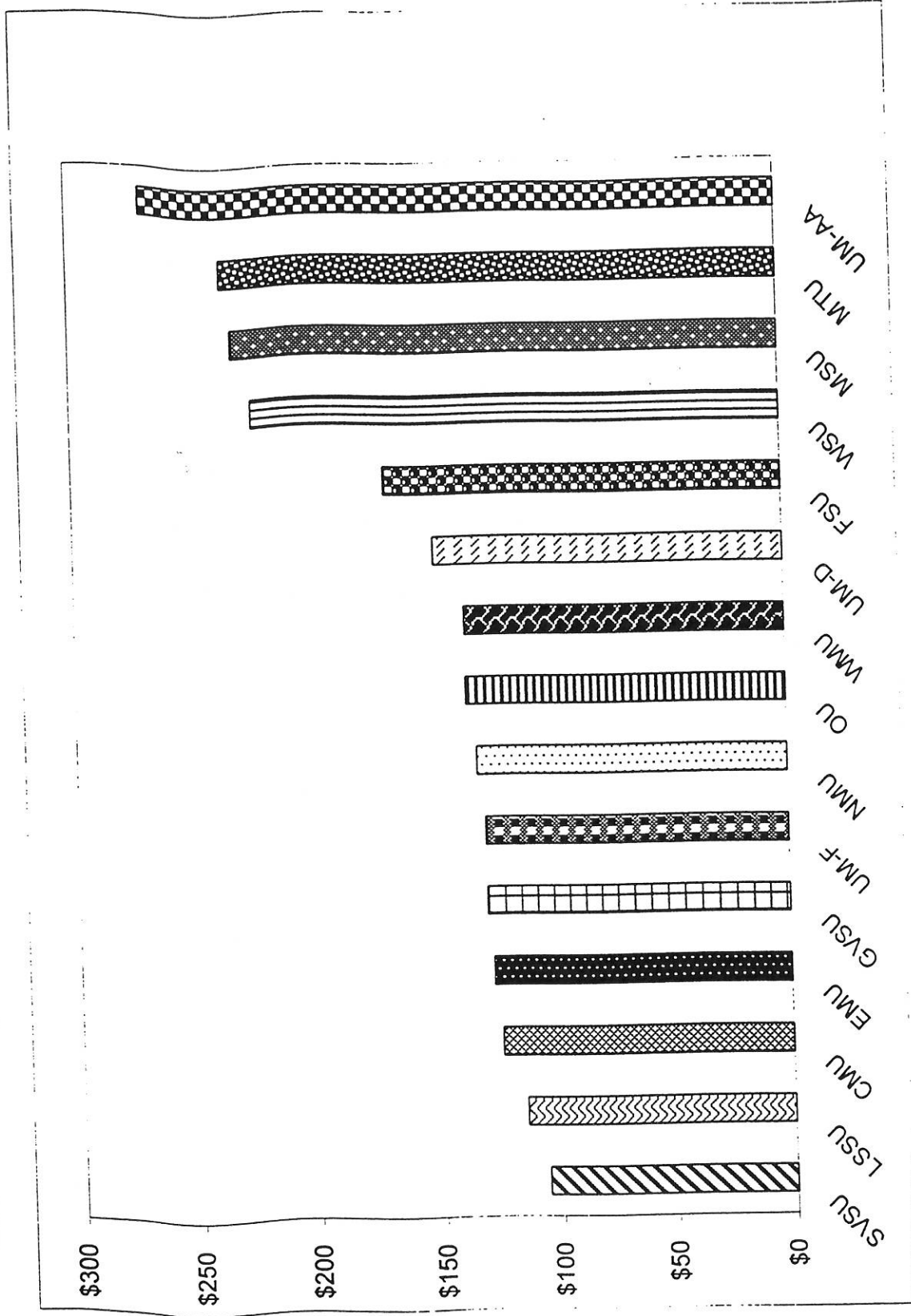


GVSU	\$4,081
SVSU	\$4,281
OU	\$4,537
CMU	\$4,555
EMU	\$4,659
UM-F	\$4,697
UM-D	\$4,777
LSSU	\$5,060
WMU	\$5,424
FSU	\$6,417
NMI	\$7,186
MSU	\$8,140
MTU	\$8,912
UM-AA	\$9,646
WSU	\$10,824

Source: Senate Fiscal Agency and Michigan Department of Management & Budget

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Instructional Expenditures per SCH at Michigan Public Universities

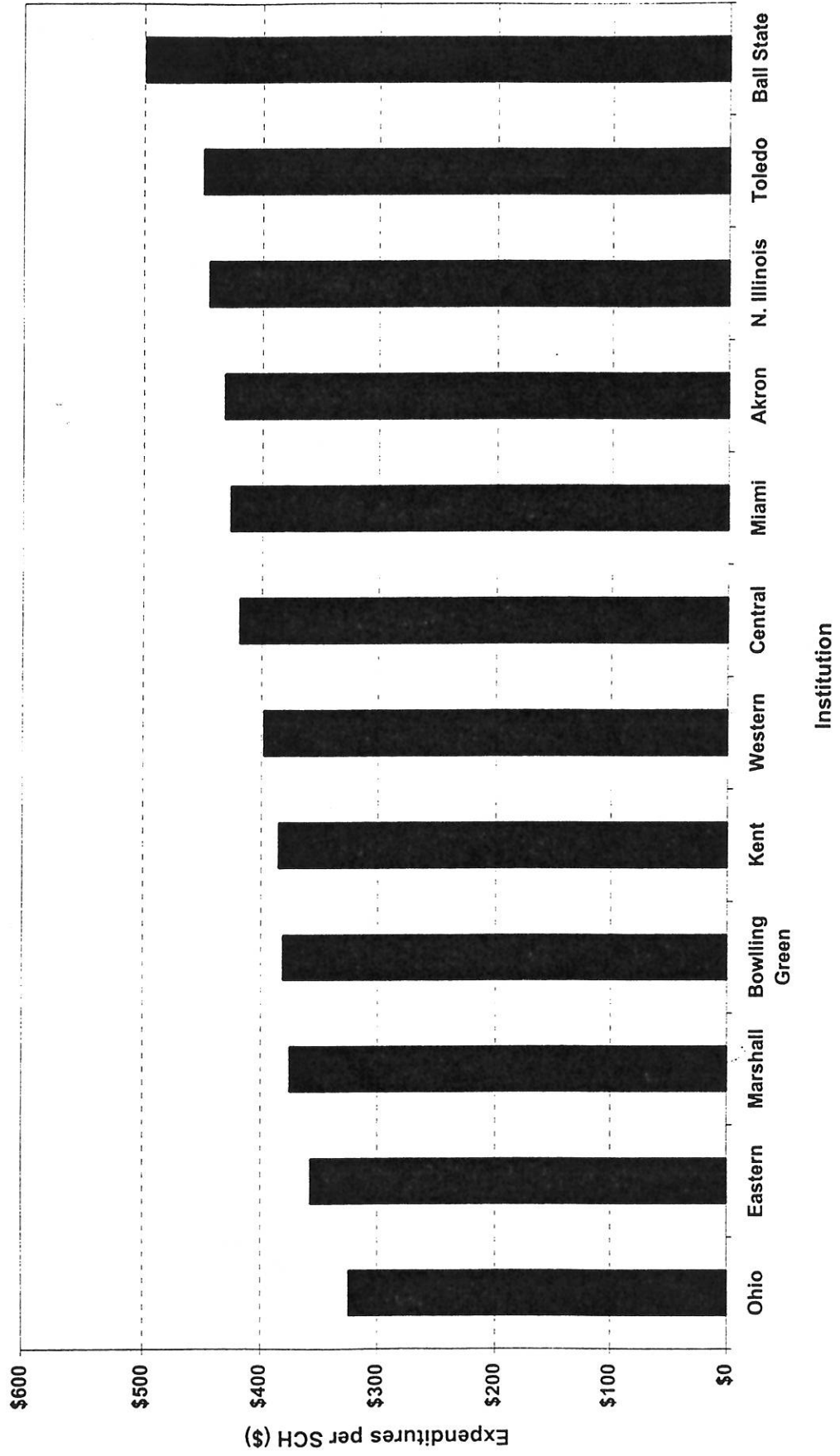


- SVSU \$106
- LSSU \$115
- CMU \$125
- EMU \$128
- GVSU \$130
- UM-F \$130
- NMU \$133
- OU \$137
- WMU \$137
- UM-D \$149
- FSU \$168
- WSU \$222
- MSU \$230
- MTU \$234
- UM-AA \$269

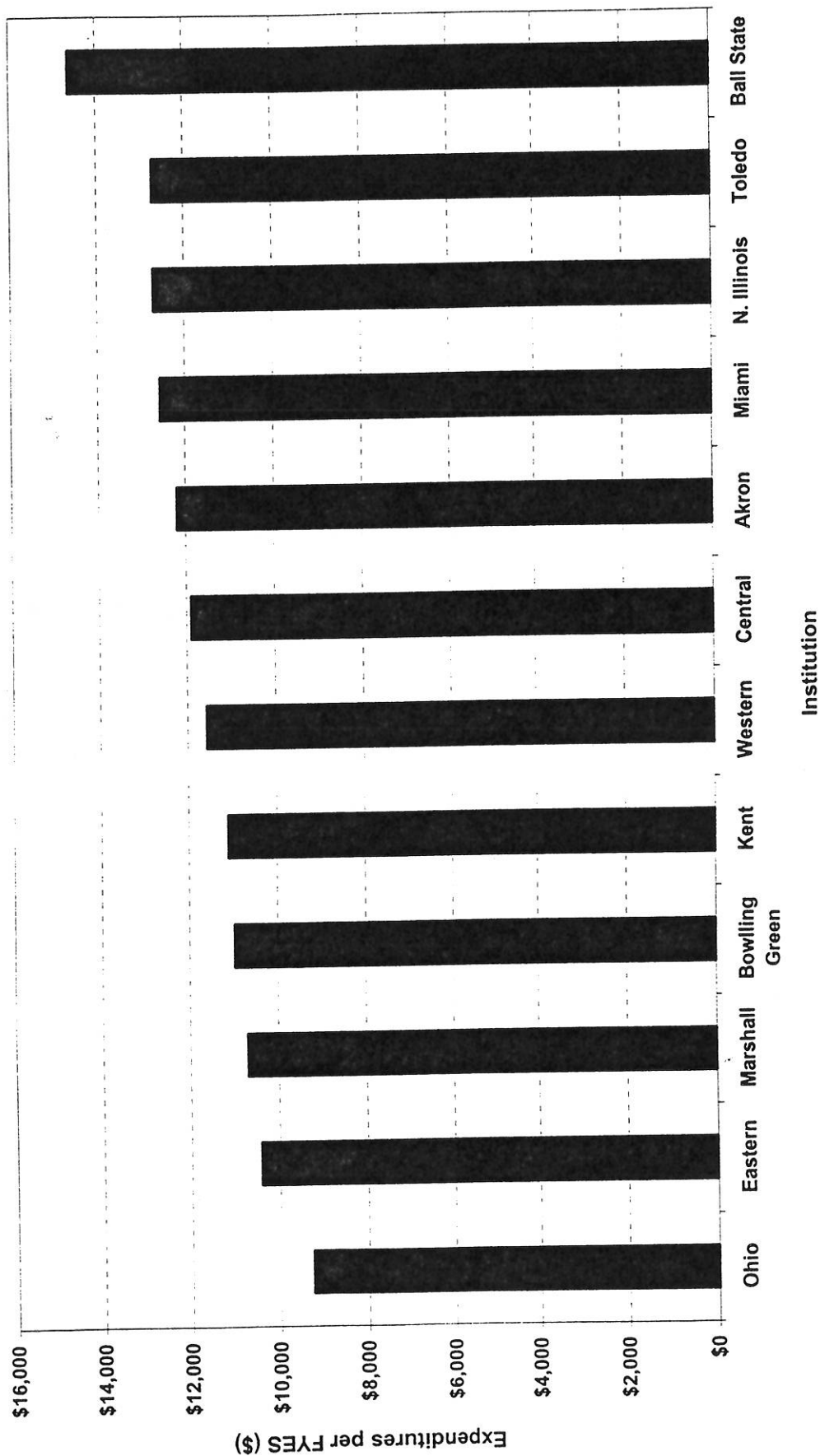
Source: House Fiscal Agency Report on 1998 Actual Expenditures, February 2, 2001

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**Comparison of Total Educational & General Expenditures per SCH
Mid-American Conference 1998-1999**



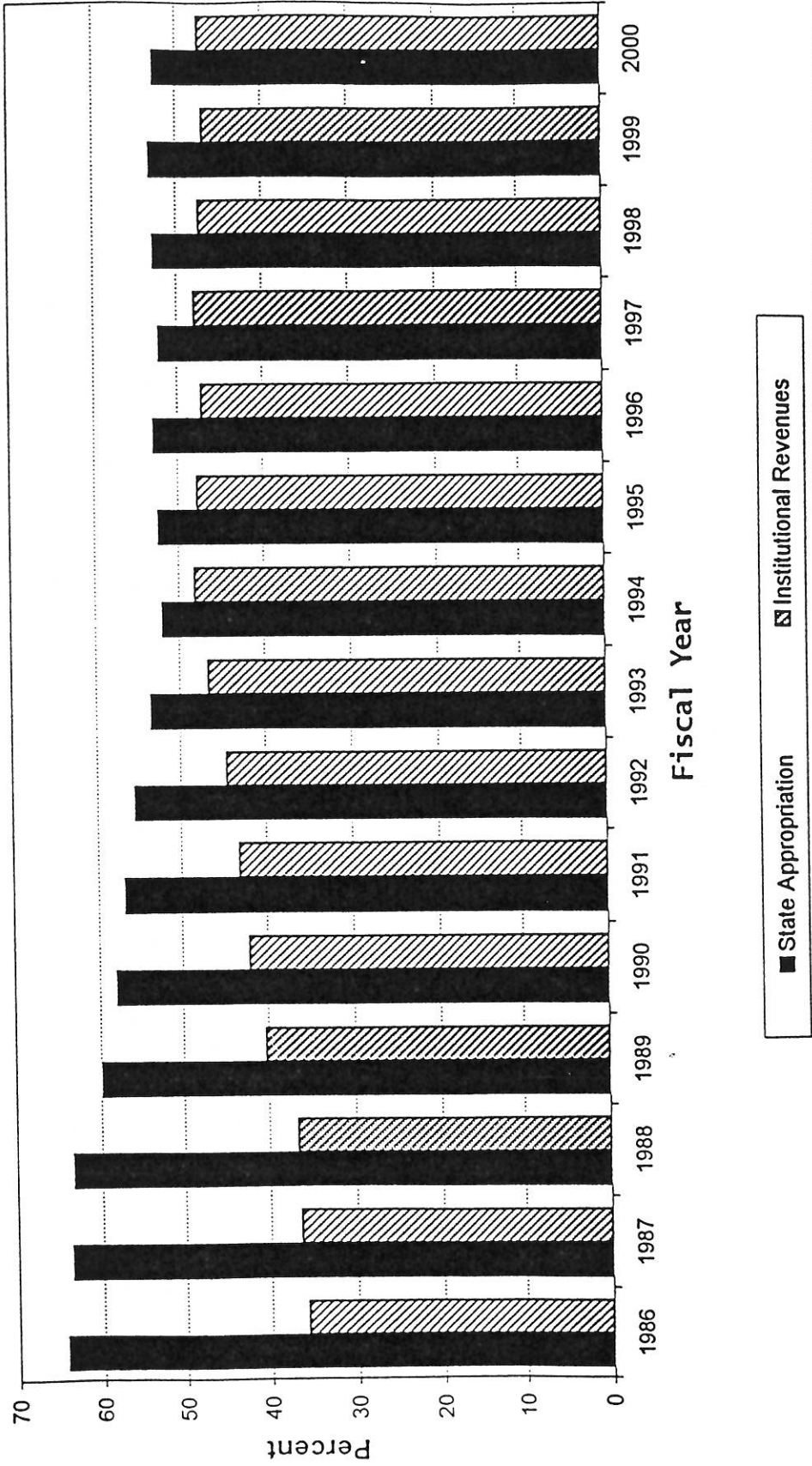
Comparison of Total Educational & General Expenditures per FYES Mid-American Conference 1998-1999



24.

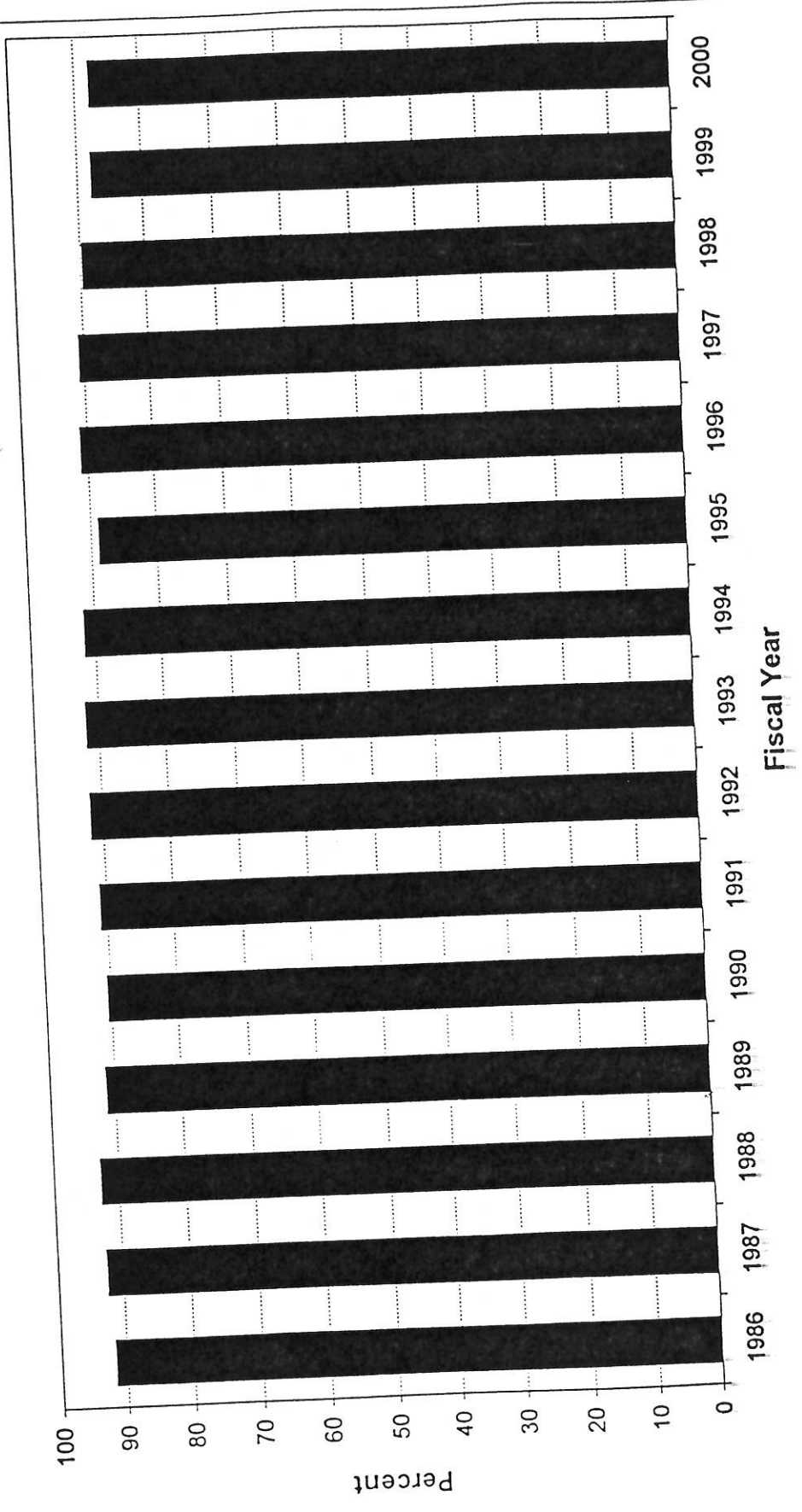
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State Appropriations and Institutional Revenues: as a Percent of General Fund Revenue



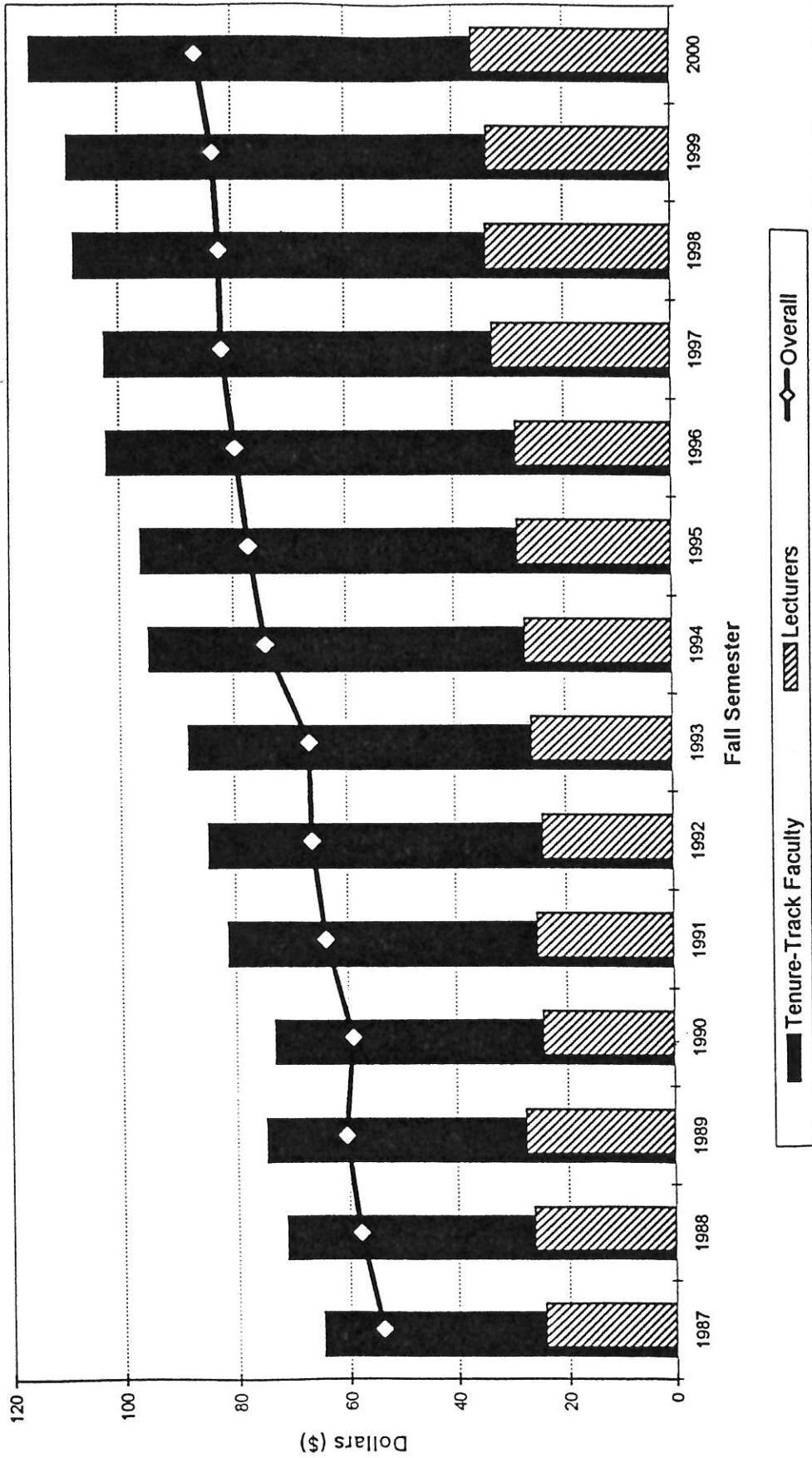
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Tuition & Fees as a Percent of Institutional Revenues

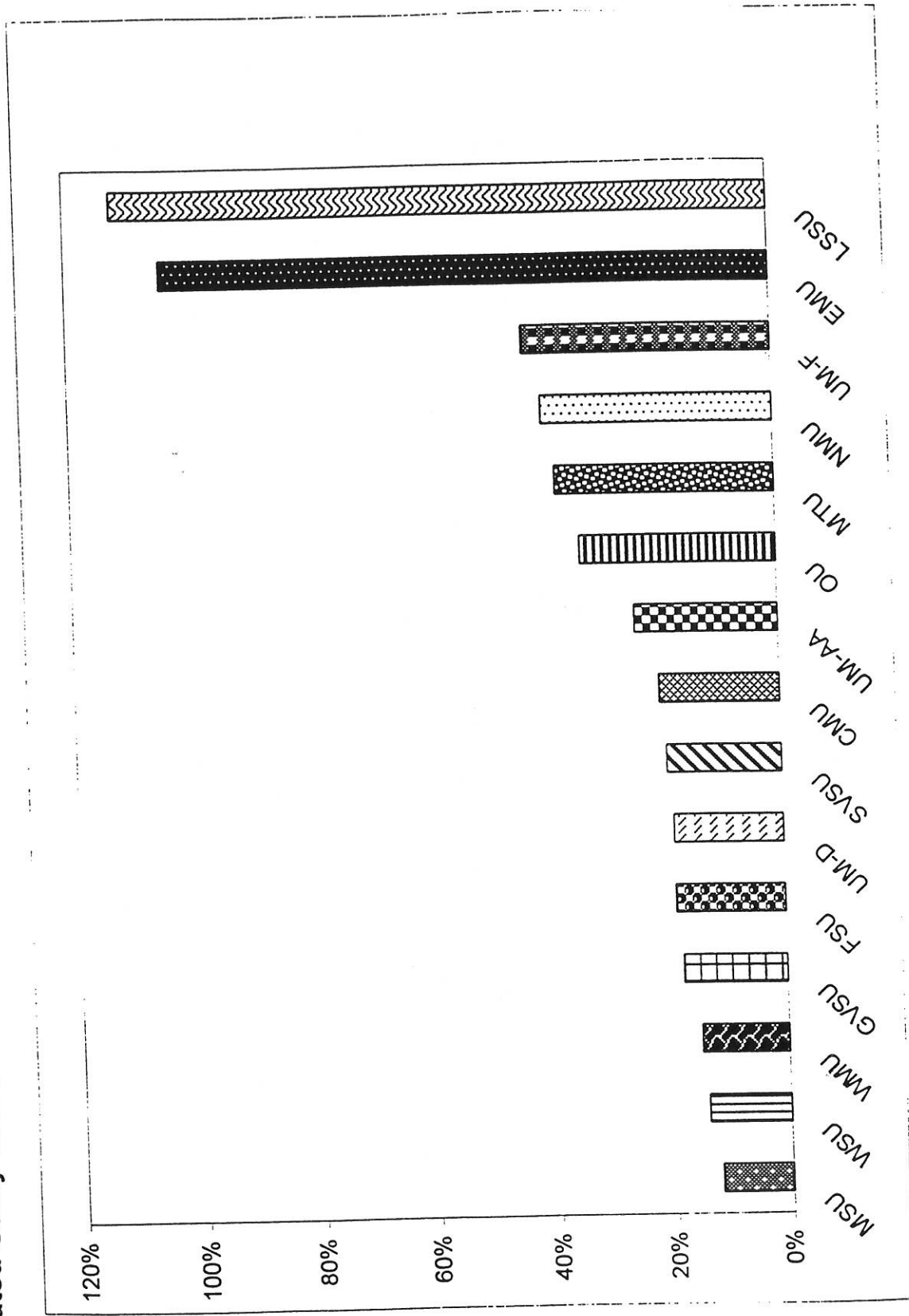


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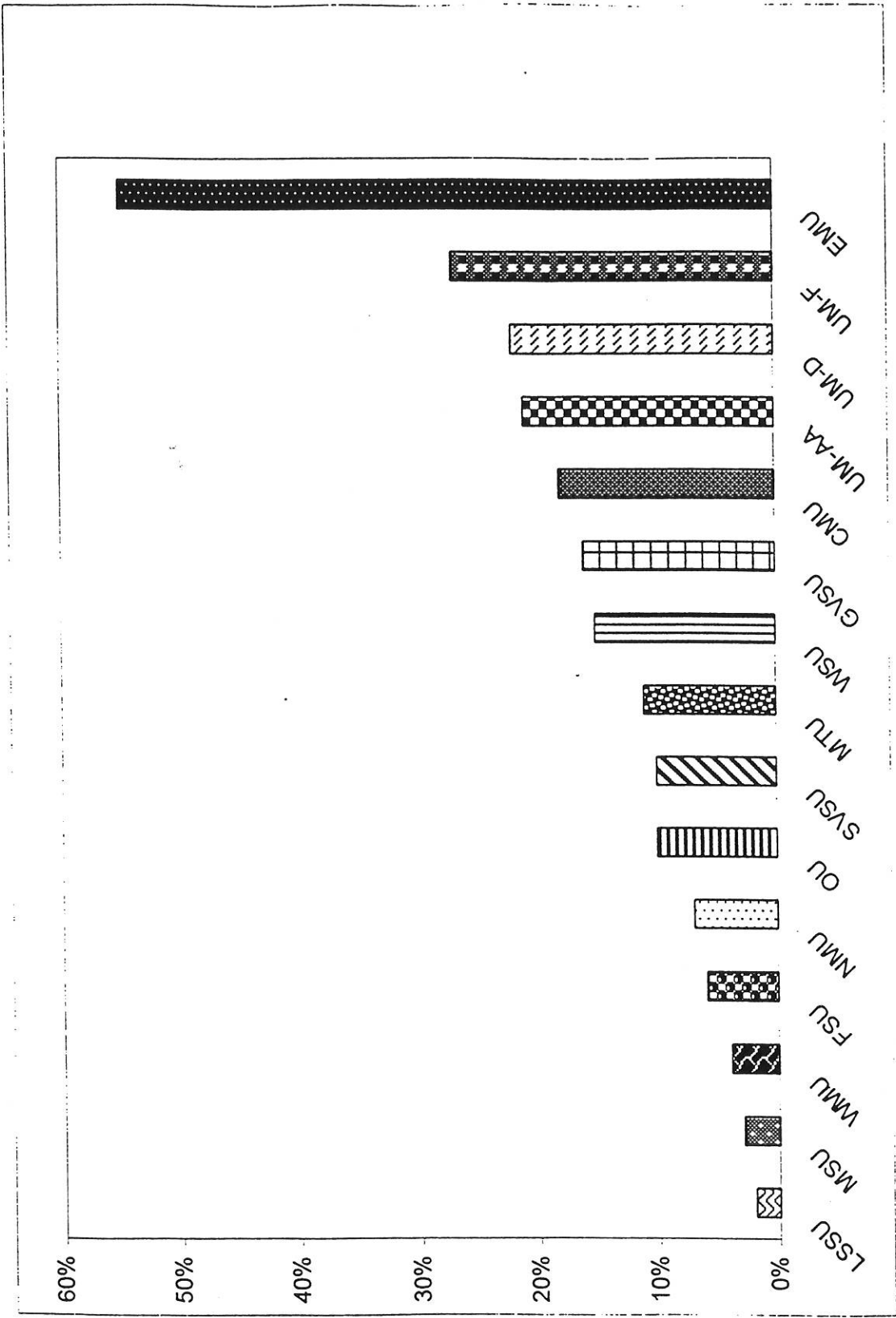
Average Faculty Salary Cost per SCH



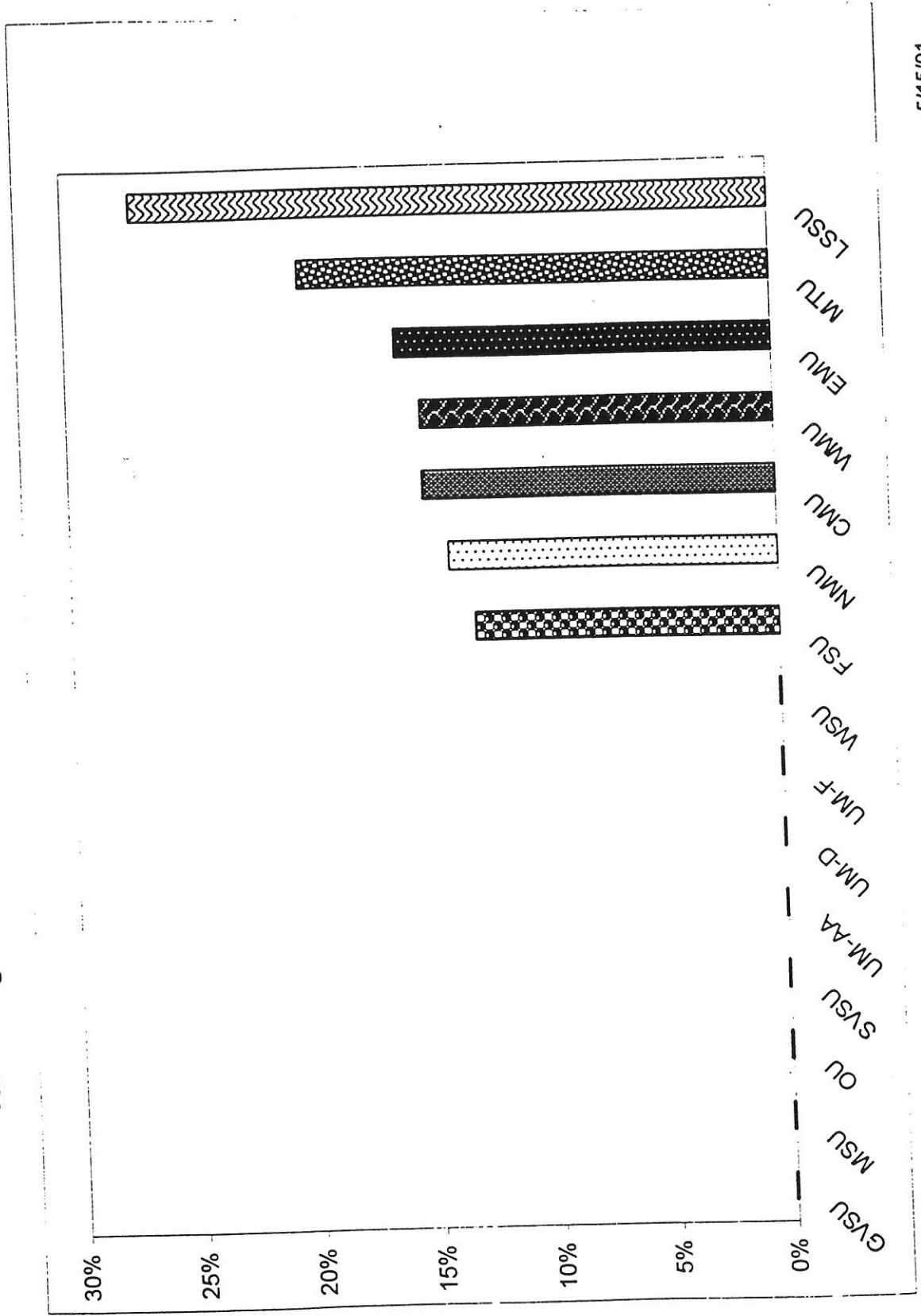
Estimated Utility Cost Percent Increases for Michigan Public Universities, FY 2001-2002



Estimated Information Technology Cost Percent Increases for Michigan Public Universities, FY 2001-2002



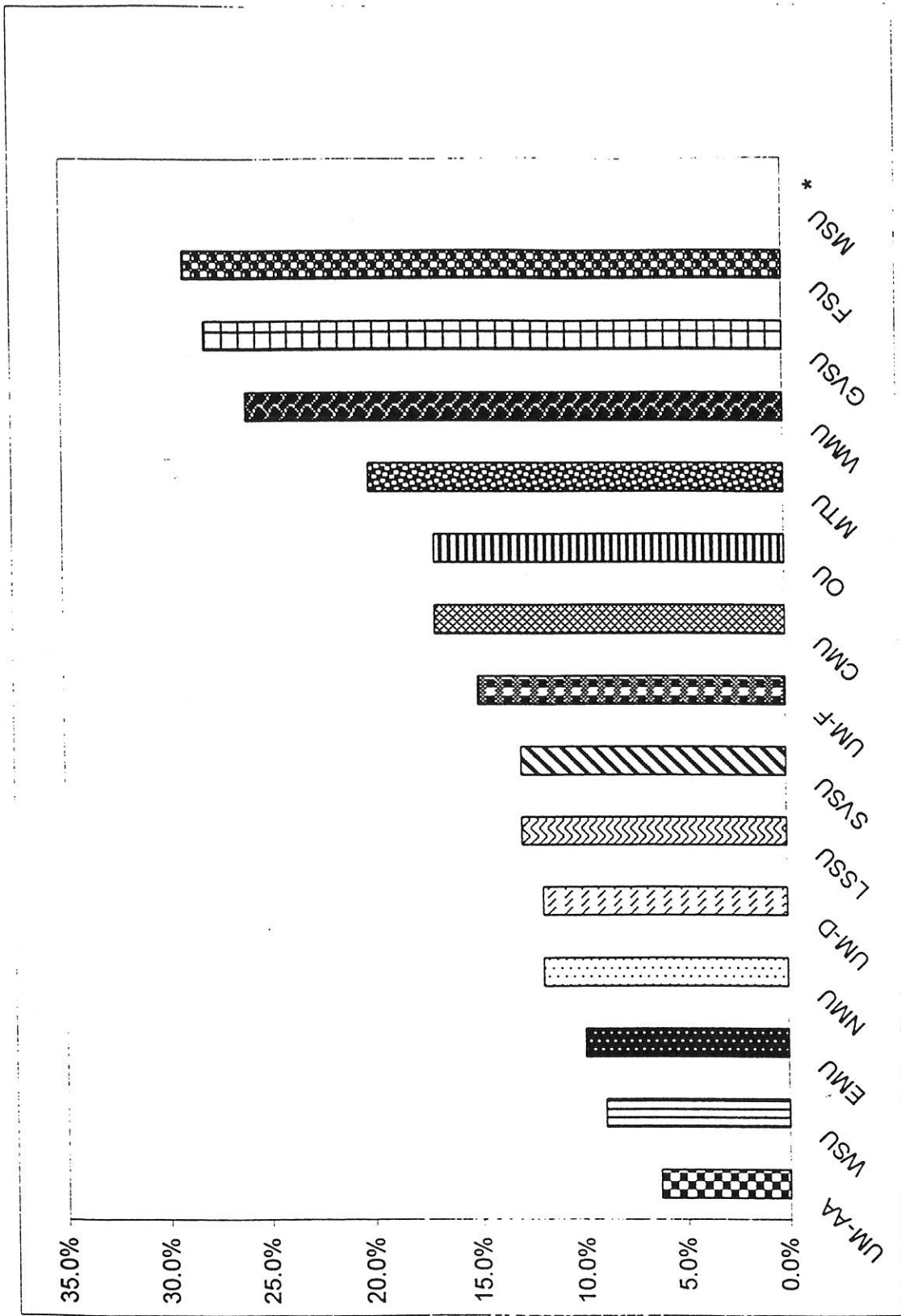
Estimated Percent Increase in Unfunded State Retirement System Costs (MPERS) for Michigan Public Universities, FY 2001-2001



GVSU	0%
MSU	0%
OU	0%
SWSU	0%
UM-AA	0%
UM-D	0%
UM-F	0%
WSU	0%
FSU	13%
NMU	14%
CMU	15%
WMU	15%
EMU	16%
MTU	20%
LSSU	27%

Source: Presidents Council: State Universities of Michigan

Michigan Public University Funding - Percent Base Appropriation Increase Requested for 2001-2002

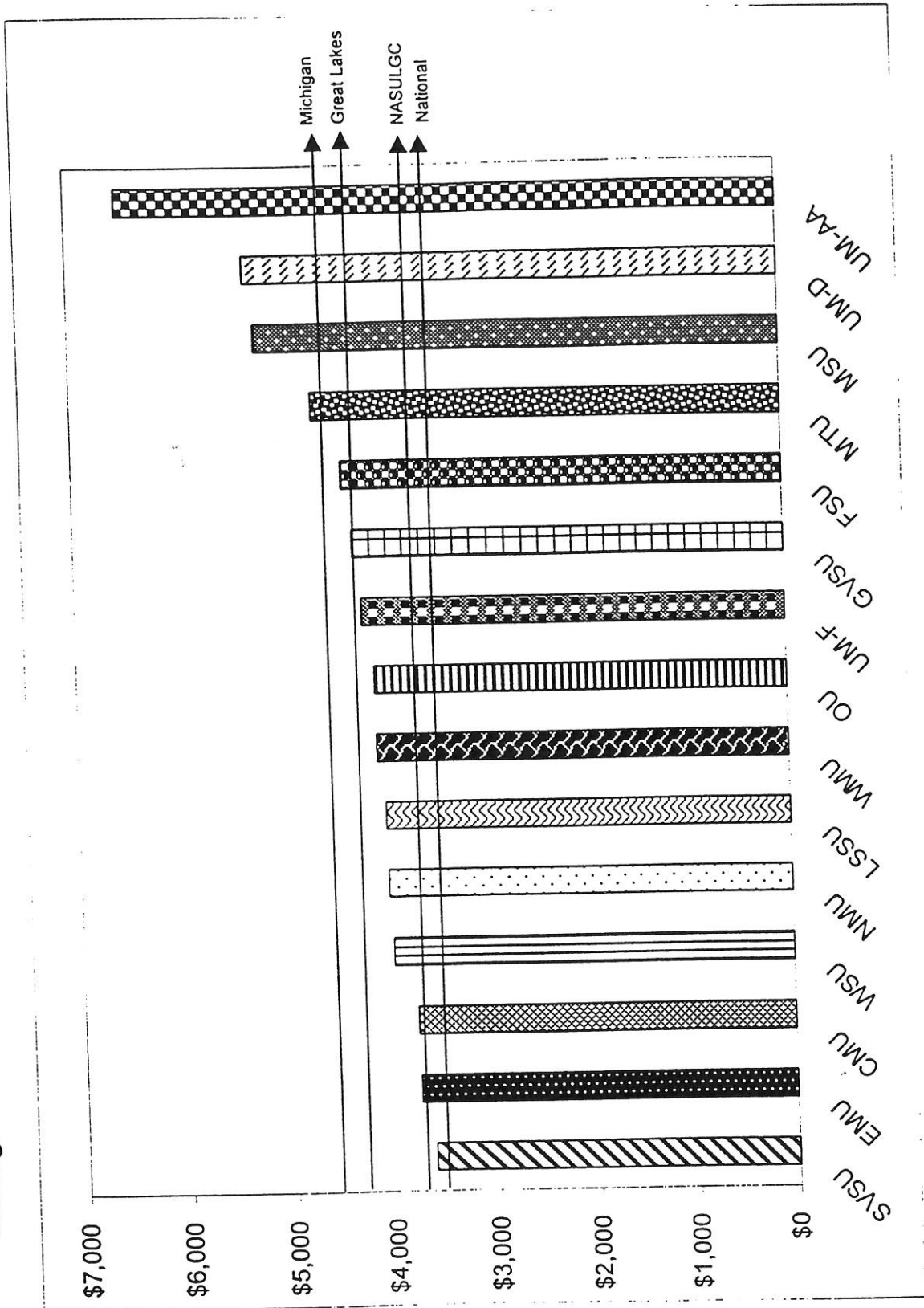


UM-AA
 WSU
 EMU
 NMU
 UM-D
 LSSU
 SVSU
 UM-F
 CMU
 OU
 MTU
 WMU
 GVSU
 FSU
 MSU

Source: Senate Fiscal Agency and Michigan Department of Management & Budget

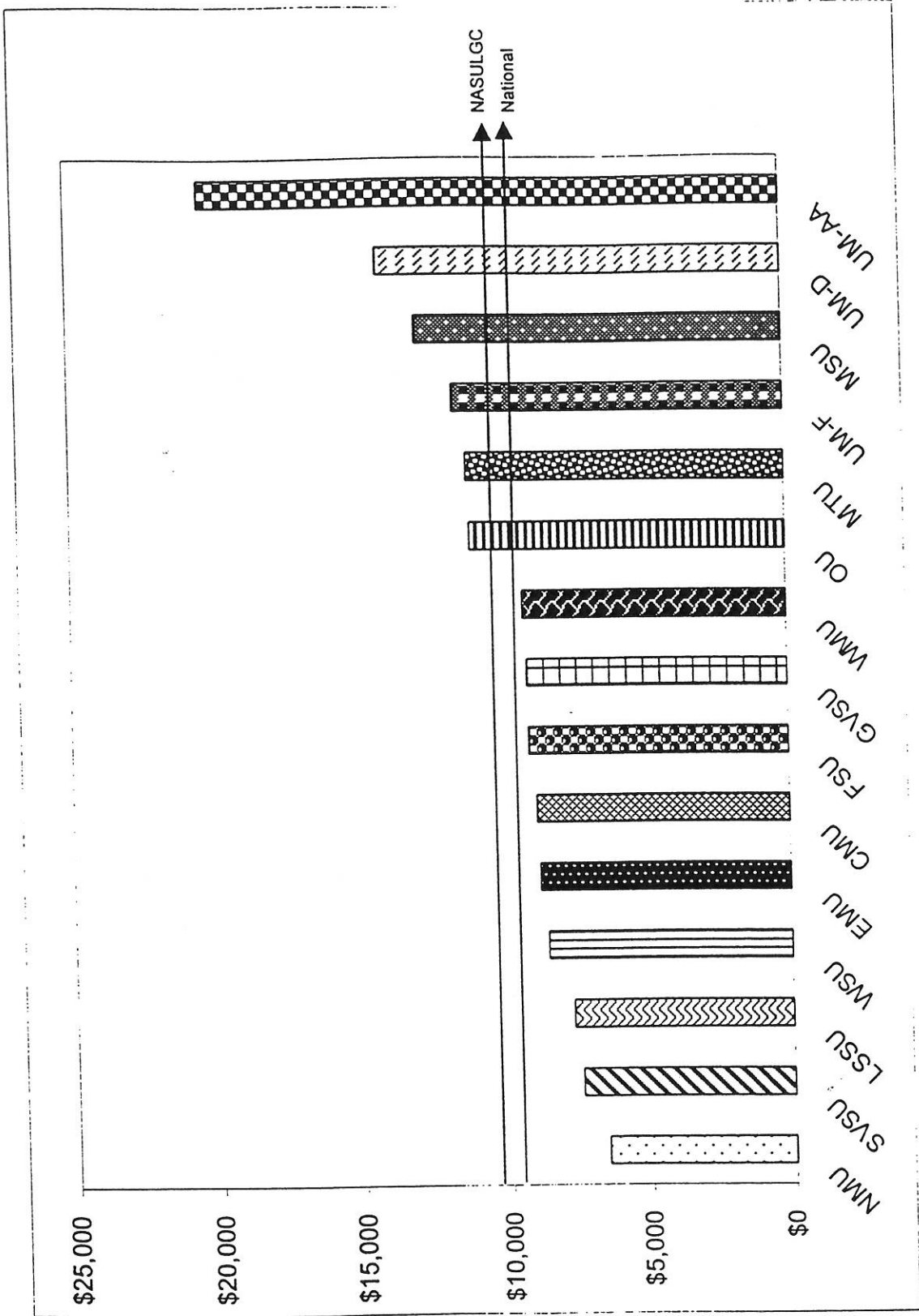
* MSU requested funding parity with UM and WSU

Michigan Public University Resident Tuition and Fees, 2000-2001



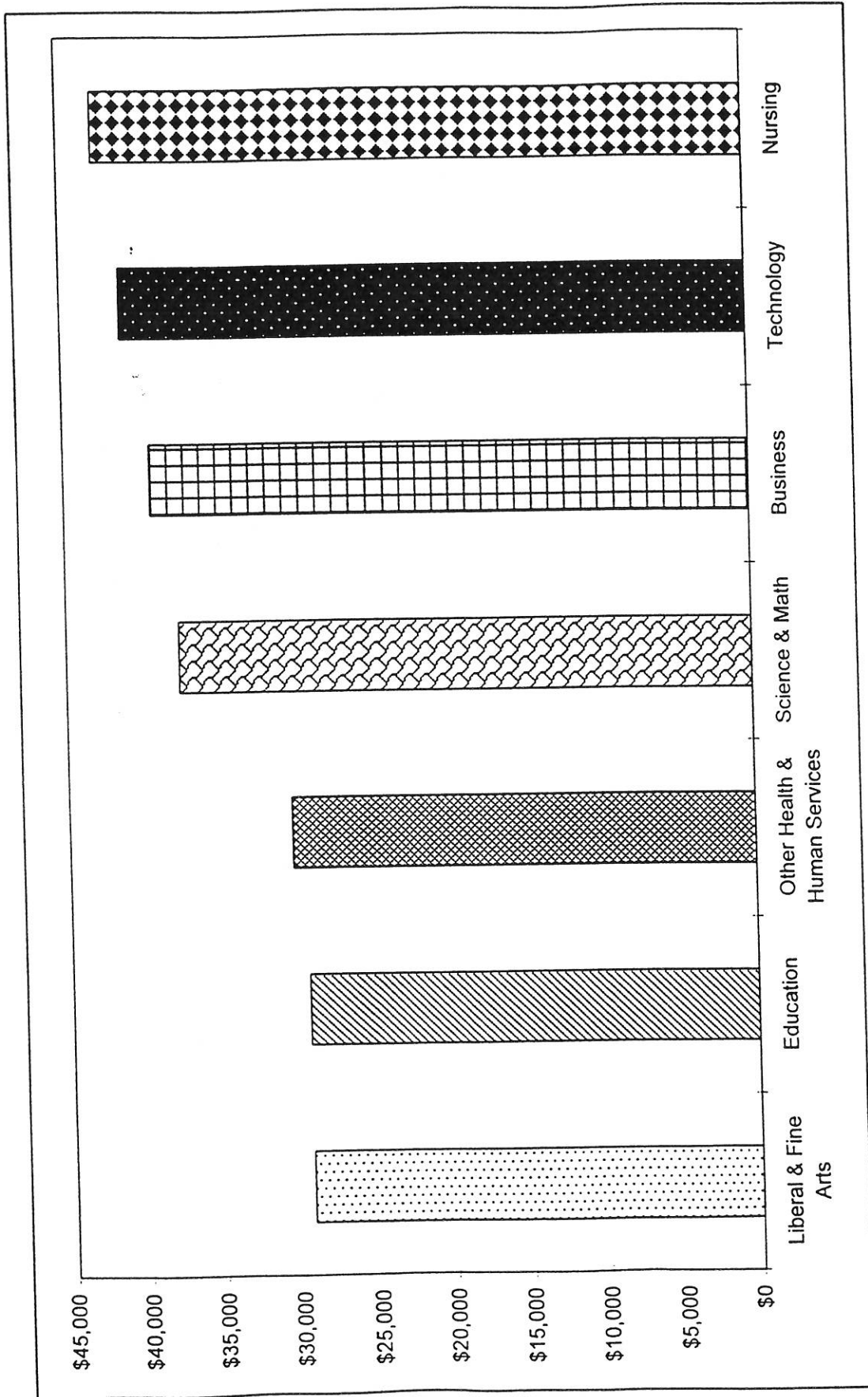
Source: Annual Survey of Colleges of the College Board, 2000-2001; Student Charges and Financial Aid, 2000-2001, American Association of State Colleges and Universities

Michigan Public University Non-Resident Tuition and Fees, 2000-2001



Source: Annual Survey of Colleges of the College Board, 2000-2001; Student Charges and Financial Aid, 2000-2001, American Association of State Colleges and Universities

Average Starting Salaries for EMU Bachelor's Degree Graduates by Field of Study



5/18/01

Source: EMU Career Services Follow Up Reports, 1997-99

**PRESIDENT'S REPORT ON EMU'S FISCAL CONDITION
EASTERN MICHIGAN UNIVERSITY
BOARD OF REGENTS' MEETING
JUNE 19, 2001**

I ended my last President's Report with an update on one challenge that has been on our minds—state funding for higher education and how to meet our needs, especially for substantial fixed cost increases in a period of declining revenues for state government. Since that time, these issues have preoccupied us as we prepare for a new fiscal year at the beginning of the month.

On a positive note, we have made a valiant effort to explain our underfunding, and with the help of many University friends, students and our new Alumni Legislative Connection, we were able to persuade the Senate to treat us more favorably and equitably than the House. For EMU, the range of appropriation options is now wider since the Senate bill provided an increase of 5.7 percent, which has now been thrown into the legislative conference committee hopper with the 2 percent approved by the House and the new executive branch recommendation of zero increases for all universities.

With our budget needs well established and our rising costs well known, the ultimate question is the mix between our two primary sources of revenue—appropriations and tuition. The budget plan before the Board today is based upon our legislative requests developed last fall and includes new revenue to balance the budget, with base tuition depending on the level of state appropriations.

What are the key fiscal trends shaping this situation? All of the American states have proportionately disinvested in higher education, the share of state spending for higher education has declined in light of other demands, especially K-12, Medicaid, prisons and highways, and states have substituted tuition revenue for tax revenue, shifting the cost of public higher education from general taxpayers to students and their parents. On the average, four-year public institutions in the United States now receive only 31 percent of their current fund revenue from state appropriations. Make no mistake about it, public higher education is becoming privatized—the once paramount view of pursuing a higher education as a public good benefiting society as a whole has now been tipped in favor of viewing higher education as a private good, inuring to the student who receives an education and its comparative advantages of better employment and substantially higher lifetime earnings.

Over the past fifteen years, EMU's ratio of state appropriations to tuition declined from 1.9 to 1 to 1.2 to 1 and our state appropriation as a percentage of general fund revenue decreased from 64 percent to 53 percent. In Michigan, there is a direct relationship between appropriations and tuition—in years when appropriations are higher, tuition and fee increases are lower.

Our challenge is even more substantial when you consider our historical underfunding. EMU ranks fifth in per student appropriations, we have always been in the

bottom cluster of funding per student, and our students now receive only 65 percent of the average per student support in Michigan public universities. We are working hard to change this, but in the meantime our quality cannot suffer. We cannot maintain our current level of educational activity and improve the quality of our offerings and services to students when we **invest** at the same comparatively low level as the State **appropriates**. When our expenditures per credit hour of instruction are fourth lowest in the State and next to lowest in the Mid-American Conference, we know that continued inaction will doom us to being toward the bottom in every measure. As in most areas, in higher education you get what you pay for.

What are we paying for and what is driving our costs? First, I want to address some common public misperceptions. As shown repeatedly in national studies, college costs are not rising as fast as the public perceives, especially for public higher education institutions, which are often painted with the same brush as high cost private institutions. To the public, rising prices usually mean that universities are not effectively managing their costs, but this reflects a misunderstanding about how prices and costs work. In the business world, price is equal to cost plus profit, but for universities, price reflects costs minus subsidies. Because of our values, we sell education at a price lower than cost.

To this we must add another little understood fact—what we buy at work in a university often differs from what we buy at home. The Consumer Price Index is not a good measure of costs in higher education, yet the State uses it as a benchmark. A university's grocery basket is three-fourths people, who are specialized, highly skilled, and competitive, requiring salaries and benefits that match the marketplace. It also contains costly advanced technology and scientific instrumentation unique to our mission, new programs that respond to the State's need for economic development in an information age, costly regulations and unfunded mandates from various levels of government, and demands from students and parents for high accessibility, better facilities, improved services and market-driven programs.

Rest assured that an institution as underfunded as EMU knows how to control and manage costs. We pay close attention to faculty productivity, to new and better ways of doing things, to energy and health care savings, and to the efficiencies offered by technology. This year alone we tightened our belt and reallocated over \$1.5 M to pay our obligations, cutting funding for staff replacements, research support, electricity, residence hall leadership, and continuing education, for example. Over the course of the last decade, 11 academic programs were phased out.

With these various needs and conditions in mind, we developed a budget that (1) covers fixed costs, which are now exceeding \$9 M in increases, reflecting labor contracts and the new lecturers' agreement, energy, other contractual obligations, the substantial unfunded state mandate for MPSERS, inflation on operations, and tuition-based scholarships; (2) addresses information technology infrastructure, including replacement and recurring costs, software systems and portal development, with an emphasis on critical systems, such as those for registration, financial aid and business affairs, plus student labs, and desktop replacements; (3) addresses program enhancements that serve students, such as

marketing, student recruitment, registration communications, advising, retention programs, scholarships, student union expansion, the disabilities office, and parking; (4) addresses program developments of key interest to the State and the University, such as the clinical psychology Ph.D implementation, advanced placement online programs for high school seniors, accelerated teacher certification, youth and human service/nonprofit management programs, and the Small Business Development Center; (5) creates a mechanism and begins a funding stream for addressing critical deferred maintenance needs and investments in cost-avoidance, such as energy efficient lighting and building metering systems; (6) addresses key issues raised by the North Central Association in our accreditation review, such as information technology, advising, disability services, marketing and communications; (7) provides some flexibility to respond to creative outcomes in strategic planning; and (8) creates an additional financial aid safety net for needy students, especially those impacted by additional charges, through expanded scholarships, a special grant fund and expanded loan programs.

This budget is funded by a mix of appropriations, tuition, fees and other revenues, and the ultimate contribution of the base tuition rate, which we hope to limit within the 10 percent range, will depend on the State's investment. Our serious information and communications technology challenge, which is on the order of \$25 M or \$30 M, will begin to be addressed through a technology fee, now common to 70 percent of public universities, and we will restructure the general fee without increasing it, to focus more on student services and facilities of benefit to all students. Finally, as many universities are now doing in light of state disinvestments, wide variation in program costs, and differential salaries for graduating students across programs, we are more closely aligning academic costs and prices through an expanded set of program fees, eliminating our current incidental course fees which are inadequate and costly to collect.

Throughout most of the last decade, tuition and fee increases at Michigan public universities have been at or below the national average, and at EMU over the last five years, tuition and fees have increased less than 16 percent as the state appropriation has increased 19 percent. While we have under-invested from a tuition perspective, we have been able to increase the diversification of our revenue sources—the proportion of institutionally generated revenue due to tuition and fees has actually declined. Eastern's undergraduate resident tuition and fees are typically second or third lowest in the State; this places us 20 percent below the average in Michigan and 15 percent below the average for public universities in the Great Lakes states. And our non-resident tuition and fees are fifth lowest in the State, 10 percent below the national average and 18 percent below state university and land grant peers. In addition, when we have had to increase tuition, we have been attentive to student financial aid needs—over the past five years our expenditures for scholarships have increased at more than twice the rate of increase in tuition and fees.

EMU can no longer afford to be at the bottom of the pack in this very competitive world of higher education. Low-balling funding, whether through appropriations or tuition, also low-balls quality. We have an exceptional educational product; let's preserve and enhance it. EMU is positioned for even greater success as the public gains an understanding of our strengths and our commitment to quality as reflected in our investment. This

investment reflects a partnership with government, students, parents, donors and alumni, and we are grateful for the roles so many stakeholders are playing to achieve success for the University.

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

COLLECTIVE BARGAINING AGREEMENT BETWEEN EASTERN MICHIGAN UNIVERSITY AND THE EASTERN MICHIGAN UNIVERSITY FEDERATION OF TEACHERS

ACTION REQUESTED

It is recommended that the Board of Regents approve the Collective Bargaining Agreement between Eastern Michigan University and the Eastern Michigan University Federation of Teachers (EMU-FT) and that the President and the University's Bargaining Committee be authorized to execute the Agreement on behalf of the Board of Regents.

STAFF SUMMARY

The recommendation is based upon negotiations with EMU-FT for its first, Collective Bargaining Agreement with this employee group covering the period June 19, 2001 to August 31, 2005.

FISCAL IMPLICATIONS

The annual cost increase increments over the four-year agreement will be approximately \$693,200 in 2001-02; \$187,600 in 2002-03; \$206,700 in 2003-04 and \$246,700 in 2004-05.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer
Interim Provost and Vice President for Academic Affairs

Date

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TENTATIVE AGREEMENT BETWEEN EMU AND EMU-FT

EXECUTIVE SUMMARY

In March the University reached a tentative first Agreement with the EMU-FT that governs the employment of full time Lecturers. The Agreement provides a number of enhancements for Eastern's full time Lecturers and the University.

- 2001-02 compensation for Lecturers is initially established through either a salary schedule that has a minimum academic year wage of \$25,000, and a maximum wage of \$30,500, based on years of service to EMU, or, a 4% increase to a Lecturer's last salary, or, \$1,500 added to base, which ever is the greater amount.
- A promotion bonus has been included in the contract that is intended to encourage Lecturers to: a) engage in professional development activities to enhance their classroom performance; and, b) pursue terminal degrees in their disciplines.
- A combination of professional development, student evaluations and department head classroom evaluations, in conjunction with progress toward a terminal degree will provide advancement for Lecturers through three ranks: Lecturer I, Lecturer II and Lecturer III. Advancement to Lecturer II requires a Distinctly Above Average evaluation of professional development and classroom instruction and a Master's degree plus 30 hours of credit towards a terminal degree. Advancement to Lecturer III requires an identical evaluation rating and attainment of a terminal degree.
- A \$2,500 financial incentive for attainment of the terminal degree is provided in the contract, \$1,250 being added to the base of a Lecturer who is promoted to Lecturer II, and an additional \$1,250 that is added to base when the Lecturer obtains a terminal degree and is promoted to the Lecturer III rank.
- The Agreement has a detailed evaluation system that will provide annual written classroom evaluations that are to be conducted by department heads and faculty, and a triennial in-depth evaluation of each Lecturer's instructional effectiveness and professional development.
- An attractive range of benefits has also been provided Lecturers in the Agreement, including a Community Blue PPO medical insurance package; dental benefits and tuition waivers comparable to those provided Eastern's other collective bargaining groups.

- The Appointments section of the Agreement provides that Lecturers are: a) employed at the will of the University; b) given one year term appointments for the first three years of service and, c) thereafter are given two year term appointments.
- Provisions in the Agreement limit the University's liability by allowing the reduction or elimination of any appointment due to enrollment declines, increases in regular faculty or other unforeseen factors that may eliminate the need for a particular Lecturer or group of Lecturers.

The annual cost increase increments over the four-year Agreement will be approximately \$693,200 in 2001-2002; \$187,600 in 2002-03; \$206,700 in 2003-04, and, \$246,700 in 2004-05.

It is projected that the provisions of the Agreement will place Eastern on a more competitive footing when seeking new Lecturers, provide closer oversight of classroom performance and increase the number of Lecturers holding terminal degrees in their respective disciplines.

SUMMARY OF TENTATIVE AGREEMENT
BETWEEN EMU AND EMU-FT

Article I. Agreement

- Identifies the parties to the Agreement.

Article II. General Purpose and Intent

- Identifies the purpose and intent of the Agreement as one of setting forth the terms and conditions of employment of employees and promoting friendly and cooperative relations between the parties.

Article III. Definitions

- Sets forth basic definitions of the terms used throughout the Agreement.

Article IV. Recognition

- Defines the bargaining unit.
- Inclusions in Unit: All persons employed by EMU in the classifications of Lecturer I, Lecturer II and Lecturer III who have received a one or two year full-time (100%) base academic year (Fall and Winter semester) teaching or library appointment.

An employee who is initially given a full-time (100%) appointment which is subsequently reduced will remain in the Bargaining Unit for the duration of his/her one or two year appointment.

Excluded from Unit: Adjunct Lecturers, Adjunct Professors, Visiting Professors, Doctoral and Post Doctoral Fellows, KCP Fellows Visiting Scholars, Visiting Scientists, Exchange Professors, faculty members represented by the EMU AAUP, employees holding administrative or joint appointments or whose appointments otherwise require teaching or other instruction-related tasks, department heads, supervisors and all other employees.

Article V. Management Rights

- Reserves the University's right to manage the University, subject to those limitations imposed by the Agreement.
- Similar in content to EMU-AAUP Agreement

Article VI. Academic Freedom and Equal Employment Opportunity

- New agreement affirms the principal of academic freedom in both teaching and research subject to those limitations provided under applicable federal, state and local law, commonly accepted standards of conduct, and such other policies, rules and regulations adopted by academic departments, colleges, administrative officers or the Board of Regents.
- Includes a provision providing for non-discrimination by either the Union or the University.
- The provisions of this Article may be grieved but are not subject to arbitration.

Article VII. Union Rights

- The University will agree to provide the Union with standard information re members of the Bargaining Unit, official documents presented to the Board of Regents, section enrollment reports, and other documents that are necessary to the Union's representation of employees under the Agreement.
- Permits the Union to conduct meetings in University facilities in accordance with University policy and subject to standard charges.
- Provides the Union with an on-campus office subject to availability and normal charges.
- Permits the Union to send its newsletter and other notices to employees through the University mail system, subject to standard restrictions on the use of the system.

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- Provides the Union a maximum combined total of 12 credit hours release time per academic year (Fall and Winter semesters) for 2001-02 and 2002-03, and 9 credit hours release time each academic year thereafter.

Article VIII. Membership Dues and Service Fees

- Requires payment of dues or service fees through automatic payroll deduction.
- Failure to comply will result in the employee being placed on an unpaid leave for any two (2) days of the Winter break that the University offices are officially open but the employee is not required to be at work.

Article IX. Grievance Procedure

- Provides a four step process - Step 1 (Department Head); Step 2 (Dean); Step 3 (Assistant Vice President for Academic Affairs); Step 4 (binding arbitration).
- The arbitrator's fees and expenses shall be borne equally by the University and the Union.

Article X. Strikes

- Prohibits strikes during the term of the Agreement.
- Similar in content to the EMU-AAUP Agreement.

Article XI. Appointments and Reappointments

A. Nature of the Employment Relationship

- Establishes the fact that individuals in this unit are but a part of a larger community providing instruction and library service. The provision also makes it clear that the Lecturers represented by EMULOC do not have priority for teaching or library assignments over others in the employ of the University.

B. Term Appointments

- Provides for one (1) year term appointments during an employee's first three consecutive years at the University (notice of reappointment shall be provided on or before April 30).
- All appointments shall be for one (1) year until the beginning of the Fall 2003 semester.
- Commencing with the Fall 2003 semester and following the successful completion of three (3) years employment with the University, employees will be placed on two (2) year term appointments. (Notice of reappointment shall be provided on or before December 31 of an employee's second year of appointment)
- Teaching assignments will normally be scheduled during the Fall/Winter academic year. Assignments beyond the academic year (i.e. Spring and Summer) and Continuing Education assignments are at the sole discretion of the University.

C. Modification of Teaching Assignments

- This provision reserves to the University the right to modify or cancel teaching assignments due to low student enrollments, the early return from leave of tenured faculty members and other causes.

D. Priority for Retention

- The University may reduce any person's appointment to 60% of load without consequence. However, if desired, the University may transfer the loads of Adjunct Lecturers or other less senior Bargaining Unit members for the purpose of maintaining an employee's 100% load.
- If an employee's appointment is reduced to less than 60% of a full-time load, the University agrees to make reasonable efforts to restore the employee to at least a 60% load by first reassigning the class load of lesser qualified Adjunct Lecturers and second, reassigning the load of shorter service and lesser qualified members of the Bargaining Unit.

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- Preceding the reassignment of courses to an employee it must be established that the employee holds an equal or higher academic degree, is qualified to teach the course, has taught the course more times than the person from whom such courses are to be reassigned, and that the assignment and transfer of the courses can be completed prior to the first day of classes.
 - The agreement permits the University to waive the foregoing requirements if desired, without right of review under the grievance and arbitration provisions of the Agreement.
 - If an employee's appointment is reduced below 60% of load, they will be placed on a restoration list in their respective home departments for the duration of their then-current appointment. During such period, the employee shall be offered assignments that arise based upon their length of service (longest service first) provided, again, the employee is qualified. The employee must also serve notice of his/her availability on the University not less than 60 days preceding the commencement of each semester. If the employee fails to provide such notice the employee will be removed from the restoration list and forfeit his/her right to reappointment.
 - There will be no accumulation of credited service time during periods the employee is inactive or otherwise outside the Bargaining Unit.
 - The priority for retention provisions shall have no effect on the teaching loads of Graduate Teaching Assistants, Doctoral and Post-Doctoral Fellows, Visiting Professors, Exchange Professors, faculty members represented by the AAUP, employees holding administrative or joint appointments, employees whose appointments otherwise require teaching or other instruction related tasks, department heads, supervisors and all other employees. These other employee groups shall have priority for retention over all members of the Bargaining Unit.

E. Schedules

- This provision provides that the University shall have sole discretion in the development of course schedules in all academic departments

and continuing education, regardless of term or whether such courses are taught on or off campus.

F. Termination

- Provides for the termination of all employees at the will of the University.
- Any employee who is terminated mid-appointment without cause shall be paid 135% of his/her unpaid wages for the remainder of his/her appointment.
- Any employee who is terminated mid-appointment with cause shall have his/her appointment cancelled and will forfeit all compensation and benefits under the appointment.

G. Resignation

- Where practical, notice of resignation is to be provided at least 60 days preceding the commencement of the academic term in which the Lecturer is next scheduled to teach.

Article XII. Outside Employment

- Permits outside employment by Lecturers as long as it does not interfere with the Lecturer's obligations to the University.
- Conflicts that cannot be resolved may result in an individual's termination.

Article XIII. Professional Responsibility

A. Professional Responsibility

- Establishes teaching, professional library service and supervising student teachers, supported by professional development, as the primary professional responsibility of Lecturers.

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- Establishes obligations similar to the regular faculty with regard to meeting assigned classes, submission of grades, reporting of absences, submission of syllabi, etc.

B. Workload

- Fifteen credit hours is the full-time norm for those who teach the Fall and Winter semesters. Spring and Summer teaching assignments will be at the sole discretion of the University.
- The normal full-time workload for employees working in the Library will be 37 ½ hours per week.
- All employees shall be assigned a home department. Only work performed in the home department shall count toward load unless otherwise agreed between the heads of the home department and another department (or continuing education as the case may be) and the office of the Assistant Vice President for Academic Affairs.

C. Equivalency Credit

- The University may give "equivalency credit" towards meeting the 15 credit hour norm.
- The determination of the factors for which such credit will be given is vested solely in the University and is not subject to the grievance and arbitration provisions of the Agreement.

D. Office Hours

- Employees will be required to post and hold ten (10) office hours per week for student consultation.

Article XIV. Input

- Input will be permitted subject to the provisions of Departmental Input Documents.

- If employee participation is not otherwise provided, employees will be permitted to confer periodically with the Department Head on curriculum and instruction issues.

Article XV. Evaluation and Promotion

A. General

- There will be three parts to the evaluation of an employee's performance:
 - Student evaluation
 - Classroom observation by tenured/tenure track faculty and/or the Department Head
 - Assessment of an employee's professional development
- Employees will be subject to evaluation at any time, at the discretion of the University.
- Student evaluations will be conducted annually in accordance with University policy.
 - Two (2) core items on all classroom evaluations
 - No less than six (6) additional questions appropriate to the course format
 - Student evaluations will be conducted each Fall and Winter academic term
- Classroom evaluations will be subject to the same criteria rating scale and forms as that used for evaluating the classroom performance of regular faculty in a department. Classroom visitations will be conducted annually.

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- The evaluation of an employee's professional development will generally be done as part of an "overall evaluation" of the employee's performance. An overall evaluation can be undertaken at any time at the discretion of the Department Head, but must be done at least every three years and/or when an Employee is eligible and applies for promotion to a higher rank. This assessment will focus on how well the individual applies his/her expanded knowledge base to classroom instruction.

C. Promotion

- There are three ranks to which Lecturers may be appointed or advanced: Lecturer I, Lecturer II and Lecturer III.
 - Lecturer I (MA degree or BA plus 30 graduate hours in a discipline directly related to the employee's teaching assignment.)
 - Lecturer II (MA degree plus 30 hours toward a terminal degree or ABA, and a DAA rating in the year immediately preceding the year of promotion.)
 - Lecturer III (A terminal degree, 4 years as a Lecturer II and an overall rating of DAA.)

Article XVI. Compensation

A. 2001-02 Salary Adjustment

- Employees shall be provided a four percent (4%) increase in academic year base salary, or a \$1,500 increase in academic year base salary, or the salary indicated under a minimum salary table, whichever is higher. The minimum salary table commences at \$25,000, increases \$250 a year for each of the next two years. Commencing with year three the table increases \$500 per year up through 12 years of service for a minimum salary at that level of \$30,500.

B. 2002-03 Salary Adjustment

- Four percent (4%) increase in academic year base salary.

C. 2003-04 Salary Adjustment

- Four and one-quarter (4.25%) increase in academic year base salary.

D. 2004-05 Salary Adjustment

- Five percent (5%) increase in academic year base salary.

E. Supplemental Salary Adjustments

- As under the EMU-AAUP Contract, the University reserves the right to further increase the salary of any employee.

F. Employee Pay Options

- Eight (8) month or twelve (12) month pay options will be provided similar to those accorded to regular faculty.

G. Base Academic Year

- Thirty-two (32) weeks, similar to regular faculty.
- Lecturers will also be required to be available for meetings, etc. one (1) additional week preceding the commencement of each semester.
- The total commitment of Lecturers will be thirty-four (34) weeks, similar to regular faculty.

H. Salaries for Spring, Summer, Pre and Post Sessions and On Campus Workshops and Colloquia

- Compensation for Spring and Summer will be determined by the University but may not be less than \$800 per credit hour.

- Compensation for short-term workshops outside of continuing education will be paid at the rate of three percent (3%) of the employee's base salary per week.

I. Salary Adjustments for Promotions

- Applies to promotions occurring on or after September 1, 2002.
- All promotional adjustments shall be effective on the September 1 next following the date of the employee's promotion.
- Promotion Adjustments:

Lecturer I to Lecturer II	\$1,250
Lecturer II to Lecturer III	\$1,250
- Salaries for teaching continuing education classes: \$800 per credit hour. Also, reimbursement for use of personal cars will be made at the rate set forth by the IRS.
- Employees who substitute for other Employees whose temporary disability leave is being debited will, after the first hour of such substitutions, be compensated at the rate of \$46 per credit hour class met or per two lab contact hours met.
- An Employee who accepts a teaching assignment for a full semester in excess of the 15 credit hour norm shall receive no less than \$800 for each additional credit hour taught.

J. Sponsored Grants and Contract Compensation

- When a full-time Employee is appointed to a sponsored grant project concurrent with a full-time assignment, additional compensation will not be allowed. However, release time, travel expenses, and other perquisites may be allowed, subject to administrative approval, and subject to funding provided by the grant.

Article XVII. Leaves of Absence

- Six paid temporary disability leave days are permitted (seven for library employees who work the Spring and Summer terms).

- Family Medical Leave will be permitted in accordance with applicable Federal Law.
- Three days bereavement leave will be permitted to attend the funeral of a member of immediate family. Two (2) additional days may be requested in extenuating circumstances, which request will not be unreasonably denied by the University. Also, one-half (½) day with pay may be taken to attend the funeral of a person outside of the immediate family with permission of the Department Head.)
- Jury Duty (the University will pay the difference between a person's jury compensation and his/her regular University compensation. Employees will be expected to return to work when not on jury duty.)
- Military Leave (as required under State and Federal law. The University will also supplement an employee's military pay to equalize it with his/her regular University salary for a maximum of fifteen (15) working days in any tour of duty or calendar year, whichever is the longer period.)

Article XVIII.

Fringe Benefits

- Community Blue PPO (same as regular faculty).
- Waiver of Health Care Benefits (\$1,000 per year pro rated for the period medical healthcare coverage is waived.)
- Group Life and AD&D (First year one-time annual base salary rounded up to the nearest thousand. Second year two times annual base salary rounded up to the nearest thousand. Maximum coverage is \$100,000.)
- Dental Care Benefits (same as regular faculty).
- Worker's Compensation Benefits (as required by State law).
- University Business Travel Insurance Coverage (same as regular faculty).

- University Business Travel Automobile Insurance Coverage (same as regular faculty).
- Parking (To the extent such space is reasonably available, the University agrees to provide free parking for employees).
- Tuition Waiver Program for Employees, Employee Spouses and Dependent Children (similar to regular faculty).
- Flexible Spending Account (similar to regular faculty)
- Retirement: MPSERS or TIAA-CREF (9% of the employee's earnings)
- The University will also make provision for optional payroll deductions to the University Credit Union, and direct bank deposits, similar to privileges granted to other employees. Employees will also be subject to the same business travel expense reimbursement policies as those governing other employees.

Article XVIV. Special Conferences

- Provides an informal forum for the resolution of matters of mutual concern that arise during the term of the Agreement.

Article XX. Personnel Files

- Gives employees reasonable access to documents placed in their official file.

Article XXI. Transfers to Administrative Appointments

- The new agreement provides flexibility for Employees to transfer to administrative/professional positions. Employees holding such positions will be outside the bargaining unit and, thus, subject to University policy for the duration of their appointment. Employees who later return to the bargaining unit will be returned to his/her former department and position. An Employee who returns will also be entitled to compensation at a level no less than that which he/she

would have earned had he/she not held the administrative/
professional position.

Article XXII. Computation of Work Time

- This provision simply provides a means for computing the number of hours in an Employee's academic year.

Article XXIII. Past Practices

- This provision provides that those general personnel policies that were formally approved by the Board of Regents and not otherwise modified or referenced herein will continue to apply to Employees until such time as the Union is notified of the University's intent to change the policy and there has been negotiations with the Union to either agreement or impasse relative to the proposed change.

Article XXIV. Miscellaneous

- Provides employees with a designated work space for use during terms when they are teaching. Also provides for an office mailbox, library privileges, and an e-mail account within the home department during the period of his/her employment.
- Provides staff assistance, and access to copy machines and office supplies, consistent with departmental policies.

Article XXV. Scope of Agreement

- Provides standard provisions re construction, waiver, and entire agreement.

Article XXVIII. Duration and Amendment

- Four (4) years; contract expires August 31, 2005.

Appendices

- Appendix 1 provides a summary description of the University's Community Blue PPO Plan as referenced in Article XVIII.

- Appendix 2 provides a list of the individuals to be offered full-time appointments for the 2001-2002 Academic Year (Fall and Winter semesters).
- Appendix 3 sets forth the terms and conditions under which Employees will be eligible for group medical benefits for the period May 1, 2001 through August 31, 2001. It also contains a list of the individuals to be offered group medical benefits during such period.
- Appendix 4 sets forth the University's agreement to provide a distinguished teaching awards program for Employees. The particulars of any such program are at the University's discretion.
- Appendix 5 permits Employees to waive additional compensation for teaching in excess of the full-time norm (15 hour load) in those circumstances where both the Employee and the Department Head so agree.
- Appendix 6 sets forth the University's agreement to reimburse Employees who supervise student teachers for telephone and mileage expenses.
- Appendix 7 provides a list of those Employees who have not been offered an appointment to date but will be given priority consideration for openings that arise through the commencement of the Fall 2002 semester.
- Appendix 8 sets forth the terms of a last chance agreement for Elvis Smith, a Union officer, whose prior performance was undistinguished. Under the terms of this agreement, if Smith's teaching is rated lower than Distinctly Above Average in the Fall, he will be terminated.
- Appendix 9 sets forth a preliminary list of individuals who may be eligible for promotions and base salary adjustments in Fall 2001, subject to submission of appropriate documentation.
- Appendix 10 provides a process for verification of each Employee's years of service for purposes of this Agreement.

- Appendix 11 sets forth the University's agreement to encourage the reappointment in 2002-03 of those Employees who have been determined by Department Heads to have distinguished themselves through their high quality instruction and service to the University's students and for whom Department Heads have an appropriate opening.

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BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 24
DATE:
June 19, 2001

RECOMMENDATION

2001-02 GENERAL FUND OPERATING BUDGET

ACTION REQUESTED

It is recommended that the 2001-02 General Fund Operating Budget in the amount of \$178,474,486 be approved.

STAFF SUMMARY

The recommended budget has been prepared in accordance with the approved budget policies and procedures including the recognition and funding of all contractual obligations.

The budget is a \$15,474,343 or 9.5 percent net increase over the prior year. This is \$2.2 million more than that projected in the 2001-02 Appropriation Request as approved on November 14, 2000, which amounted to \$176.26 million. This change is attributed to the inclusion of the Continuing Education Plan that was not addressed previously.

The budget is contingent upon the approval of the accompanying recommendations, 2001-02 Tuition and Registration Rates and the 2001-02 Program Fees.

The budget is based upon the enactment of a FY2002 state appropriation of \$89.82 million, a 4.0 percent increase over the prior year.

This recommendation is detailed in the accompanying report, 2001-02 Operating Budget – General Fund.

FISCAL IMPLICATIONS

Approval of this budget recommendation as detailed in the 2001-02 General Fund Operating Budget and augmented by the account balances as of June 30, 2001 will establish the general fund spending authorization for 2001-02.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

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**Eastern Michigan University
Resource Planning
2001-02 Operating Budget
General Fund
Executive Summary**

In September 2000, the preliminary 2001-02 Budget Plan was prepared in support of the FY2002 Appropriation Request. This was based upon:

- the approved 2000-01 General Fund Operating Budget, dated 6/20/00
- 2000-01 contractual obligations under the terms of the AAUP contract
- contractual 2001-02 compensation adjustments for faculty and staff
- contractual and/or estimated non-personal service base adjustments effective during 2001-02
- program improvements as approved by the Board of Regents

This preliminary operating budget plan amounted to \$172.750 million, an increase of \$9.75 million, or 6.0 percent over the approved 2000-01 budget of \$163.00 million.

In November 2000, the FY2002 Appropriation Request was approved by the Board of Regents on 11/14/00. In addition to the provisions of the preliminary operating budget plan, the appropriation request was based upon a proposed budget of \$176.260 million including the program enhancements as summarized in Exhibit 1. This amounted to an additional \$3.510 million over the preliminary plan.

The appropriation requested amounted to \$94.9 million, an increase of \$8.5 million or 9.9 percent over the FY2001 appropriation of \$86.367 million. It assumed continuation of the tuition restraint policy of the legislature and the Governor, holding the fall 2001 resident undergraduate tuition increase to no more than 3.0 percent.

The November 2000 budget strategy also included a supplemental request for \$3.98 million in support of investments in the information and communications technology infrastructure.

This established the initial resource planning parameters for 2001-02.

Operating Budget

The 2001-02 operating budget has been developed incorporating all approved and/or contractual obligations and most of the planned program enhancements. This amounts to \$178.47 million, an increase of \$15.47 million over the approved 2000-01 operating budget, or 9.49 percent.

This operating budget is compared to the preliminary budget plan as formulated in September 2000 and the approved 2000-01 operating budget in Exhibit 2, 2001-02 Budget Plan, Summary.

This operating budget includes the following significant provisions for contractual obligations:

- All faculty and staff salary lines have been updated for current year salaries as of 5/15/01. The employment of faculty and staff is summarized in Exhibit 3, Position Control Summary.
- Of the 58 posted faculty positions, 52 have been filled, and 2 pending in the budget. All other open faculty positions have been budgeted as lecturer replacements.
- The faculty allocations and budgets are summarized in Exhibits 4 and 5, 2001-02 Faculty Allocations and Budget.
- In accordance with lecturer contract, 94 full-time lecturers are included in the faculty/lecturer budgets.
- Provision has been included for all 2001-02 salary adjustments as specified in the negotiated contracts. This includes a provision of \$365,000 for those faculty that elected the Community Blue PPO health insurance. The total provision for compensation adjustments amounts to \$4.97 million.
- Provision has been included for the 4 percent stipend increase for graduate assistants as approved on 4/3/01. In addition, all stipends have been budgeted at the second year level rather than at the average of the first and second year level.
- Provision has been included for the contracted increase in natural gas prices amounting to \$1.22 million additional cost.
- The budgets for scholarships, awards, and grants-in-aid as approved on 6/20/00 have been incorporated, including the increase of 4 grants-in-aid for women's crew. In addition, the budgets have been increased to reflect the current winter 2001 tuition and fee rates and the recommended increases in the fall 2001. See Exhibit 6. The increase amounts to \$1.20 million.
- The budget for the graduate assistant tuition waivers has been increased to reflect the proposed tuition and fee rates. In addition, the ratio of in-state to out-of-state assistantships has been changed from 60/40 to 55/45 to reflect the current experience. The budget increase amounts to \$762,461.
- All central accounts have been reviewed resulting in increases and decreases in the various obligations. The most significant increase is the funding for the EMU Foundation for the development program, an increase of \$240,932.
- The Continuing Education plan has been concluded with the proposed budget incorporated in the overall budget. The expense of tenured-track faculty teaching in-load has been recognized at full cost. See Exhibit 7. The increase in the Continuing Education budget amounts to \$2.43 million.
- The revised composite benefit rates effective 1/01/01 have been applied to the operating base reflecting the extensive analysis of the benefit costs.

The proposed operating budget includes provisions for the following program enhancements as addressed in the budget plan in support of the appropriation request.

- Since 1996-97, there have been no across-the-board adjustments to non-personal service operating budgets to cover departmental contractual services, supplies and materials. A provision of \$350,000 is included to be allocated divisionally. This amounts to approximately 2.5 percent of these budgets.

In support of Student Access and Retention:

- International student recruiting will be supported to attract an additional 100 students with an allocation of \$64,000.
- The print media advertising activity will be expanded to attract an additional 850 applications with an allocation of \$80,000.
- Early registration reminders to eligible students, which have been productive in the past, will be continued with an allocation of \$22,300.
- A supplemental instruction coordinator has been approved for the Holman Learning Center with an allocation of \$47,824.
- An additional professional advisor will be added to the Academic Advising Center to enhance student retention at a cost of \$46,379.
- A provision of \$382,308 for the establishment of Academic Advising/Transfer Centers in each of the colleges has been reserved pending approval of this initiative.
- A secretarial staff will be approved for the Office of Diversity at a cost of \$43,361.

In support of Public Engagements to enhance institutional advancement, community service and outreach:

- An allocation of \$300,000 is recommended for a marketing communications/media program to position EMU in targeted market populations as a University of first choice, raise public awareness of the University, and respond to deficiencies in public perception.
- A director of University Marketing has been approved at a cost of \$69,479.
- An allocation of \$20,000 is recommended to implement a comprehensive alumni membership program.
- The division of University Advancement has been established with the vice president starting July 2001 who will direct the University's development program as well as alumni relations while serving as Executive Director of the EMU Foundation.
- The plan for the 2001-02 development program to be administered by the EMU Foundation has been approved including the addition of a planned giving officer.

- The American Humanics program under the direction of the Provost has been funded at a cost of \$59,280. The program will provide for student certification in the management of non-profit organizations while enhancing community service.
- A provision of \$43,000 is recommended in support of the Eastern Scholars Program, an on-line alternative for Michigan high school students.
- An additional accountant in support of growth in grants and contracts is recommended at a cost of \$54,057.

In support of high demand professional programs:

- The first operational year of the PhD program in Clinical Psychology has been fully funded in the proposed budget including the establishment of the clinic. With 35 applicants to this program, there have been 10 admissions as planned. The first year cost of this program has been funded at \$767,117 including fellowships at a cost of \$267,106.
- A provision of \$72,000 is recommended for the development of a non-traditional teacher certification program that will address the growing demand for teachers in large urban districts serving southeast Michigan,
- It is noted that the planned PhD program in Technology identified for implementation has been delayed and is not included in the proposed budget.

Other programs and services not addressed in the earlier planning but now recommended include:

- Matching funds in the amount of \$168,652 in support of the Small Business Development Center, Region 9 covering Oakland, Wayne and Monroe counties. Eastern Michigan is replacing Wayne State as host.
- Redirection of the federal governmental relations liaison will require an additional \$38,150.
- Continuation of the support of the Textile Institute in the amount of \$75,906 is recommended until such a time that this activity becomes self-sufficient.

And, in support of the implementation of the Strategic Planning Initiative, a provision of \$500,000 is recommended for 2001-02. Much of this initiative will be addressed in the FY2003 appropriation request.

A provision of \$400,000 is included in the budget to compensate the academic departments for the loss of the foregone revenue derived from course fees which will be terminated.

The 2001-02 operating base amounts to \$178,474,486, an increase of 9.49 percent over the approved 2000-01 budget. The personal services amount to \$95.91 million, an increase of 7.96 percent. Total compensation amounts to 74.2 percent of the budget, a decrease from the 75.65 percent of the 2000-01 budget.

The overall benefit composite rate has declined from 31.45 percent in the current year to 30.72 percent primarily reflecting the cost avoidance of the health insurance program. As shown in Exhibit 8, Analysis of Staff Benefits, the group health insurance payments for 2001-02 are projected to decrease reflecting the changes in the health care options.

The student financial aid program including all scholarships, awards, grants-in-aid, tuition waivers and fellowships amount to \$11.87 million or 6.65 percent of the total budget compared to the 5.87 percent in the prior year. This amounts to a 24.0 percent increase over the prior year. See Exhibit #6.

The 2001-02 operating budget is detailed by organizational units in Appendix A along with the budget variances with the prior year.

Revenues

Total general fund net revenues are estimated at \$178,381,777, not including either general fee or technology fee revenues, each of which will be recorded in the designated funds and allocated according to approved plans.

The assumptions included in this estimate are:

- A state appropriation of \$89.82 million, a 4.0% increase over the prior year.
- The proposed tuition and fee schedule effective Fall 2001 which will yield net revenues of \$75.84 million based upon enrollments of 542,688 student credit hours.
- The proposed program fee schedule effective Fall 2001 which will yield net revenues of \$3.77 million.
- All revenues are summarized in Exhibit 9, Revenue Summary.

At the time of writing the possible options for the FY2002 state appropriation range from the Senate-sponsored bill providing \$91.27 million (a 5.7% increase) to the Governor's revised recommendation of \$86.43 million (no increase). This amounts to a range of almost \$5 million.

A matrix of revenue options is provided in Exhibit #10 which includes the House-sponsored bill for \$88.09 million as well as the budget recommendation of \$89.8 million. Each option includes a trade-off for the tuition recommendation as alternative funding. The tuition increases, excluding the technology fee, range from 5.9 percent to 12.5 percent.

Documentation

The 2001-02 General Fund Operating Budget recommendation is supported by the following documents:

Enrollment Plan, dated April 20, 2001
Faculty Plan, dated May 8, 2001
Personal Services - Faculty, dated May 8, 2001
Personal Services - Staff, dated June 2001
General Fund Operating Budget, dated June 2001
Continuing Education Plan, dated May 31, 2001

Eastern Michigan University
2001-02 Budget Plan

2000-01 Budget - Authorization	\$163,000,143
2000-01 Budget - Amendment	1,194,367
Faculty and Staff Compensation	4,846,050
Energy Costs	2,000,000
Operating Expense Increases	360,000
Student Access and Success	1,739,301
Public Engagement: Institutional Advancement, Community Service & Outreach	1,037,357
Advanced Technology Education: Ph.D. in Technology	267,867
High Demand Professional Programs	679,250
Information and Communications Technology	1,087,500
Miscellaneous	<u>48,665</u>
	\$176,260,500

EASTERN MICHIGAN UNIVERSITY
 RESOURCE PLANNING
 2001-02 BUDGET PLAN
 BUDGET SUMMARY

ABR		1999-00 Budget	1999-00 Authorization	1999-00 Expense	2000-01 Budget	2001-02 Plan	2001-02 Budget
1010	Faculty Fall/Winter	\$38,181,888	\$35,523,768	\$36,187,804	\$38,326,757	\$41,061,118	\$42,933,856
--	Faculty Sick Leave	278,295	278,295	141,497	242,051	242,051	215,203
1020	Faculty Summer	1,633,476	1,636,392	1,502,301	1,554,679	1,647,959	1,559,988
1030	Faculty Spring	3,200,038	3,372,102	3,140,883	3,231,347	3,360,601	3,239,842
1040	Faculty Supplemental (C/E)	1,052,000	1,147,769	746,255	1,345,250	1,345,250	1,611,250
1080	Sabbaticals	491,767	469,551	483,637	850,960	884,998	676,783
1100	Lecturers	2,984,249	4,136,415	2,690,058	3,936,787	3,966,787	2,177,470
1110	Lecturers C/E	868,905	868,905	1,459,205	1,059,760	1,059,760	767,567
1120	Lecturers 100% F/W	1,136,628	1,136,178	2,389,011	1,156,389	1,395,290	2,798,573
	Total Faculty & Lecturers	\$49,827,246	\$48,569,375	\$48,740,651	\$51,703,980	\$54,963,814	\$55,980,532
1210	AP10 and above	10,646,799	11,112,683	10,858,571	11,920,405	12,493,112	13,064,649
1220	AP09 and below	2,137,956	1,807,478	1,978,599	1,983,513	2,058,453	2,142,766
1230	Professional & Technical	8,148,279	8,121,769	7,950,051	8,808,837	9,082,510	9,374,241
1240	Athletics Coaches	1,603,664	1,601,112	1,810,791	1,073,610	1,115,867	1,116,782
1250	Police Officers	480,341	480,341	520,685	494,686	516,322	537,824
1260	Police Sergeants	114,303	114,303	121,192	113,285	118,220	120,464
	Total Admin/Prof Staff	\$23,131,342	\$23,237,686	\$23,239,889	\$24,394,336	\$25,384,484	\$26,356,726
1280	Clerical/Secretarial	7,086,728	6,974,793	6,829,463	7,207,155	7,555,416	7,277,375
1290	Confidential Clerical	299,552	301,240	314,947	312,423	325,562	486,598
1310	Maintenance (AFSCME)	3,531,354	3,246,649	3,351,855	3,733,988	3,880,256	4,201,844
	Total Support Staff	\$10,917,634	\$10,522,682	\$10,496,265	\$11,253,566	\$11,761,234	\$11,965,817
1340	Overtime/Shift	425,355	751,695	741,245	404,979	404,979	447,263
1350	Temporary	324,413	428,108	401,737	363,210	363,210	349,890
1360	Misc Personal Services	257,497	220,782	76,468	219,097	219,097	210,097
1361	Longevity	297,472	308,573	316,964	297,472	297,472	362,075
1363	Honorariums	93,000	482,202	547,587	205,500	205,500	199,775
1366	Employee Consultants						
	Total Undesignated	\$1,397,737	\$2,191,360	\$2,084,001	\$1,490,258	\$1,490,258	\$1,607,245
	TOTAL PERSONAL SERVICES	\$85,273,959	\$84,521,103	\$84,560,806	\$88,842,140	\$93,599,790	\$95,910,320

RESOURCE PLANNING
2001-02 BUDGET PLAN
BUDGET SUMMARY

ABR	1999-00 Budget	1999-00 Authorization	1999-00 Expense	2000-01 Budget	2001-02 Plan	2001-02 Budget
1400 Graduate Assistant	2,090,312	2,542,413	2,306,445	2,201,027	2,319,392	2,494,239
1403 Doctoral Fellowships	49,440	71,500	133,356	49,440	178,220	196,518
1415 Student Help - WSP	414,864	387,990	295,121	414,864	414,864	414,864
1420 Regular Student Help	2,658,045	2,817,853	2,838,821	2,751,361	2,856,361	2,797,234
Total - Student Help	\$5,212,661	\$5,819,756	\$5,573,743	\$5,416,692	\$5,768,837	\$5,902,855
2100 Fringe Benefits - Indirect	1,036,365	1,049,368	1,068,914	1,113,405	1,181,565	1,168,278
2500 Fringe Benefits - Direct	25,708,997	25,828,046	26,380,267	27,942,037	29,504,344	29,467,137
Total - Fringe Benefits	\$26,745,362	\$26,877,414	\$27,449,181	\$29,055,442	\$30,685,909	\$30,635,415
3000 Services, Supplies & Materials *	14,800,505	19,604,256	16,866,683	15,995,768	16,038,472	18,464,313
3600 Utilities	4,054,507	3,939,612	3,590,100	4,037,738	6,037,738	5,274,820
3880 Distribution to EMU Foundation	1,190,585	1,190,585	1,309,692	1,322,068	1,322,068	1,563,000
4000 Travel	1,952,843	2,935,560	2,979,368	2,162,262	2,172,262	2,325,182
5000 Equipment/Capital Outlay	1,373,312	3,202,235	2,796,932	1,387,612	1,387,612	1,552,028
5300 Library Acquisitions	1,923,099	1,860,697	1,764,925	2,043,099	2,123,099	2,123,099
7000 Student Financial Aid	5,829,363	5,868,204	6,114,080	6,426,427	7,078,606	7,442,924
-- Michigan Indian Tuition	100,000	100,000	123,901	100,000	100,000	125,000
-- GA Tuition Reimbursement	1,570,769	1,570,769	1,593,172	1,570,769	1,799,874	2,333,230
-- N/R Tuition Differentials	929,190	929,190	944,164	1,003,020	1,139,910	1,351,891
8000 Recharges	(129,984)	(107,984)	(121,184)	(132,678)	(132,678)	(132,678)
8092 Recharges - Auxiliary Admin. Support	(1,031,820)	(1,031,820)	(1,146,820)	(1,095,011)	(1,138,811)	(1,355,334)
Total - Operating Expense	\$32,562,369	\$40,061,304	\$36,815,013	\$34,821,074	\$37,928,152	\$41,067,475
9613 General Fee Support	(813,487)	(2,060,318)	(2,156,077)	(204,648)	(204,648)	(204,694)
9840 MT - Debt Service	2,624,494	2,440,673	2,505,478	2,448,220	2,411,431	2,411,431
9880 MT - Matching Funds	203,000	220,236	197,378	263,296	203,000	384,652
9900 Non-Mandatory Transfers	278,087	---	100,924	238,524	238,524	247,629
9933 Convocation Center Support	1,018,883	1,018,883	902,319	1,031,403	1,031,403	1,031,403
9937 NMT - Facilities/Plant	528,000	1,395,374	1,295,750	728,000	728,000	728,000
9993 NMT - ICR	366,700	366,700	412,925	360,000	360,000	360,000
Total - Transfers	\$4,205,677	\$3,381,548	\$3,258,697	\$4,864,795	\$4,767,710	\$4,958,421
OPERATING BUDGET (Expense)	\$154,000,028	\$160,661,125	\$157,657,440	\$163,000,143	\$172,750,398	\$178,474,486

RESOURCE PLANNING
2001-02 BUDGET PLAN
BUDGET SUMMARY

ABR	1999-00 Budget	1999-00 Authorization	1999-00 Expense	2000-01 Budget	2001-02 Plan	2001-02 Budget
Budget (Expense) Increase Between Years	\$6,893,822	\$7,027,431	\$7,861,135	\$9,000,115	\$9,750,255	\$15,474,343
% Increase Over Prior Year (1)						
Total Expenditures	4.69		5.25	5.84	5.98	9.49
Personal Services	4.03		4.65	4.19	5.36	7.96
% of Total Operating Budget						
Personal Services	55.37		53.61	54.50	54.18	53.74
Student Help	3.39		3.53	3.32	3.34	3.31
Fringe Benefits	17.37		17.40	17.83	17.74	17.17
Total Compensation	76.13		74.54	75.65	75.26	74.21
% Direct Benefits of Personal Services	30.15		31.20	31.45	31.45	30.72
*ABR 3000 Bad Debt Expense	\$686,859	\$686,859	\$698,720	\$721,412	n/a	\$853,079
TOTAL EXPENDITURES	\$154,686,887	\$161,347,984	\$158,356,160	\$163,721,555	\$172,750,398	\$179,327,565

**EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET
POSITION CONTROL SUMMARY
(FULL-TIME EQUIVALENCIES)**

ABR		1999-00 BUDGET	1999-00 UTILIZATION	2000-01 BUDGET	2001-02 BUDGET
1010	RANKED FACULTY FALL/WINTER	682.19	642.86	671.02	709.63
1020	RANKED FACULTY SUMMER	30.34	32.14	30.54	30.44
1030	RANKED FACULTY SPRING	59.02	54.00	58.68	58.77
1040	RANKED FACULTY SUPPLEMENTAL (CE)	47.39	54.34	53.81	61.03
1080	SABBATICALS	9.00	8.50	15.00	10.50
1100	LECTURERS	129.84	120.74	155.02	86.75
1110	LECTURERS (CE)	47.64	51.49	50.43	31.98
1120	LECTURERS 100% F/W	<u>42.33</u>	<u>91.62</u>	<u>42.33</u>	<u>94.00</u>
	TOTAL - FACULTY	1,047.75	1,055.69	1,076.83	1083.10
1210	ADMIN/PROF NBF AP10 & ABOVE	133.00	133.30	146.50	154.67
1220	ADMIN/PROF NBF AP09 & BELOW	51.50	41.52	46.50	47.80
1230	PROFESSIONAL/TECHNICAL (UAW)	233.20	211.92	240.20	248.54
1240	ATHLETIC COACHES	42.00	41.53	31.00	32.00
1250	POLICE OFFICERS	14.00	13.71	14.00	14.00
1260	POLICE SERGEANTS	<u>2.50</u>	<u>2.50</u>	<u>2.50</u>	<u>2.50</u>
	TOTAL - ADMIN/PROF/STAFF	476.20	444.48	480.70	499.51
1280	CLERICAL/SECRETARIAL (UAW)	305.50	276.67	301.20	292.40
1290	CONFIDENTIAL CLERICAL NBF	10.00	9.90	10.00	15.00
1310	MAINTENANCE (AFSCME)	<u>128.50</u>	<u>116.66</u>	<u>133.50</u>	<u>149.50</u>
	TOTAL - SUPPORT STAFF	444.00	403.23	444.70	456.90
	SUBTOTAL - STAFF	920.20	847.71	925.40	956.41
1400	GRADUATE ASSISTANT	111.34	135.77	112.64	122.88
1403	DOCTORAL FELLOWSHIPS	2.00	2.89	2.00	7.00
1415	STUDENT HELP - CWSP	41.49	21.94	41.49	41.49
1420	REGULAR STUDENT HELP	<u>235.22</u>	<u>211.02</u>	<u>242.63</u>	<u>243.57</u>
	TOTAL - STUDENT HELP	390.05	371.62	398.76	414.94
	TOTAL - EMPLOYMENT	2,358.00	2,275.02	2,400.99	2454.45

Eastern Michigan University
2001-02 Faculty Allocations

	1999-00 <u>Utilization</u>	2000-01 <u>Budget</u>	2001-02 <u>Budget</u>
Instruction	852.50	887.74	882.94
Academic Support	78.06	68.80	69.71
Research Excellence	3.97	--	--
Sabbaticals	8.50	15.00	10.50
Miscellaneous	<u>4.20</u>	<u>1.05</u>	<u>1.05</u>
	947.23	972.59	964.20
<u>Extended Programs</u>			
Continuing Education	105.83	104.24	118.01
Academic Programs Abroad	<u>2.63</u>	<u>--</u>	<u>--</u>
	108.46	104.24	118.01
 TOTAL	 1055.69	 1076.83	 1082.21

EASTERN MICHIGAN UNIVERSITY
2001-02 FACULTY BUDGETS
SUMMARY

	1999-00 <u>Expense</u>	2000-01 <u>Budget</u>	2001-02 <u>Budget</u>
Instruction	\$41,965,084	\$43,172,508	\$45,291,836
Academic Support	3,551,059	3,229,509	3,332,651
Research Excellence *	146,469	--	--
Sabbaticals	483,637	850,960	676,783
Admin./Special Assign. *	65,986	--	--
Miscellaneous	<u>20,955</u>	<u>66,669</u>	<u>70,290</u>
Subtotal (Personal Services)	\$46,233,190	\$47,319,646	\$49,371,560
 <u>Extended Programs</u>			
Continuing Education	2,239,685	2,405,010	3,728,817
Academic Programs Aboard	<u>111,500</u>	<u>--</u>	<u>--</u>
Subtotal	\$2,351,185	\$2,405,010	\$3,728,817
 Sick Leave	 117,579	 108,639	 63,400
Sick Leave Bank	38,696	133,412	151,803
Recoupment	<u>--</u>	<u>89,183</u>	<u>408,580</u>
Subtotal	\$156,275	\$331,234	\$623,783
 Provision for Salary Adjustments	 --	 1,648,090	 2,233,542
 TOTAL	 \$48,740,650	 \$51,703,980	 \$55,957,702

* Research Excellence and Administrative/Special Assignments are not budgeted. Funds are reallocated to these faculty assignments as determined throughout the year.

Eastern Michigan University
General Fund Scholarships, Awards and Grants,
Tuition Waivers & Fellowships

ACADEMIC SCHOLARSHIPS/AWARDS/GRANTS

Acct. #	Account	2000-01	2001-02	Increase
118145	Presidential Scholarship	\$317,497	\$422,616	\$105,119
118151	Regents Scholarship	1,157,000	1,157,000	-
118153	Academic Service Award	3,500	3,500	-
118155	Recognition of Excellence	717,475	912,462	194,987
118157	Community College Scholarship	90,000	90,000	-
118158	Valedictorian and Salutatorian	100,000	100,000	-
118159	Eagle Leadership	200,000	200,000	-
118162	Residence Hall Leadership Awards	45,000	-	(45,000)
118173	Eastern Opportunity Grants	180,000	180,000	-
118181	Wade McCree Scholarship	149,450	194,840	45,390
118184	ROTC Service Award	12,000	30,000	18,000
118186	National Guard/Grant Program	32,000	32,000	-
118195	National Scholars Program	321,420	443,040	121,620
118211	International Student Awards	50,000	50,000	-
118212	Campus Leader Awards	53,000	53,000	-
118213	Music Service Awards	40,000	40,000	-
118214	Communication & Theatre Arts & Service	53,700	53,700	-
118220	University Grants	130,000	130,000	-
118221	University Awards	20,000	20,000	-
118229	Undergraduate Honors Assistantship	50,000	50,000	-
118315	Graduate Fellowships	120,000	140,000	20,000
118316	Graduate Meritorius Award	30,000	30,000	-
118317	Graduate Symposium Award	<u>20,000</u>	<u>20,000</u>	-
	TOTAL	\$3,892,042	\$4,352,158	\$460,116

ATHLETIC GRANTS-IN-AID

118197	Athletics: Out of State Differentials	\$681,600	\$908,851	\$227,251
118200	Mens Athletic Awards - Tuition	549,792	715,701	165,909
118201	Mens Athletic Awards - Room/Board	668,196	720,803	52,607
118203	Mens Athletic Awards - Medical	44,130	52,087	7,957
118207	Spring Athletic Awards	120,000	150,000	30,000
118208	Womens Athletic Awards - Room/Board	505,505	590,651	85,146
118209	Womens Athletic Awards - Tuition	415,930	586,470	170,540
118215	Womens Athletic Awards - Medical	<u>26,478</u>	<u>31,252</u>	<u>4,774</u>
	TOTAL	\$3,011,631	\$3,755,815	\$744,184

FEDERAL & STATE REQUIRED MATCHES

118180	Federal Supplemental Grant Match	\$291,333	\$291,333	\$ -
118400	College Work-Study Matching Funds	349,364	349,364	-
118410	Michigan Work Study Matching Funds	65,500	65,500	-
118425	Perkins Matching Funds	<u>23,000</u>	<u>23,000</u>	-
	TOTAL	\$729,197	\$729,197	\$ -

	SUB-TOTAL	\$7,632,870	\$8,837,170	\$1,204,300
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TUITION WAIVERS

<u>Acct. #</u>	<u>Account</u>	<u>2000-01</u>	<u>2001-02</u>	<u>Increase</u>
118310	Graduate Assistant Tuition	\$1,570,769	\$2,333,230	\$762,461
118172	Michigan Indian Tuition	<u>100,000</u>	<u>125,000</u>	<u>25,000</u>
	TOTAL	\$1,670,769	\$2,458,230	\$787,461

FELLOWSHIPS

<u>Acct. #</u>	<u>Account</u>	<u>2000-01</u>	<u>2001-02</u>	<u>Increase</u>
118320	MLKing - Rosa Parks	\$117,274	\$130,121	\$12,847
118325	Education Leadership	76,734	101,788	25,054
118326	Clinical Psychology	-	267,106	267,106
118340	Bilingual Bicultural	<u>72,160</u>	<u>72,160</u>	<u>-</u>
	TOTAL	\$266,168	\$571,175	\$305,007

	GRAND TOTAL	\$9,569,807	\$11,866,575	\$2,296,768
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Continuing Education Operating Budget
2001-02 Summary -- 10% tuition increase

	Fiscal Year 2000-01		Fiscal Year 2001-02	
	Budgeted Revenue	Budgeted Expense*	Budgeted Revenue ¹	Budgeted Expense ²
Administration (CE and Extended Programs		1,369,226		1,462,401
Off-Campus Programs	3,121,889	3,045,492	3,452,833	3,964,074
Weekend University	2,947,035	1,463,884	3,520,803	1,764,663
Distance Education	1,018,116	884,258	2,140,707	1,869,532
Masco	476,700	215,922	287,308	268,790
Non-credit Programs	275,000	235,778	267,225 ³	222,847
International Programs	1,063,232	1,005,976	1,209,554	1,017,224
	<u>\$8,901,971</u>	<u>\$8,220,536</u>	<u>\$10,878,430</u>	<u>\$10,569,531</u>
Bad debt allowance	1%	\$69,430	\$108,784	
Projected Net Revenue		<u>\$8,832,541</u>	<u>\$10,769,646</u>	<u>\$10,569,531</u>
				<u>\$200,115</u>
*revised Fall 2000				

¹Based on projected tuition increase: 10%

²Budgeted expense assumes 200 courses taught inload; \$150,000 to departments for involuntary inload assignment; does not include overall CE overhead

³COB did not submit program fee estimate; \$100,000 added to tuition estimate

EASTERN MICHIGAN UNIVERSITY
ANALYSIS OF STAFF BENEFITS
GENERAL FUND

	1996-97 Expense	1997-98 Expense	1998-99 Expense	1999-00 Expense	2000-01 Budget	2001-02 Budget
Salaries	\$76,974,420	\$78,751,630	\$80,801,501	\$84,560,805	\$88,842,140	\$95,910,320
BENEFITS						
Annual Leave Accrual	\$ --	\$332,195	\$356,546	\$352,084	\$283,068	\$325,139
Sick Leave Provision	285,000	285,000	285,000	285,000	285,000	285,000
Tuition Refund	268,075	158,007	230,847	231,241	279,477	250,000
Medicare Refund	25,027	27,452	37,511	38,339	97,800	125,300
Employee Parking	132,180	136,593	142,957	146,050	135,660	141,660
Employee Assistance Program	--	--	--	16,200	32,400	41,179
(2100) TOTAL - INDIRECT	\$710,282	\$939,247	\$1,052,861	\$1,068,914	\$1,113,405	\$1,168,278
FICA (OASDHI)	\$5,615,615	\$5,837,816	\$5,857,489	\$6,270,222	\$6,670,000	\$7,214,000
TIAA/CREF	5,039,552	5,204,818	5,338,976	5,876,416	5,870,000	6,690,000
MPERS	3,656,376	3,212,882	3,143,643	3,499,892	3,400,000	4,276,000
Group Health Insurance	5,399,462	6,010,020	6,873,773	8,122,677	9,582,037	8,673,137
Dental Insurance	982,105	818,138	915,335	1,147,798	1,000,000	1,202,000
Group Life Insurance	144,430	488,962	277,141	395,612	500,000	500,000
Long Term Disability	258,108	282,152	197,014	151,884	280,000	262,000
Short Term Disability	43,918	15,942	12,160	52,941	40,000	50,000
Workers Comp. Insurance	651,030	636,799	465,116	785,482	500,000	500,000
Unemployment Insurance	168,361	163,666	104,006	46,481	100,000	100,000
Optical	--	--	--	--	--	--
(2500) TOTAL -DIRECT	\$21,958,957	\$22,671,195	\$23,184,653	\$26,349,405	\$27,942,037	\$29,467,137
Total Direct as a % of Salaries	28.53%	28.79%	28.69%	31.20%	31.45%	30.72%
Total Direct % Increase	↑0.13%	3.24%	2.26%	13.65%	6.05%	5.46%

EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
2001-02 BUDGET PLAN
REVENUE SUMMARY

	1999-00 <u>Budget</u>	1999-00 <u>Revenues</u>	2000-01 <u>Budget</u>	2001-02 <u>Plan</u>	2001-02 <u>Budget</u>
State Appropriation	\$81,903,067	\$81,903,067	\$86,367,530	\$94,900,000	\$89,822,231
✓ Tuition & Registration Fees	59,473,287	58,890,202	62,237,295	65,278,271	71,755,817
✓ Tuition - Continuing Education	5,643,880	6,731,789	7,191,602	7,725,594	8,617,748
✓ Program Fees - Cont. Ed.	1,317,744	1,782,143	1,967,935	1,967,935	2,022,350
✓ Student Fees - Special Purpose	2,251,000	2,732,289	3,066,432	3,200,000	2,912,000
General Fee - Financial Aid	329,478	329,478	423,040	423,040	457,720
Application Fees	400,000	460,436	400,000	450,000	430,000
Financial Aid/Admin. Expense	190,000	178,964	190,000	190,000	190,000
Investment Income	861,552	903,828	796,815	900,000	926,996
Indirect Cost Recovery	550,000	691,254	550,000	650,000	740,000
Intercollegiate Athletics-Operations	494,233	864,548	-	-	-
McKenny Leases	515,246	585,975	514,094	560,000	526,994
Miscellaneous Income	165,000	199,522	165,000	200,000	233,000
Transfers for Operating Purposes	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>
Total Revenues	\$154,694,487	\$156,853,495	\$164,469,743	\$177,044,840	\$179,234,856
LESS: Tuition & Fee Allowance *	<u>(686,859)</u>	<u>(698,720)</u>	<u>(744,633)</u>	<u>(781,718)</u>	<u>(853,079)</u>
TOTAL FUNDING	\$154,007,628	\$156,154,775	\$163,725,110	\$176,263,122	\$178,381,777
Budget (Revenue) Increase Between Years	\$6,230,144	\$8,330,984	\$9,775,256	\$12,575,097	\$14,765,113
Percent Increase Over Prior Year Budget Revenue	4.22	5.61	6.32	7.65	8.98
<u>As a Percentage of Revenue Budget</u>					
Appropriation	52.95	52.21	52.51	53.6	50.11
Tuition & Fees (incl. Cont. Ed)	<u>42.09</u>	<u>41.83</u>	<u>42.21</u>	<u>41.23</u>	<u>44.84</u>
	95.04	94.04	94.72	94.83	94.96

* Calculated as 1% of Tuition, Program Fees and Student Fees (✓)

Note: State Appropriation does not include the supplemental.

2001-02 Revenues

State Appropriation	\$86,432,078	0.0%	\$88,094,880	2.0%	\$89,822,231	4.0%	\$91,268,374	5.7%
Net Tuition	79,229,662		77,566,860		75,839,509		74,393,366	
Program Fees	3,730,320		3,730,320		3,730,320		3,730,320	
Cont. Educ. Program Fees	2,002,126		2,002,126		2,002,126		2,002,126	
Other Revenue	<u>6,987,590</u>		<u>6,987,590</u>		<u>6,987,590</u>		<u>6,987,590</u>	
Total Revenue (Net)	\$178,381,776		\$178,381,776		\$178,381,776		\$178,381,776	
% Increase in base tuition		12.5%		9.8%		8.0%		5.9%

EASTERN MICHIGAN UNIVERSITY
 2001-02 OPERATING BUDGET
 BY ORGANIZATIONAL UNITS
 GENERAL FUND

Appendix A

			<u>Percent Increase</u>
-1a	Fund Summary		
	Operating Accounts	\$135,224,554	5.15
	Provision Accounts	<u>32,612,112</u>	24.51
	Subtotal	\$167,836,666	8.42
	Bad Debt	<u>746,678</u>	
	Subtotal	\$168,583,344	8.45
	Continuing Education	\$10,637,820	29.67
	Bad Debt	<u>106,401</u>	
	Subtotal	\$10,744,221	29.88
	Total Expenditure	\$179,327,565	9.83
-1b	Operating Accounts Summarized by Division and Area of Concentration/College		
-1c	Variances of Operating Accounts With The 2000-01 Budgets by Division and Area of Concentration/College		

**EASTERN MICHIGAN UNIVERSITY
GENERAL FUND SUMMARY
2001-02 OPERATING BUDGET**

	2000-01 <u>Budget</u>	2001-02 <u>Budget</u>	<u>Variance</u>
<u>OPERATING ACCOUNTS</u>			
Board of Regents	\$139,069	\$140,508	\$1,439
President	6,824,249	7,810,471	986,222
Academic Affairs	84,761,325	88,356,563	3,595,238
Business & Finance	16,494,831	17,520,729	1,025,898
Enrollment Services	7,206,442	7,632,230	425,788
Student Affairs	4,801,763	4,823,627	21,864
University Relations	1,396,002	1,444,857	48,855
Advancement & EMU Foundation	457,251	658,724	201,473
Information & Communications Technology	<u>6,521,886</u>	<u>6,836,845</u>	<u>314,959</u>
Total Operating Accounts	\$128,602,818	\$135,224,554	\$6,621,736
<u>PROVISION FOR COMPENSATION</u>			
Compensation Adjustments	\$4,418,775	\$4,974,899	\$556,124
Undistributed Employee Benefits	1,804,802	1,894,105	89,303
Salary Recoupment	(2,037,658)	(1,608,590)	429,068
Administrative Support Reimbursement	<u>(1,095,011)</u>	<u>(1,355,334)</u>	<u>(260,323)</u>
Total Provision for Compensation	\$3,090,908	\$3,905,080	\$814,172
<u>CONTRACTED SERVICES</u>			
Insurance	\$852,256	\$852,256	-
Legal Fees	292,500	245,500	(47,000)
Financial Services	828,888	875,436	46,548
Utilities	4,037,738	5,274,820	1,237,082
Shuttle Bus	147,840	151,795	3,955
Waste Management	66,000	66,000	-
Development	1,322,068	1,563,000	240,932
Legislative Liaison	<u>102,350</u>	<u>140,500</u>	<u>38,150</u>
Total Contracted Services	\$7,649,640	\$9,169,307	\$1,519,667
<u>PROVISION FOR DEBT/FACILITIES</u>			
Debt Service	\$2,431,760	\$2,411,431	(\$20,329)
Facility Maintenance	600,000	600,000	-
Convocation Center	1,031,403	1,031,403	-
Building Rentals	-	-	-
Facility Plan	<u>110,000</u>	<u>110,000</u>	<u>-</u>
Total Provision for Debt/Facilities	\$4,173,163	\$4,152,834	(\$20,329)
<u>PROVISION FOR FINANCIAL AID</u>			
Academic Scholarships, Awards & Grants	\$3,892,042	\$4,352,158	\$460,116
Athletic Grants-in-Aid	3,011,631	3,755,815	744,184
Federal & State Required Match	729,197	729,197	-
Graduate Asst. Tuition Reimbursement	1,570,769	2,333,230	762,461
Other Scholarships/Fellowships	<u>366,168</u>	<u>696,175</u>	<u>330,007</u>
Total Provision for Financial Aid	\$9,569,807	\$11,866,575	\$2,296,768

General Fund Summary
2000-01 Operating Budget
Page 2

<u>OTHER PROVISIONS</u>			
Indirect Cost Reallocations	\$360,000	\$360,000	-
Matching Funds/Grant & Contracts	240,296	361,652	121,356
Controlled Expenses	717,158	654,662	(62,496)
Program Development	250,000	250,000	-
Program Initiatives	<u>142,993</u>	<u>1,892,002</u>	<u>1,749,009</u>
Total Other Provisions	\$1,710,447	\$3,518,316	\$1,807,869
TOTAL PROVISIONS & CONTRACTED SERVICES	\$26,193,965	\$32,612,112	\$6,418,147
TOTAL OPERATING ACCOUNT/PROVISIONS	\$154,796,783	\$167,836,666	\$13,039,883
Bad Debt Expense	\$652,369	\$746,678	\$94,309
Expenditures w/o Continuing Education	\$155,449,152	\$168,583,344	\$13,134,192
<u>CONTINUING EDUCATION</u>			
Continuing Education	\$8,203,361	\$10,637,820	\$2,434,459
Bad Debt	<u>69,043</u>	<u>106,401</u>	<u>37,358</u>
Total Continuing Education	\$8,272,404	\$10,744,221	\$2,471,817
TOTAL EXPENDITURES	\$163,721,556	\$179,327,565	\$15,606,009

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET

BOARD OF REGENTS

	FACULTY ETE	STAFF ETE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET
BOARD OF REGENTS	-	1.00	51,096	-	16,397	73,015	-	140,508
TOTAL BOARD OF REGENTS	-	1.00	51,096	-	16,397	73,015	-	140,508
PRESIDENT								
OFFICE OF THE PRESIDENT	0.75	5.50	556,293	7,752	167,470	200,421	-	931,936
UNIV. PLANNING	-	11.80	609,922	6,000	194,304	41,200	-	851,426
INTERCOLLEGIATE ATHLETICS	-	61.00	2,319,009	135,468	754,791	1,562,171	-	4,771,439
UNIVERSITY MARKETING & COMMUNICATIONS	-	14.50	590,588	24,688	195,743	444,651	-	1,255,670
TOTAL PRESIDENT	0.75	92.80	4,075,812	173,908	1,312,308	2,248,443	-	7,810,471

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET

ACADEMIC AFFAIRS

	FACULTY EIE	STAFF EIE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET
PROVOST & VP ACADEMIC AFFAIRS	15.36	16.50	1,816,438	139,765	480,563	348,234	3,600	2,788,600
COLLEGE OF ARTS & SCIENCES	502.85	78.65	28,979,338	1,548,419	8,556,932	1,570,843	(30,000)	40,625,532
COLLEGE OF BUSINESS	90.78	16.00	7,213,071	207,326	2,113,738	242,753	-	9,776,888
COLLEGE OF EDUCATION	169.76	39.17	9,369,981	291,399	2,750,695	640,221	-	13,052,296
COLLEGE OF HEALTH & HUMAN SERVICES	77.46	17.00	4,637,561	151,252	1,347,703	279,707	-	6,416,223
COLLEGE OF TECHNOLOGY	57.55	12.50	3,872,992	200,187	1,164,667	368,489	-	5,606,335
GRADUATE SCHOOL	8.50	11.00	1,177,726	200,906	347,256	476,264	-	2,202,152
EXTENDED PROGRAMS	2.73	4.50	347,684	6,753	95,268	101,581	-	551,286
LEARNING RESOURCES	33.03	45.00	2,977,123	187,482	1,022,318	2,601,056	-	6,787,979
RELATED ACADEMIC PROGRAMS & SVCS	5.24	4.67	371,738	25,613	97,351	54,570	-	549,272
TOTAL ACADEMIC AFFAIRS	963.26	244.99	60,763,652	2,959,102	17,976,491	6,683,718	(26,400)	88,356,563

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET

BUSINESS AND FINANCE

	FACULTY FTE	STAFF FTE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	IRANSEERS	TOTAL BUDGET
VP BUSINESS & FINANCE	-	3.00	255,085	10,624	67,346	55,721	3,600	392,376
LEGAL AFFAIRS	-	3.00	173,903	5,514	53,368	20,913	-	253,698
PURCHASING & TELECOMMUNICATIONS	-	16.00	532,618	31,457	197,414	19,415	-	780,904
HUMAN RESOURCES	-	22.00	1,039,770	29,464	340,407	322,189	-	1,731,830
CONTROLLER	-	71.50	2,308,358	70,949	862,904	286,585	-	3,528,796
INTERNAL AUDIT	-	-	-	-	-	-	-	-
PLANT OPERATIONS & CAMPUS PLANNING	-	156.00	5,163,323	130,060	2,063,406	1,616,548	-	8,973,337
PUBLIC SAFETY	-	21.50	936,738	47,136	317,840	151,950	-	1,453,664
RISK MANAGEMENT	-	4.00	210,452	11,002	63,563	11,412	-	296,429
KRESGE ENVIRONMENTAL CENTER	-	1.00	56,490	-	18,128	35,076	-	109,694
TOTAL BUSINESS & FINANCE	-	298.00	10,676,737	336,206	3,984,376	2,519,809	3,600	17,520,728

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET

ENROLLMENT SERVICES										
	FACULTY FTE	STAFF FTE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET		
VP ENROLLMENT SERVICES	-	3.00	234,299	8,398	63,407	78,516	3,600	388,220		
ADMISSIONS	-	30.70	1,064,658	150,356	388,314	929,343	-	2,532,671		
FINANCIAL AID	-	26.00	854,479	17,061	316,287	104,796	-	1,292,623		
REGISTRATION & RECORDS	-	36.50	1,087,750	87,433	437,375	204,381	25,000	1,841,939		
ADVISING	1.10	15.00	635,578	37,542	207,290	39,139	-	919,549		
LEARNING CENTER	-	5.00	243,592	187,980	73,529	152,128	-	657,229		
TOTAL ENROLLMENT SERVICES	1.10	116.20	4,120,356	488,770	1,486,202	1,508,303	28,600	7,632,231		

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET

STUDENT AFFAIRS

	FACULTY ETE	STAFF ETE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET
VP STUDENT AFFAIRS	-	6.00	404,967	58,240	121,018	125,622	3,600	713,447
STUDENT SERVICES	-	53.00	1,978,577	406,491	694,748	528,499	-	3,608,315
HEALTH SERVICES	-	6.92	275,119	44,189	90,281	11,396	80,879	501,864
HOUSING, DINING & CONFERENCES	-	-	-	-	-	-	-	-
TOTAL STUDENT AFFAIRS	-	65.92	2,658,663	508,920	906,047	665,517	84,479	4,823,626

UNIVERSITY RELATIONS

VP UNIVERSITY RELATIONS	-	7.00	374,592	45,201	115,532	97,102	3,600	636,027
STATE, FEDERAL & COMMUNITY RELATIONS	-	1.00	28,508	-	9,148	84,068	-	121,724
PUBLIC SERVICE	-	6.00	322,974	55,593	96,373	70,415	141,750	687,105
TOTAL UNIVERSITY RELATIONS	-	14.00	726,074	100,794	221,053	251,585	145,350	1,444,856

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET

ADVANCEMENT

	FACULTY EIE	STAFF EIE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET
VP ADVANCEMENT/EMU FOUNDATION	-	1.00	130,000	-	35,425	-	-	165,425
DEVELOPMENT	-	-	-	-	-	-	-	-
ALUMNI RELATIONS	-	4.00	155,671	6,761	51,109	279,758	-	493,299
TOTAL ADVANCEMENT	-	5.00	285,671	6,761	86,534	279,758	-	658,724

INFORMATION & COMMUNICATIONS TECHNOLOGY

INFORMATION & COMMUNICATIONS TECH	-	68.00	3,396,491	392,957	1,092,105	2,129,986	(174,694)	6,836,845
TOTAL INFORMATION & COMMUNICATIONS TECH	-	68.00	3,396,491	392,957	1,092,105	2,129,986	(174,694)	6,836,845
TOTAL UNIVERSITY	965.11	905.91	86,754,552	4,967,418	27,081,513	16,360,134	60,935	135,224,552

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET
VARIANCES WITH 2000-2001 BUDGET

BOARD OF REGENTS

	FACULTY EIE	STAFF EIE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET
BOARD OF REGENTS	-	-	2,892	-	(1,453)	-	-	1,439
TOTAL BOARD OF REGENTS	-	-	2,892	-	(1,453)	-	-	1,439
PRESIDENT								
OFFICE OF THE PRESIDENT	-	1.50	175,916	(15,210)	54,164	97,040	-	311,910
UNIV. PLANNING	-	-	30,868	-	10,282	-	-	41,150
INTERCOLLEGIATE ATHLETICS	-	2.00	166,896	(4,735)	7,326	58,240	-	227,727
UNIVERSITY MARKETING & COMMUNICATIONS	-	1.00	86,967	-	18,466	300,000	-	405,433
TOTAL PRESIDENT	-	4.50	460,647	(19,945)	90,238	455,280	-	986,220

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET
VARIANCES WITH 2000-2001 BUDGET

ACADEMIC AFFAIRS

	FACULTY FTE	STAFF FTE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET
PROVOST & VP ACADEMIC AFFAIRS	2.62	1.00	196,640	88,149	26,037	41,462	-	352,288
COLLEGE OF ARTS & SCIENCES	(6.09)	2.00	1,194,060	83,714	242,979	180,000	-	1,700,753
COLLEGE OF BUSINESS	1.50	-	347,139	11,436	28,652	-	-	387,227
COLLEGE OF EDUCATION	(0.09)	-	362,020	17,007	6,756	14,707	-	400,490
COLLEGE OF HEALTH & HUMAN SERVICES	(3.86)	-	181,892	8,137	28,400	75,906	-	294,335
COLLEGE OF TECHNOLOGY	0.58	-	268,118	11,216	59,534	-	-	338,868
GRADUATE SCHOOL	(2.78)	-	(83,967)	40,606	(39,011)	(105,000)	-	(187,372)
EXTENDED PROGRAMS	0.05	1.00	79,033	-	19,007	-	-	98,040
LEARNING RESOURCES	0.59	(0.50)	135,974	-	(1,372)	85,000	-	219,602
RELATED ACADEMIC PROGRAMS & SVCS	-	(0.33)	2,016	6,310	(318)	(17,000)	-	(8,992)
TOTAL ACADEMIC AFFAIRS	(7.48)	3.17	2,682,925	266,575	370,664	275,075	-	3,595,239

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET
VARIANCES WITH 2000-2001 BUDGET

BUSINESS AND FINANCE

	FACULTY EIE	STAFF EIE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET
VP BUSINESS & FINANCE	-	-	17,884	-	3,302	-	-	21,186
LEGAL AFFAIRS	-	-	7,246	-	1,899	-	-	9,145
PURCHASING & TELECOMMUNICATIONS	-	-	6,510	-	(5,515)	2,824	-	3,819
HUMAN RESOURCES	-	1.00	59,409	-	(1,653)	9,651	-	67,407
CONTROLLER	-	1.00	109,158	660	(19,885)	14,800	-	104,733
INTERNAL AUDIT	-	-	-	-	-	-	-	-
PLANT OPERATIONS & CAMPUS PLANNING	-	17.00	719,208	-	283,579	(263,666)	-	739,121
PUBLIC SAFETY	-	-	35,951	-	40,633	-	-	76,584
RISK MANAGEMENT	-	-	4,516	440	(519)	-	-	4,437
KRESGE ENVIRONMENTAL CENTER	-	-	1,645	-	(2,181)	-	-	(536)
TOTAL BUSINESS & FINANCE	-	19.00	961,527	1,100	299,660	(236,391)	-	1,025,896

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET
VARIANCES WITH 2000-2001 BUDGET

ENROLLMENT SERVICES

	FACULTY EIE	STAFF EIE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET
VP ENROLLMENT SERVICES	-	(1.00)	(26,564)	(6,250)	(15,483)	(5,825)	-	(54,122)
ADMISSIONS	-	-	17,796	17,550	(15,163)	110,715	-	130,898
FINANCIAL AID	-	-	55,641	-	2,189	-	-	57,830
REGISTRATION & RECORDS	-	1.00	67,422	-	(11,033)	65,625	-	122,014
ADVISING	-	1.00	80,479	-	14,715	-	-	95,194
LEARNING CENTER	-	1.00	52,276	4,838	16,861	-	-	73,975
TOTAL ENROLLMENT SERVICES	-	2.00	247,050	16,138	(7,914)	170,515	-	425,789

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET
VARIANCES WITH 2000-2001 BUDGET

STUDENT AFFAIRS

	FACULTY FTE	STAFF FTE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET
VP STUDENT AFFAIRS	-	-	(7,020)	660	(6,126)	(30,000)	-	(42,486)
STUDENT SERVICES	-	(1,00)	48,341	(1,131)	(8,536)	2,751	-	41,425
HEALTH SERVICES	-	-	11,976	880	3,715	4,000	2,355	22,926
HOUSING, DINING & CONFERENCES	-	-	-	-	-	-	-	-
TOTAL STUDENT AFFAIRS	-	(1,00)	53,297	409	(10,947)	(23,249)	2,355	21,865

UNIVERSITY RELATIONS

VP UNIVERSITY RELATIONS	-	-	6,806	-	4,125	-	-	10,931
STATE, FEDERAL & COMMUNITY RELATIONS	-	-	2,974	-	(307)	-	-	2,667
PUBLIC SERVICE	-	(0.16)	33,025	-	7,507	4,434	(9,710)	35,256
TOTAL UNIVERSITY RELATIONS	-	(0.16)	42,805	-	11,325	4,434	(9,710)	48,854

Operating accounts only; excludes provision accounts.

EASTERN MICHIGAN UNIVERSITY
2001-02 OPERATING BUDGET
VARIANCES WITH 2000-2001 BUDGET

ADVANCEMENT

	FACULTY FTE	STAFF FTE	PERSONAL SERVICES	STUDENT HELP	EMPLOYEE BENEFITS	OPERATING SUPPORT	TRANSFERS	TOTAL BUDGET
VP ADVANCEMENT/EMU FOUNDATION	-	1.00	130,000	-	35,425	-	-	165,425
DEVELOPMENT	-	-	-	-	-	-	-	-
ALUMNI RELATIONS	-	-	13,953	-	2,096	20,000	-	36,049
TOTAL ADVANCEMENT	-	1.00	143,953	-	37,521	20,000	-	201,474

INFORMATION & COMMUNICATIONS TECHNOLOGY

INFORMATION & COMMUNICATIONS TECH	-	1.50	282,879	(64,115)	87,208	9,035	(46)	314,961
TOTAL INFORMATION & COMMUNICATIONS TECH	-	1.50	282,879	(64,115)	87,208	9,035	(46)	314,961
TOTAL UNIVERSITY	(7.48)	30.01	4,877,975	200,162	876,302	674,699	(7,401)	6,621,737

Operating accounts only; excludes provision accounts.

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 25
DATE:
June 19, 2001

RECOMMENDATION

2001-02 TUITION AND REGISTRATION FEES

ACTION REQUESTED

It is conditionally recommended that the tuition rates (charge per credit hour) be increased in accordance with the following schedule, effective with the fall 2001 semester, assuming a state appropriation adequate to support the proposed budget.

<u>Course Level</u>	<u>Fall 2000</u>	<u>Winter 2001</u>	<u>2001-02</u>	<u>Increase per FYES*</u>
For Residents:				
#100-200	\$102.00	\$104.50	\$117.20	\$381.00
#300-400	109.25	111.75	117.20	163.50
#500-600	160.00	180.00	210.00	720.00
#700-999	196.00	225.00	250.00	400.00
For Non-Residents:				
#100-200	\$272.00	\$308.00	\$350.00	\$1,260.00
#300-400	310.00	345.00	350.00	150.00
#500-600	360.00	400.00	440.00	960.00
#700-999	410.00	450.00	500.00	800.00

* Full-year equated students, defined as 30 credit hours for undergraduates, 24 credit hours for masters, and 16 credit hours for doctoral students.

If an adequate state appropriation is not approved, it is recommended that the administration be authorized to amend this schedule commensurate with Exhibit #5 in accompanying document.

It is recommended that the registration fee be maintained at \$40.00 per semester.

It is recommended that the general fee be maintained at \$20.00 per credit hour.

STAFF SUMMARY

The recommended schedule of tuition rates is supported by the accompanying report, 2001-02 Tuition and Registration Fees.

FISCAL IMPLICATIONS

The recommended tuition rates applied to the planned enrollment of 542,688 student credit hours will provide net tuition revenues of \$75,839,509.

The general fee will provide net revenues of \$10,645,653.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer _____

Date _____

Eastern Michigan University 2001-02 Tuition and Registration Fees

The overall tuition and fee plan for 2001-02 is comprised of three distinct sections, each addressing specific issues and supported by individual rationales. These three, each covered by separate recommendations are:

- Tuition and Registration Fees
- Technology Fee
- Program Fees

The tuition and registration fee revenue combined with the state appropriation and other revenues must be sufficient to cover base operating costs including the fixed cost increases. Although the recommended tuition and fees which are incorporated into the proposed operating budget will provide net revenues of \$75.84 million, an increase of \$8.8 million over the prior year, a contingency plan is offered dependent upon the final state appropriation.

The technology fee will provide net revenues of \$4.84 million which when coupled with the FY2000 supplemental appropriation and borrowed funds will be sufficient to fund the projected technology (ICT) costs. The program fees will provide net revenues of \$3.77 million which will cover needed program enhancements as identified in the appropriation request approved in November 2000.

The tuition and registration fee plus the new technology fee are required, uniformly-applied, charges, and therefore are included in the reporting of nominal tuition and fees to the Office of the State Budget and others. The program fees are selective, applied specifically on a program/discipline basis as elected by individual students and consequently will not be included in the reporting of tuition and fees.

The recommendation for the 2001-02 Tuition and Required Fees is presented in Exhibit #1 with a comparison to the 1999-00 rates and 2000-01 rates as approved on June 20, 2000 and revised on September 19, 2000 for the Winter 2001 semester.

This recommendation is based upon consideration of the following factors:

- The budgetary needs of the University including fixed cost increases and the program enhancements as identified in the budget plan submitted to the Office of the State Budget as a basis for the appropriation request
- The state appropriation as currently being enacted
- External constraints, especially those established within the legislative process including the tuition tax credit and the tuition restraint cap
- Comparisons with peer institutions, especially those in Michigan
- Affordability and Accessibility

Budgetary Needs

In November 2000, the FY2002 Appropriations Request as approved by the Board of Regents was submitted to the Office of the State Budget, identifying the fiscal requirements of the University for 2001-02. Based upon the planning assumptions of the budget strategy, the projected 2001-02 budget requirements amounted to \$176.26 million not including capital/technology needs for which a supplemental appropriation was requested. To support this plan, an appropriation increase of 9.9 percent was requested coupled with the intention to limit the resident undergraduate tuition increase to no more than 3.0 percent. This plan included \$172.75 million in base cost, an increase of \$9.75 million, plus program initiatives of \$3.51 million.

The proposed operating budget for 2001-02 amounts to \$178.47 million, an increase of \$15.47 million. Of this, almost \$9.0 million is required to cover the following increases:

Faculty/Staff Compensation	\$4,974,899
Utilities	1,237,082
MPSERS - Health Liability	450,000
Scholarships, Awards & Tuition Waivers	<u>2,296,768</u>
	\$8,958,749

The proposed tuition and fee schedule, not including the program fees or technology fee, will provide net revenues of \$75.84 million, an increase of \$8.79 million; approximately that required to cover the cost increases noted above. See Exhibit #2, Tuition Revenue Summary.

Embodied in this proposal for the tuition and fees is the elimination of the tuition differential by course level and the adoption of a uniform credit hour rate for all undergraduate courses differentiated only by residency. The proposed program fees as addressed in a companion recommendation more effectively and fairly address program cost differentials.

Accordingly, the nominal tuition and registration fees for resident undergraduates with 30 credit hours will amount to \$4,196, an average increase of \$310, or 8.0 percent. No increase in the general fee is recommended, but a new technology fee of \$10 per credit hour is recommended as addressed separately resulting in an additional \$300 for a total of \$4,496 in tuition and required fees.

The General fee will be maintained at \$20 per credit hour and will provide net revenues of \$10.65 million to be distributed in accordance with the designated schedule with the following exception. See Exhibit #3, General Fee, 2001-02 Revenue Summary. With the approval of the new technology fee, the Learning Technologies allocation currently derived from the general fee will be reassigned to that new funding source, and the residual funds will be reallocated to increased student services and facilities renewal/renovation.

Comparison With Peer Institutions

Currently, resident undergraduate tuition and required fees amount to \$3,887 per full year equated student (30 credit hours), ranking 13th of the fifteen public universities in Michigan as shown in Exhibit #4, Tuition and Fees Comparison. Only estimates of tuition increases at the other Michigan universities are available at this time. Based upon the best information available,

it is estimated that the proposed increase to \$4,496 will move Eastern's ranking up to 10th place in 2001-02.

State Appropriation

At the time of writing the FY2002, state appropriation remains unresolved.

- The Governor amended the Executive Budget recommendation to \$86.43 million, which is no increase.
- The House approved a recommendation of \$88.09 million, a 2 percent increase.
- The Senate approved a recommendation of \$91.27 million, a 5.7 percent increase including the allocation of Tobacco Settlement funds.

The basis for this tuition recommendation is the assumption of a 4 percent increase, or \$89.82 million. A matrix of appropriation increases and tuition increases is presented in Exhibit #5, should it be necessary to modify the tuition and fee recommendation.

External Constraints

External constraints on tuition increases continue to be of major concern, including the Michigan Tuition Tax Credit and the legislative tuition restraint cap. However, the Governor and the Senate favor repeal of the tax credit legislation with the increased tax revenue being assigned to higher education and the elimination of the tuition restraint language in the appropriation legislation. Nevertheless, there will continue to be concern for a good-faith effort on the part of the universities to hold down increases.

Affordability and Accessibility

Affordability and accessibility, with the resultant impact on enrollments are of concern. In reaction to this concern, additional funding is included in the proposed operating budget for financial aid. The total provision in the proposed operating budget for financial aid amounts to \$11.87 million, an increase of \$2.3 million or 24.0 percent over the prior year. In addition, \$150,000 derived from the reallocation of the general fee Learning Technologies component will be assigned to special need-based issues that may arise as a result of the several tuition and fee recommendations.

EASTERN MICHIGAN UNIVERSITY
2001-02 TUITION & REQUIRED FEES

RECOMMENDATION

Tuition

Credit Hour Rate/ Course Level	1999-00	Fall 2000	Winter 2001	2001-02	Increase
for Residents:					
#100 - 200	\$101.50	\$102.00	\$104.50	\$117.20	\$12.70
#300 - 400	108.25	109.25	111.75	117.20	5.45
#500 - 600	157.00	160.00	180.00	210.00	30.00
#700 - 999	196.00	196.00	225.00	250.00	25.00
for Non-Residents					
#100 - 200	\$265.00	\$272.00	\$308.00	\$350.00	\$42.00
#300 - 400	300.00	310.00	345.00	350.00	5.00
#500 - 600	350.00	360.00	400.00	440.00	40.00
#700 - 999	400.00	410.00	450.00	500.00	50.00
Registration Fee/Semester					
Fall/Winter	\$40.00	\$40.00	\$40.00	\$40.00	-
Spring/Summer	40.00	40.00	40.00	40.00	-
General Fee					
Credit Hour Rate - Summer	\$16.00	\$17.00	\$17.00	\$20.00	\$3.00
- Fall/Winter/Spring	17.00	20.00	20.00	20.00	-
Technology Fee					
Credit Hour Rate - Summer	-	-	-	-	-
- Fall/Winter/Spring	-	-	-	10.00	10.00
FYES Rate *					
Resident:					
Lower-Level Undergraduate	\$3,635.00		\$3,777.50	\$4,496.00	\$718.50
Upper-Level Undergraduate	3,837.50		3,995.00	4,496.00	501.00
Masters	4,256.00		4,640.00	5,840.00	1,200.00
Doctoral	3,488.00		3,768.00	4,560.00	792.00
Non-Resident					
Lower-Level Undergraduate	\$8,540.00		\$9,380.00	\$11,480.00	\$2,100.00
Upper-Level Undergraduate	9,590.00		10,505.00	11,480.00	975.00
Masters	8,888.00		9,680.00	11,360.00	1,680.00
Doctoral	6,752.00		7,280.00	8,560.00	1,280.00

* Effective in 1999-00, the full-year equated student (FYES) conversion factor for undergraduates was decreased from 31 to 30 credit hours. The conversion factors for masters and doctoral students remain 24 and 16 credit hours respectively

EASTERN MICHIGAN UNIVERSITY
2001-02 Revenue Plan

Tuition Revenue Summary

<u>Enrollments (FYES) *</u>	1999-00 <u>Actual</u>	2000-01 <u>Budget</u>	2001-02 <u>Budget</u>
Academic Departments:			
Undergraduate	14,373.35	14,802.50	14,345.16
Graduate	<u>1,638.96</u>	<u>1,490.50</u>	<u>1,812.58</u>
	16,012.31	16,293.00	16,157.74
Continuing Education:			
Undergraduate	1,022.84	841.90	1,145.56
Graduate	<u>841.17</u>	<u>925.40</u>	<u>822.81</u>
	1,864.01	1,767.30	1,968.37
Total	17,876.32	18,060.30	18,126.11

* FYES per course level definitions

* Excludes independent study

Tuition and Registration Revenue

Academic Department	\$58,890,202	\$60,825,048	\$67,987,817
Continuing Education	<u>6,731,789</u>	<u>6,904,263</u>	<u>8,617,748</u>
Total	\$65,621,991	\$67,729,311	\$76,605,565
Less: Allowance (1%)	<u>-656,220</u>	<u>-677,293</u>	<u>-766,056</u>
Net Revenue	\$64,965,771	\$67,052,018	\$75,839,509
Increase Over Prior Year Budget		\$2,086,247	\$8,787,491
Percent Increase		3.2%	13.1%

Ref: 2001-02 Enrollment Plan, April 20,2001

Eastern Michigan University
General Fee
2001-02 Revenue Summary

SCH Forecast	542,688
less: Correspondence	<u>-1,200</u>
	541,488
Rate:	<u>x 20.00</u>
Gross Revenue	\$10,829,760
less: Bad Debt (1%)	-108,298
Refunds (0.7%)	<u>-75,809</u>
Net Revenue	\$10,645,653
less: Fees Paid (see Note A)	<u>457,720</u>
Distributed Revenues	\$10,187,933

<u>Acct.</u>	<u>Distribution</u>	<u>Percent</u>	<u>Amount</u>
3-33310	Health Services	10.650	\$1,085,015
3-33320	Facilities	32.566	3,317,817
3-33330	Athletics	15.172	1,545,663
3-33340	Student Government	1.800	183,383
3-33350	Performing Arts	1.800	183,383
3-33360	Learning Technologies	—	—
3-33370	Student Activities	5.250	534,866
3-33380	1997 Debt Service	23.350	2,378,882
3-33390	Student Services	6.530	665,339
3-33300	Reserve-Unallocated	<u>2.882</u>	<u>293,585</u>
		100.000	\$10,187,933

Note A:

Fees Paid by University (@ \$20.00/credit hour)

	<u>Number</u>	<u>Credit Hours Per Award</u>	<u>Amount</u>
Graduate Assistants	351	18	\$126,360
Athletic Awards	265	32	169,600
Presidents Scholars	42	30	25,200
Recognition of	469	12	112,560
Wade McCree	40	30	<u>24,000</u>
			\$457,720

The general fee is revenue neutral to the general fund. The added expense of scholarships, athletic awards, and graduate assistant tuition waivers is funded from general fee revenues.

EASTERN MICHIGAN UNIVERSITY
TUITION AND FEES COMPARISON
FYES BASIS

<u>RESIDENT UNDERGRADUATE STUDENTS</u>	<u>1998-99</u>	<u>% Inc.</u>	<u>1999-00</u>	<u>% Inc.</u>	<u>2000-01</u>	<u>% Inc.</u>
* 1. University of Michigan - Ann Arbor	✓ \$6,489	3.77	\$6,673	2.84	\$6,926	3.79
* 2. Michigan State University	5,174	2.21	5,295	2.34	5,473	3.35
* 3. Michigan Technological University	✓ 4,463	9.81	4,595	2.96	4,773	3.87
4. University of Michigan - Dearborn	4,240	4.58	4,361	2.85	4,492	3.01
* 5. Grand Valley State University	✓ 4,006	19.62	4,124	2.95	4,351	5.50
* 6. Western Michigan University	4,027	7.73	4,147	2.98	4,305	3.81
* 7. Wayne State University	4,008	8.77	4,127	2.97	4,291	3.98
8. Ferris State University	✓ 3,998	2.30	4,118	3.00	4,284	4.03
* 9. Oakland University	4,049	6.78	4,167	2.91	4,279	2.69
10. Lake Superior State University	3,916	2.31	4,034	3.01	4,014	-0.49
11. Northern Michigan University	✓ 3,055	2.31	3,146	2.98	4,004	27.28
*12. University of Michigan - Flint	✓ 3,723	3.88	3,830	2.87	3,946	3.03
*13. EASTERN MICHIGAN UNIVERSITY	3,628	2.32	3,737	3.00	3,887	4.00
14. Central Michigan University	3,525	2.26	3,630	2.97	3,775	3.99
15. Saginaw Valley State University	3,412	2.29	3,512	2.93	3,651	3.96

Note: Effective 1999-00, the FYES basis has been changed from 31 to 30 credit hours.

✓ Institutions with block tuition rates; the amount is the same for 31 and 30 credit hours; others have adjusted for this change.

* Differential tuition schedules for lower and upper undergraduate rates are averaged.

Sources: Michigan Department of Treasury
Presidents Council, State Universities in Michigan

2001-02 Revenues

State Appropriation	\$86,432,078	0.0%	\$88,094,880	2.0%	\$89,822,231	4.0%	\$91,268,374	5.7%
Net Tuition	79,229,662		77,566,860		75,839,509		74,393,366	
Program Fees	3,730,320		3,730,320		3,730,320		3,730,320	
Cont. Educ. Program Fees	2,002,126		2,002,126		2,002,126		2,002,126	
Other Revenue	<u>6,987,590</u>		<u>6,987,590</u>		<u>6,987,590</u>		<u>6,987,590</u>	
Total Revenue (Net)	\$178,381,776		\$178,381,776		\$178,381,776		\$178,381,776	
<hr/>								
% Increase in base tuition		12.5%		9.8%		8.0%		5.9%

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 26
DATE:
June 19, 2001

RECOMMENDATION

2001-02 PROGRAM FEES

ACTION REQUESTED

It is recommended that the schedule of Program Fees for 2001-02, effective in the Fall 2001 semester, be approved. It is further recommended that all existing course fees as identified in the Fall 2001 Class Schedule be cancelled and subsequently eliminated.

STAFF SUMMARY

It is widely recognized that the delivery cost of instruction varies greatly by program/discipline and by level of instruction, in many instances by a factor of 4:1 or more. The existing tuition schedule does not recognize this differential by program. The existing course fees are intended only to cover the collective materials expense that may be incurred for an individual course.

Failure to recognize this differential cost imposes significant limitations on the ability to fund the overall instructional program, sometimes limiting enrollment growth in high cost programs. The proposed program fees more equitably assign charges based upon the actual costs incurred.

Some states recognize the cost differential in funding formulas. Many universities have adopted program fees as a means of funding certain programs. In both instances, the relative cost of instruction is the index for such decisions.

The proposed program fees are based upon an extensive analysis of instructional costs at Eastern Michigan University and have been measured against available cost indices.

FISCAL IMPLICATIONS

With the approval of these program fees, the additional revenues are estimated at \$3.768 million in 2001-02. The elimination of the course fees will result in \$400,000 of foregone revenue.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

Eastern Michigan University
2001-02 Program Fees

Background

The issue of student charges relative to the differential costs of academic programs has been reviewed previously. The adoption of differential tuition rates for lower and upper level courses in the Fall 1989 was based upon the differential costs of the level of instruction. The same is true for the long-standing differentials for graduate versus undergraduate courses. During the budget cycle this issue has again been reviewed in light of the lack of available resources to adequately fund some of these programs.

The issue of differential funding by academic program or discipline has also been addressed previously. In Michigan, the once proposed Owen-Hoffman Funding Model included a matrix of instructional costs by discipline and level of instruction. This proposal was not adopted in the appropriation process. Other states do allocate funding on the basis of differential program costs. In Ohio, the state Board of Regents has used a funding formula that recognizes the differences in the costs of programs since the early 1960's. In Texas, the Higher Education Coordinating Board utilizes a funding formula for the instructional programs based on relative cost indices for various disciplines and levels of instruction. This matrix of cost indices has been reproduced in Exhibit #1.

The 1999-00 instructional costs by discipline have been reviewed and reduced down to a matrix comparable to the Texas data. This matrix of cost indices may be seen in Exhibit #2 for comparison.

Although funding in Michigan is not so directly related to instructional cost by discipline, the underlying basis for the currently used funding tiers is the relative costs by institutional type or category. Much of this assignment to tier is dependant upon the program mix at each institution.

In addition, six Michigan universities have adopted program charges by either discipline/department or college. These include:

- | | |
|-----------------------------|---|
| Central Michigan University | An additional \$60/credit hour is assessed for all Physical Therapy & Physician Assistant courses. |
| Michigan State University | Upper division and graduate engineering students are assessed an additional engineering program fee of \$249/semester (\$138 for 4 credits or less). |
| Oakland University | Course fee of \$12/credit hour is assessed for all courses in Business, Engineering, Computer Science, Mathematics, Chemistry, Physics, Biology, Nursing and Health Sciences. |
| Saginaw Valley State Univ. | An additional \$19.50/credit is assessed for professional courses in Business and Management, Computer Information Systems, Computer Science, Education, Engineering, Nursing and Occupational Therapy. |

Univ. of Michigan-Ann Arbor The following schools have differential rates. Undergraduate: Architecture and Urban Planning, Art & Design, Business Administration, Dental Hygiene, Education, Engineering, Kinesiology, Music, Natural Resources & Environment, Nursing, Pharmacy. Graduate: Architecture & Urban Planning, Art & Design, Business Administration, Dentistry, Education, Engineering, Kinesiology, Medicine, Music, Natural Resources & Environment, Nursing, Pharmacy, Public Health, Public Policy, Social Work.

Univ. of Michigan-Dearborn 300-499 level courses in CASL and Education are assessed an additional \$3.85 per credit hour, 300-499 level courses in Engineering are assessed an additional \$19.75 per credit hour, 300-499 level courses in Management are assessed an additional \$31.75 per credit hour, 500 and above level courses in Engineering are assessed an additional \$32.00 per credit hour.

In addition, others may have material course fees as does Eastern Michigan which produces annual revenues of approximately \$400,000. See Exhibit #3.

Recommendation

To more adequately and fairly tie student charges to actual program costs and thereby assure the continuity of these high cost programs, the adoption of selective program fees is recommended. To reduce the complexity of such charges, it is recommended that the existing material course fees be eliminated and that comparable funds be made available to the academic departments in their operating budgets.

The proposed program fees are detailed in Exhibit #4, Program Fees, Schedule of Charges per SCH and are to become effective in the Fall 2001. As addressed in the 2001-02 Tuition and Fees recommendation, the existing tuition differential for upper and lower level courses will be eliminated.

The basis for this schedule of program fees is the relative cost per student credit hour for each of the proposed categories as compared to that for "liberal arts" lower level instruction. These relationships are illustrated in Exhibit #5. As may be seen, the relative cost of upper level undergraduate courses and graduate courses in these categories is generally three to five times that of the "liberal arts" lower level undergraduate courses. Such disparity in cost seemingly warrants the additional charges.

Impact

Dependant upon a students program of study, the program fees will have a varying impact upon the total student charges for each individual. Generally, for entering and lower-level undergraduates there will be no impact since they will be enrolling in lower-level courses for which there will be no program fee. For a full-time resident graduate student in the College of Business, of which there are approximately 200 enrolled, the program fees will amount to \$360 per semester.

Revenues

The impact of these program fees will increase the per credit hour charge on approximately 40 percent of the enrolled student credit hours and will provide additional revenues in 2001-02 in the amount of \$3,768,000 estimated on the basis of 1999-00 course enrollments. See Exhibit #6.

**Texas Funding Formulas for General Academic Institutions
Fiscal Years 2000-2001
Instruction and Operations Formula**

Weighting is determined by the following matrix:

	Lower Level	Upper Level	Masters	Doctoral	Special Professional
Liberal Arts	1.00	1.96	3.94	12.04	
Science	1.53	3.00	7.17	19.29	
Fine Arts	1.85	3.11	6.51	17.47	
Business Admin.	1.41	1.59	4.59	13.91	
Teacher Education	1.28	1.96	3.23	9.95	
Teacher Ed. Practice	2.43	2.57			
Social Services	1.64	1.84	5.80	11.92	
Home Economics	1.58	2.12	4.34	10.79	
Physical Training	1.36	1.36			
Health Services	2.87	3.46	6.47	15.98	
Average of Health & Human Services	1.86	2.20	5.54	12.90	
Nursing	4.91	5.32	6.49	16.32	
Technology	1.99	2.56	6.61		
Not applicable to EMU:					
Agriculture	2.05	2.54	6.64	16.37	
Engineering	3.01	3.46	8.20	21.40	
Law					3.22
Library Science	1.45	1.52	4.22	12.26	
Optometry			5.46	19.12	7.00
Pharmacy	4.00	4.64	7.55	19.11	13.43
Vocational Training	1.45	2.59			

Source: <http://www.thecb.state.tx.us/reports/HTML/0239/0239Frm0001.htm>

Eastern Michigan University
 Total Cost - FY 1999-00
 Academic Departments
 Relative Cost using Texas Instruction and Operations Formula Categories

	Lower Level	Upper Level	Masters	Doctoral	Special Professional
Liberal Arts	1.00	2.08	5.50	5.36	
Science	1.42	3.02	6.43	-	
Fine Arts	2.47	4.71	12.00	13.29	
Business Admin.	1.32	2.31	3.90	-	
Teacher Education	1.42	2.15	3.73	15.31	
Teacher Ed. Practice	-	2.02	-	-	
Social Services					
Home Economics					
Physical Training					
Health Services					
Average of Health & Human	2.57	3.06	4.98	-	
Nursing	3.08	5.68	9.26	-	
Technology	2.15	4.01	4.79	-	

**Eastern Michigan University
Designated Fund Course Material Fees**

<u>Department</u>	1997-98 Actual	1998-99 Actual	1999-00 Actual
<u>Science</u>			
Biology	\$38,007	\$30,880	\$34,103
Chemistry	37,395	38,484	38,567
Computer Science	40,092	44,175	50,617
Mathematics	1,290	1,505	2,035
Physics & Astronomy	<u>24,241</u>	<u>26,451</u>	<u>26,801</u>
Total Science	\$141,025	\$141,495	\$152,123
<u>Business</u>			
Accounting	\$15,767	\$14,442	\$14,877
Finance & CIS	46,637	37,358	40,622
Marketing	<u>1,868</u>	<u>1,659</u>	<u>1,763</u>
Total Business	\$64,272	\$53,459	\$57,262
<u>Teacher Education</u>			
Health, Phys. Ed, Rec. & Dance	\$2,640	\$2,273	\$2,818
Special Education	6,600	5,555	6,015
COE: Office of Academic Service	18,648	16,170	15,559
Teacher Education	<u>16,933</u>	<u>12,588</u>	<u>21,158</u>
Total Teacher Education	\$44,821	\$36,586	\$45,550
<u>Health & Human Services</u>			
Health & Human Services	\$1,890	\$2,052	\$1,540
Assoc. Health Professions	5,815	3,892	1,964
Human, Environmental & Consumer	<u>3,987</u>	<u>4,522</u>	<u>3,219</u>
Total Health & Human Services	\$11,692	\$10,466	\$6,723
<u>Technology</u>			
Technology	\$26,670	\$11,440	\$19,725
Business & Technology Education	22,552	12,988	8,655
Industrial Technology	36,947	40,556	28,294
Interdisciplinary Technology	<u>11,401</u>	<u>9,684</u>	<u>6,935</u>
Total Technology	\$97,570	\$74,668	\$63,609
<u>Arts</u>			
Total Arts	<u>\$28,328</u>	<u>\$30,388</u>	<u>\$32,093</u>
<u>Other Departments</u>			
Communication & Theatre Arts	16,023	15,200	17,748
Economics	500	695	360
English Language & Literature	5,543	8,252	8,638
Geography & Geology	20,495	19,422	18,216
Music	4,330	3,952	3,480
Political Science	656	540	285
Psychology	<u>5,272</u>	<u>4,576</u>	<u>4,674</u>
Total Other Departments	\$52,819	\$52,637	\$53,401
University Total	\$440,527	\$399,699	\$410,761

Program Fees
 Schedule of Charges per SCH
 Effective Fall 2001

	# 300-400 Upper Level	# 500+ Masters	# 700+ Doctoral
Science	25.00	30.00	
Fine Art	20.00	30.00	
Foreign Languages	15.00	25.00	
Business	25.00	30.00	
Teacher Education	20.00	30.00	40.00
Health & Human Services	20.00	30.00	
Nursing	35.00	40.00	
Technology	25.00	35.00	

Science: Biology, Chemistry, Computer Science, Mathematics, Physics & Astronomy
 Health & Human Services: All departments except Nursing
 Technology: All departments except Military Science

Program Fees
Effective Fall 2001
Total Cost - FY 1999-00
Academic Departments, Excluding Continuing Education

Course Level	Total SCH	Total Direct Salaries	INDIRECT COST	Total Cost	Total Cost per SCH	Total Cost per SCH as Fraction of "LIBERAL ARTS" Lower Level
"LIBERAL ARTS"						
Lower	161,964	7,049,514	2,716,575	11,294,104	69.73	1.00
Upper	50,041	4,514,853	1,777,716	7,259,853	145.08	2.08
Masters	7,601	1,831,636	675,151	2,912,960	383.23	5.50
Doctoral	401	87,760	36,857	149,826	373.63	5.36
Total	220,007	13,483,763	5,206,299	21,616,743	98.25	1.41
"SCIENCE"						
Lower	61,316	3,606,420	1,134,430	6,087,112	99.27	1.42
Upper	14,995	1,778,588	594,766	3,158,685	210.65	3.02
Masters	3,277	833,490	274,070	1,469,199	448.34	6.43
Doctoral	-	-	-	-	-	-
Total	79,588	6,218,497	2,003,266	10,714,996	134.63	1.93
"FINE ARTS"						
Lower	14,261	1,537,484	595,271	2,454,576	172.12	2.47
Upper	5,842	1,197,049	476,751	1,919,544	328.58	4.71
Masters	1,114	580,765	232,477	932,042	836.66	12.00
Doctoral	76	42,999	19,460	70,440	926.84	13.29
Total	21,293	3,358,297	1,323,959	5,376,602	252.51	3.62
"FOREIGN LANGUAGES"						
Lower	5,660	501,505	206,643	865,968	153.00	2.19
Upper	3,320	339,453	139,870	586,146	176.55	2.53
Masters	886	247,325	101,909	427,065	482.01	6.91
Doctoral	-	-	-	-	-	-
Total	9,866	1,088,283	448,423	1,879,179	190.47	2.73
BUSINESS						
Lower	18,608	1,104,513	396,794	1,714,901	92.16	1.32
Upper	24,376	2,524,933	927,103	3,927,249	161.11	2.31
Masters	9,949	1,739,117	646,686	2,708,660	272.25	3.90
Doctoral	-	-	-	-	-	-
Total	52,933	5,368,563	1,970,582	8,350,810	157.76	2.26

Program Fees
Effective Fall 2001
Total Cost - FY 1999-00
Academic Departments, Excluding Continuing Education

Course Level	Total SCH	Total Direct Salaries	INDIRECT COST	Total Cost	Total Cost per SCH	Total Cost per SCH as Fraction of "LIBERAL ARTS" Lower Level
TEACHER EDUCATION						
Lower	19,306	1,260,898	367,200	1,909,869	98.93	1.42
Upper	37,840	3,429,711	1,208,771	5,668,922	149.81	2.15
Masters	9,894	1,583,708	584,181	2,576,173	260.38	3.73
Doctoral	656	401,973	164,510	700,573	1,067.95	15.31
Total	67,696	6,676,290	2,324,662	10,855,537	160.36	2.30
HEALTH & HUMAN SERVICES (Includes Nursing)						
Lower	5,269	537,990	230,332	943,887	179.14	2.57
Upper	13,451	1,576,286	742,918	2,869,672	213.34	3.06
Masters	4,419	810,104	447,164	1,535,124	347.39	4.98
Doctoral	-	-	-	-	-	-
Total	23,139	2,924,381	1,420,414	5,348,682	231.15	3.31
NURSING EDUCATION						
Lower	1,429	176,442	80,059	306,728	214.64	3.08
Upper	2,240	510,158	231,480	886,862	395.92	5.68
Masters	305	113,292	51,405	196,947	645.73	9.26
Doctoral	-	-	-	-	-	-
Total	3,974	799,891	362,944	1,390,537	349.91	5.02
TECHNOLOGY						
Lower	12,311	1,030,528	403,092	1,842,552	149.67	2.15
Upper	5,994	948,443	360,219	1,674,125	279.30	4.01
Masters	1,948	370,560	148,722	650,875	334.12	4.79
Doctoral	-	-	-	-	-	-
Total	20,253	2,349,531	912,033	4,167,552	205.77	2.95
UNIVERSITY						
Lower	293,035	16,127,347	5,843,695	26,247,002	89.57	1.28
Upper	152,539	15,969,863	6,088,243	26,478,049	173.58	2.49
Masters	38,202	7,749,380	3,008,450	12,785,034	334.67	4.80
Doctoral	1,133	532,732	220,826	920,838	812.74	11.66
Total	484,909	40,379,322	15,161,215	66,430,923	137.00	1.96

**Program Fees
Effective Fall 2001
Additional Revenue**

	<u>Semester</u>	<u>Upper</u>	<u>Masters</u>	<u>Doctoral</u>	<u>Additional Revenue</u>	<u>Additional Revenue</u>
Science	Summer	-	-	-	-	-
	Fall	168,975	50,580	-	219,555	-
	Winter	157,975	46,230	-	204,205	-
	Spring	46,225	20,190	-	66,415	490,175
Fine Art	Summer	-	-	-	-	-
	Fall	41,980	6,600	-	48,580	-
	Winter	43,360	9,060	-	52,420	-
	Spring	9,300	1,260	-	10,560	111,560
Foreign Languages	Summer	-	-	-	-	-
	Fall	21,930	10,275	-	32,205	-
	Winter	22,770	10,600	-	33,370	-
	Spring	6,165	5,650	-	11,815	77,390
Business	Summer	-	-	-	-	-
	Fall	266,150	164,640	-	430,790	-
	Winter	251,550	163,890	-	415,440	-
	Spring	74,300	57,060	-	131,360	977,590
Teacher Education	Summer	-	-	-	-	-
	Fall	354,580	142,740	10,880	508,200	-
	Winter	357,380	163,200	10,760	531,340	-
	Spring	89,780	83,430	7,160	180,370	1,219,910
Health & Human Services	Summer	-	-	-	-	-
	Fall	95,520	70,140	-	165,660	-
	Winter	107,640	67,470	-	175,110	-
	Spring	13,560	24,120	-	37,680	378,450
Nursing	Summer	-	-	-	-	-
	Fall	47,075	9,920	-	56,995	-
	Winter	59,920	7,960	-	67,880	-
	Spring	15,610	80	-	15,690	140,565
Technology	Summer	-	-	-	-	-
	Fall	91,200	62,195	-	153,395	-
	Winter	94,725	62,510	-	157,235	-
	Spring	26,975	34,755	-	61,730	372,360
Total		2,464,645	1,274,555	28,800		3,768,000

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 27
DATE: June 19, 2001

RECOMMENDATION

REPORT: Information Technology Fee

ACTION REQUESTED

It is recommended that the Board of Regents approve an Information Technology fee of \$10 per Credit Hour. It is further recommended that the Board authorize the administration to proceed with implementation of the strategic information and communication technology investments including negotiating and executing related contracts.

STAFF SUMMARY

Attached is an Executive Summary of the Information and Communication Technology (ICT) initiatives planned for immediate implementation.

Also attached is a schedule of ICT costs by initiative and the projected cash flows and funding sources.

Margaret Cline, Chief Information Officer and Executive Director of Information and Communication Technology, will present the planned ICT initiatives at the Finance Committee meeting.

FISCAL IMPLICATIONS

The projected cost of the investment in Information and Communication Technology over the next five years is approximately \$28 million.

The Information Technology fee is projected to annually generate approximately \$5 million.

The Information Technology fee will be supplemented with supplemental appropriation, gifts, and allocation of existing Learning Technology funds.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

Information Technology Fee Funding Plan

The following lists the primary technology needs of the University for the next five years to be primarily supported by the Information Technology Fee:

		Estimated Cost
1.	Infrastructure: cabling, equipment and architecture that delivers voice, data, video etc. to the end-users' devices	\$6,660,000
2.	PC refreshment: faculty, staff and student lab	\$5,000,000
3.	Portal/Application: enterprise-wide software and accompanying hardware and maintenance	\$8,678,540
4.	Professional development and training	\$1,065,000
5.	Student computer labs – extended hours	\$409,600
Subtotal		\$21,813,140
6.	Learning Resources Operations	\$4,258,222
7.	Learning Resources Technology debt	\$1,788,330
Total		\$27,859,692

The costs are projected to occur in the following sequence:

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Infrastructure ^a	1,665,000	1,665,000	1,665,000	1,665,000	TBD
PC Refreshment ^b	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Portal/Applications ^c	5,884,983	2,639,000	297,095	133,418	-275,956
Training	213,000	213,000	213,000	213,000	213,000
LRT Debt ^d	768,430	1,019,900	0	0	0
Extended Student Lab Hours ^e	75,600	78,625	81,775	85,100	88,500
LRT Operations	805,788	813,014	845,534	879,356	914,530
Total	10,412,801	7,428,539	4,102,404	3,975,874	1,940,074

^a The Enterprise Network Initiative is extended over four years ($2,220,000 \times 3 \div 4 = 1,665,000$)

^b PC Refreshment is for faculty, staff and student labs.

^c Includes \$1,250,000 in FY 2002 and 2003 for University implementation costs and "back-filling" positions.

^d LRT current debt ends in 2003

^e Includes 3 student FTE @ 8 hrs. per day, 350 days per year @ \$9 per hour, 4% increase in outer years.

Sources of revenue to pay for technology enhancements:

1.	FY 2000 Supplemental	\$2,500,000
2.	Carry-over in existing LRT General Fee	\$550,000
3.	Gift	\$190,000
4.	New technology fee (\$10.00 per-credit-hour), effective Fall 2001.	\$4,839,271
5.	Year 2 thru 5 will be \$5,093,970 each year	\$20,375,880
6.	Loans	\$4,825,000
	Total	\$33,280,151

New Technology Costs
Cash Flows

	Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006
Technology outlay	10,412,801	7,428,539	4,102,404	3,975,874	1,940,074
Loan principle payment			750,000	930,000	3,045,000 ^a
Interest on loan		129,250	226,875	183,750	90,475
Total yearly outlay	10,412,801	7,557,789	5,079,279	5,089,624	5,075,549
FY 2000 supplemental	2,500,000				
LRT carry-over	550,000				
Christman gift	190,000				
Technology fee	4,839,271	5,093,970	5,093,970	5,093,970	5,093,970
Technology loan	2,350,000	2,475,000			
Total sources	10,429,271	7,568,970	5,093,970	5,093,970	5,093,970

^aFinal \$100,000 principle payment to be made in Year 6

3.

**Initial Cost Profile
for SCT BANNER Implementation Project**

Category	FY2002	FY2003	FY2004	FY2005	FY2006	Total Project Category
Hardware Costs						
SUN 3800 - Banner Web Server		\$118,519				\$118,519
SUN 4800 - 2 Servers - Production & Workflow	\$194,009	\$194,009				\$388,018
SUN 450 - Web for Executives		\$15,000				\$15,000
SUN 450 - Web CT		\$15,000				\$15,000
SUN 450 - SCT Integrator		\$15,000				\$15,000
DASD - Additional EMC Storage (Estimate 684 GB)	\$130,000					\$130,000
CITRIX or PC Upgrades						\$0
2 - NT Servers for: SCT XtenderSolution, e-Print Server, Banner Forms Developer		\$12,500	\$12,500			\$25,000
IVR Hardware/Software - EPOS		\$152,083				\$152,083
Total Hardware Cost	\$324,009	\$522,111	\$12,500			\$858,620
Software Costs						
Banner - License Fees	\$1,500,000					\$1,500,000
Gemstone - Workflow			\$5,200			\$5,200
Oracle (Based on SCT proposal)	\$409,809					\$409,809
Other - BMC	\$125,000	\$125,000				\$250,000
Other - Serena Change Control		\$100,000				\$100,000
Other - ASG-REPLICATOR AGENT		\$60,000				\$60,000
Total Software Costs	\$2,034,809	\$285,000	\$5,200	\$0	\$0	\$2,325,009
Implementation Support - SCT¹						
	\$421,875	\$562,500	\$562,500	\$562,500	\$140,625	\$2,250,000
Total Implementation Costs	\$2,780,693	\$1,369,611	\$568,200	\$562,500	\$140,625	\$5,383,629
Post Implementation BPR:						
		\$75,000	\$75,000			\$150,000
End-User training (Train-the-trainer)						
ORACLE DBA Training						\$0
Programming Staff						\$0
Total Training Costs						\$0
Maintenance Costs						
Banner	\$223,904	\$223,904	\$223,904	\$223,904	\$223,904	\$1,119,520
Gemstone	\$780	\$780	\$780	\$780	\$780	\$3,900
Other - BMC		\$37,500	\$37,500	\$37,500	\$37,500	\$150,000
Other - Serena Change Control		\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
Other - ASG-REPLICATOR AGENT		\$9,000	\$9,000	\$9,900	\$10,800	\$38,700
Oracle	\$81,962	\$90,158	\$98,354	\$107,370	\$117,206	\$495,050
EPOS maintenance		\$17,650	\$17,650	\$19,415	\$21,180	\$75,895
Hardware Maintenance	\$68,689	\$68,689	\$68,689	\$68,689	\$68,689	\$343,445
Total Maintenance Costs	\$375,335	\$462,681	\$470,877	\$482,558	\$495,059	\$2,286,510
Personnel Back-fill cost:						
	\$894,146	\$613,708	\$77,458			\$1,585,312
Total Project Cost (5 Year)	\$5,884,983	\$2,806,000	\$1,208,735	\$1,045,058	\$635,684	\$11,580,460
Cost recovery (Mainframe phase-out)						
		-\$167,000	-\$911,640	-\$911,640	-\$911,640	-\$2,901,920
Funding Required	\$5,884,983	\$2,639,000	\$297,095	\$133,418	\$275,956	\$8,678,460

1. SCT proposal includes 48 month, no interest payment of implementation costs. Payments are due quarterly beginning 90 days after contract initiation.
 2. All required training except Sun Solans training for technical staff is included in the SCT proposal. Solans training will be covered by ICT budget.
 3. Back-fill labor costs estimated using SCT proposed implementation schedule and statement of required EMU staff participation.

EXECUTIVE SUMMARY ICT STRATEGIC INITIATIVES

ICT Reorganization Addresses Structural, Functional, and Cultural Issues.

President Kirkpatrick has recently announced an intervention intended to change EMU's approach to ICT – structurally, functionally, and culturally. This intervention provides a context for all of the ICT initiatives described below.

This intervention included a reorganization that creates an Information and Communications Technology Division, headed by a Chief Information Officer and Executive Director of Information and Communications Technology. Existing organizational units – University Computing, Learning Technologies, and Divisional Technology Services – have been eliminated, replaced by the new ICT Division. The details of the new organization and new functional responsibilities will be shaped by a comprehensive human resources review of all ICT positions on campus, included positions in the Colleges and Administrative Divisions that do not report to the CIO, to be completed by October 2001. Based on the HR review of ICT positions, the revised structure and functional responsibilities for the ICT Division will be developed by December 30, 2001.

This reorganization establishes the expectation that the CIO will collaborate with the President, Cabinet, and others in establishing an ICT advisory structure that is far more pervasive and participatory than EMU's traditional approaches have been. The CIO has a dual role of stewardship and management of the campus-wide ICT utility and framing technology issues that span the campus, so that ICT crosscutting issues will be aired broadly.

Enterprise Networking Infrastructure.

EMU's network infrastructure is incomplete, contains outmoded components (network operating system) needing replacement, and is insufficiently robust to support the University's future, portal-centric environment. The Networking Group has developed an estimate of the investment required to complete the campus network infrastructure, which includes everything from the Internet to the access point in the wall (or wireless connection). The components requiring investment are the ATM core, edge devices, premises wiring, network operating system, and staff training. Staff resources to support the expanded network will be available through the consolidated network support staff formed by creating the new ICT Division.

Faculty, Staff and Student Lab PC Refreshment as an Annual Operating Expense

The distribution of PC resources among faculty, staff and student labs at EMU is inadequate and uneven. Equipment is purchased as a capital expenditure and is often paid for out of project budgets and one-time sources of funds. PC purchases and refreshment should be an ongoing, operating budget item addressing the needs of all users. This replacement process will become part of the University's ongoing operational budget and will pay particular attention to review and/or development of student lab

objectives and policies. An added benefit is that significant cost savings can be realized when purchases are bundled.

Applications Layer Replacement/Upgrade; Process Reinvention; and Portal, E-Mail, and Calendaring Platform

Replacements and upgrades are required for EMU's application software for student, financial, and human resources systems and the hardware on which they run. But we are not just replacing existing functionalities. As part of the implementation of a fully integrated, portalized ERP solution, EMU will streamline and improve its basic business processes in virtually every functional area. This initiative will dramatically enhance the effectiveness of the University's core business processes. It will enhance the efficiency and redirect the energies of administrative and academic staff, faculty, students, alumni, and other stakeholders who interface with University systems and processes.

The Applications Layer Working Group has been engaged in a six-month process of evaluating portalized ERP offerings from major software vendors. After a process of education and screening the capabilities of six vendors, full proposals were solicited from SCT and Oracle. After further investigation of the two proposals and reference-checking with similar institutions, SCT has emerged as the probable vendor.

Additional resources on the work of the Applications Layer Working Group and the comparison of vendors can be found at <http://ict.emich.edu/ais/ais.htm>.

Assessment, Training, and Professional Development in ICT Skills and Use

To succeed in its ICT initiatives and other initiatives, as well, EMU needs to create a credible, enterprise-wide capability to perpetually assess and enhance the ICT competencies of students, faculty, staff, and other stakeholders. These competencies range from basic, instrumental skills in the principles and practices of ICT application to more advanced competencies in learning, research, public service, and administrative applications. Many of the more advanced development competencies in the use and application of ICT may be handled by other faculty and staff development programs, including on-the-ground efforts in the academic and administrative departments. But even these programs must rely on the existence of a scalable, enterprise-wide capability to address the need to dramatically advance and maintain ICT competencies among faculty, staff, and students.

Extension of Student Computer Lab Access Hours

When students today speak of improvements that could be made to their access to ICT resources, extended lab hours always tops the list. Planning is underway to determine the proper implementation of this initiative.

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 28
DATE: June 19, 2001

RECOMMENDATION

REPORT: RE-ALLOCATION OF LRT COMPONENT OF THE GENERAL FEE

ACTION REQUESTED

It is recommended that the Board of Regents approve the re-allocation of LRT Component of the General Fee to fund initiatives described in the staff summary.

STAFF SUMMARY

With the advent of a new Information Technology fee, it is recommended that the LRT component of the General Fee be reallocated to meet other critical needs. The projected proceeds from this component of the General Fee is projected to be \$1,579,130.

This funding will be directed as follows:

1.	Increase in need-based grants	\$150,000
2.	Staff and support for students with disabilities	130,000 ¹
3.	Supplemental instruction	67,000
4.	Student Union expansion – program statement and schematic design	120,000
5.	International Student Advisor	67,400
6.	Facility renewal/repair	644,730
7.	Energy Conservation – Lighting retrofit, metering, energy management system expansion	400,000
	Total	\$1,579,130

FISCAL IMPLICATIONS

Reallocation of these funds will allow the University to address \$1,579,130 of other critical institutional needs.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

¹ Includes 68,707 in existing General Fund support

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 29

DATE:

June 19, 2001

RECOMMENDATION

AUTHORIZATION TO BORROW: Resolution Of The Board of Regents Of Eastern Michigan University Providing For The Acquisition And Installation Of Technology Improvements and Borrowing Therefore and Providing For Other Matters Relating Thereto

ACTION REQUESTED

It is recommended that the Resolution of the Board of Regents of Eastern Michigan University Providing For The Acquisition And Installation Of Technology Improvements and Borrowing Therefore and Providing For Other Matters Relating Thereto be approved.

STAFF SUMMARY

After an eight month comprehensive assessment of Information and Communication Technology, it has been determined that a significant investment in technology improvements is necessary to replace outdated systems and infrastructure. Although the Information Technology Fee will be the primary funding source for this investment, short term bridge loans will be used to maximize the investment in the early years.

Attached is a resolution that will authorize the administration to perform all acts and deeds and execute and deliver all instruments and documents for and on behalf of the University necessary to issue financing in one or more issues in order to finance the initial phases of an investment in technology. At this time, it is expected that the amount needed will not exceed \$5 million and would be financed over a period not to exceed 80% of the life expectancy of the software/hardware and infrastructure improvements. Interest rates will be determined after a competitive bidding process.

FISCAL IMPLICATIONS

The debt will be structured to accommodate the cash flows required to maximize the investment in information and communication technology; The Information Technology Fee will be the funding source for the debt.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

1.

**RESOLUTION OF THE BOARD OF REGENTS OF
EASTERN MICHIGAN UNIVERSITY
PROVIDING FOR THE ACQUISITION AND INSTALLATION
OF TECHNOLOGY IMPROVEMENTS
AND BORROWING THEREFOR AND PROVIDING FOR
OTHER MATTERS RELATING THERETO**

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

WHEREAS, the Board proposes to undertake the project described on Exhibit A attached hereto (the "Project"); and

WHEREAS, in the exercise of its constitutional duties and in order to prudently control and direct expenditures from the University's funds, the Board determines it is necessary and desirable to authorize a borrowing and the incurrence of indebtedness in the form of general revenue notes (the "Indebtedness") in order to provide funds which, together with other available funds, will be used to pay a portion or all of the costs of the Project, and to pay costs relating to the Indebtedness; and

WHEREAS, the Board has previously issued and delivered certain obligations secured by General Revenues pursuant to resolutions of the Board for University projects and purposes and the indentures authorizing such obligations create certain conditions for the issuance of indebtedness on a parity basis with such obligations; and

WHEREAS, the Authorized Officer (as defined below) shall, on or prior to the consummation of each phase of the borrowing, certify that the conditions to the Indebtedness, secured on a parity basis by General Revenues with other outstanding obligations secured thereby, have been met; and

WHEREAS, a lender (the "Lender") must be selected by the Authorized Officer from responses to bids or requests for proposals solicited by the Authorized Officer setting forth the terms and conditions of the Indebtedness or by other means deemed appropriate by the Authorized Officer under the circumstances; and

WHEREAS, in the interest of time and to provide flexibility to meet changing market conditions, it is advisable for the Board to authorize the Vice President for Business and Finance (the "Authorized Officer") to select the Lender and to establish the specific terms of the Indebtedness, all within the limitations set forth herein; and

WHEREAS, the acquisition and financing of the Project will serve proper and appropriate public purposes; and

WHEREAS, the Board has full power under its constitutional authority and supervision of the University, and control and direction of expenditures from the University's funds, to implement the Project by incurring the Indebtedness, and to pledge the University's General Revenues (as hereinafter defined) or any portion thereof for repayment of the Indebtedness.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF EASTERN MICHIGAN UNIVERSITY, AS FOLLOWS:

1. The Board hereby authorizes the incurring of indebtedness in one or more series or installments on or as of the date or dates established by the Authorized Officer, and the refinancing thereof, in an aggregate principal amount to be established by the Authorized Officer, but not to exceed an aggregate principal amount of \$5,000,000, being the amount necessary to produce proceeds sufficient together with other available funds to implement the Project and to pay costs incidental to the Indebtedness. The Indebtedness and any refinancing thereof may be repayable over time or as a balloon, or both, as shall be established by the Authorized Officer, but the first maturity for each series or installment shall be not earlier than six months after the date such series or installment is issued, and the last maturity for each series or installment shall be not later than six years after the date such series or installment is issued. The Indebtedness may bear no interest or interest at stated rates for the respective maturities thereof as shall be established by the Authorized Officer, but the highest rate of interest for any maturity shall not exceed 9.0% per annum. Interest on the Indebtedness shall be payable at the times as shall be specified by the Authorized Officer. The Indebtedness shall be payable as to principal and interest in the manner, shall be subject to redemption, shall be subject to transfer and exchange, and shall be executed and authenticated, all as shall be determined by the Authorized Officer.

2. The Indebtedness shall be a limited and not a general obligation of the Board payable from and secured by a first lien on the University's General Revenues (as defined below) or such components thereof as shall be determined by the Authorized Officer (the "Security"), on a parity basis with other outstanding obligations secured thereby.

"General Revenues" shall be defined generally to include all fees, deposits, charges, receipts and income from all or any part of the students of the University, whether activity fees, tuition, instructional fees, tuition surcharges, general fees, health fees or other special purposes fees; all gross income, revenues and receipts from the ownership, operation, and control of the Board's housing, dining and auxiliary system; all unrestricted receipts from the sales and service of educational activities; all grants, gifts, donations and pledges and receipts therefrom, and investment income on all of the above; but excluding all of the following: (a) any deposits required by law or contracts to be held in escrow; (b) any gifts, grants, donations, or pledges restricted as to use in a manner inconsistent with payment on the Indebtedness and other parity indebtedness or designated or approved by the President of the University for transfer to the University's foundation; (c) appropriations from the State Legislature; and (d) up to \$5,000,000 collected annually from the levy of a special fee or fees established at some date following the date of the Indebtedness and designated by the Board to be excluded from General Revenues.

Except as specified in the documents relating to the Indebtedness, no recourse shall be had for the payment of the principal amount of or interest or premium on the Indebtedness or any claim based thereon against the State of Michigan, the Board or any officer or agent thereof, as individuals either directly or indirectly, nor shall the Indebtedness and interest with respect thereto become a lien on or be secured by any property, real, personal or mixed of the State of Michigan or the Board, other than the Security.

Any pledge of the Security or other funds of the University, if any, shall be valid and binding from the date of the Indebtedness, and all moneys or properties subject thereto which are thereafter received shall immediately be subject to the lien of the pledge without physical delivery or further act. The lien of such pledge shall be valid and binding against all parties (other than the holders of any other debt obligations secured by a parity first lien on the Security) having a claim in tort, contract or otherwise against the Board, irrespective of whether such parties have notice of the lien.

3. The right is reserved to issue additional obligations payable from and secured on a parity basis with the Indebtedness from the Security.

4. The Authorized Officer is hereby authorized and directed, in the name and on behalf of the Board and as its corporate act and deed, to select the Lender and to negotiate the terms of the Indebtedness, all within the limitations set forth herein.

5. The President, the Vice President for Business and Finance, the Secretary and any other appropriate officer of the Board or the University are hereby severally authorized to perform all acts and deeds and to execute and deliver all instruments and documents for and on behalf of the University required by this resolution or necessary, expedient and proper in connection with the incurrence, and ongoing administration, of the Indebtedness, as contemplated hereby.

6. All resolutions or parts of resolutions or other proceedings of the Board in conflict herewith be and the same are hereby repealed insofar as such conflict exists.

I hereby certify that the attached is a true and complete copy of a resolution adopted by the Board of Regents of Eastern Michigan University at a regular meeting held on _____, 2001, and that such meeting was conducted and public notice of such meeting was given pursuant to and in fully compliance with the Open Meetings Act, being No. 267, Public Acts of Michigan 1976, and that the minutes of such meeting were kept and will be or have been made available as required by such Act.

I further certify as follows:

Present or absent at the meeting were the following Board members:

PRESENT:

ABSENT: _____

The following members of the Board voted for or against adoption of the Resolution:

AYES: _____

NAYS: _____

ABSTENTIONS: _____

RESOLUTION DECLARED ADOPTED

Secretary to the Board of Regents
of Eastern Michigan University

5.

EXHIBIT A

"Project"

The Project consists of the acquisition and installation of (including necessary retrofitting with respect to) technology improvements in the University's facilities, including, but not limited to, (i) enterprise networking infrastructure and (ii) replacements and upgrades of hardware and application software for student, financial and human resources systems at the University.

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 30
DATE: June 19, 2001

RECOMMENDATION

AGREEMENT BETWEEN EASTERN MICHIGAN UNIVERSITY AND THE EASTERN MICHIGAN UNIVERSITY FOUNDATION

ACTION REQUESTED

It is recommended that the Board approve a new operating agreement between Eastern Michigan University and the Eastern Michigan University Foundation.

STAFF SUMMARY

In accordance with the Board's authorization at the January 16, 2001 meeting, the University has negotiated a revised operating agreement with the Eastern Michigan University Foundation. Guiding principles were established in advance and the new operating agreement was negotiated within the spirit of these principles.

The new agreement replaces the old Joint Operating Agreement (JOA) that intertwined the duties and responsibilities between the University, the Foundation, and Eagle Crest Management Corporation into a distinct agreement between the University and the Foundation. A separate agreement has been negotiated between the University and Eagle Crest.

The agreement succeeds in emphasizing that the focus of the Foundation is advancement activities rather than the management of entrepreneurial activities.

Attached you will find a summary of the key provisions of the new agreement and a copy of the proposed agreement for your approval.

FISCAL IMPLICATIONS


The University's investment in the Foundation for Fiscal Year 2002 is \$1,563,000.

ADMINISTRATIVE RECOMMENDATION


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

University Executive Officer

Date



Agreement Between EMU and the EMU Foundation




Committee Members

- Patrick Doyle, EMU VP for Business & Finance
- Dennis Beagen, Dep't. Head, EMU CTA
- Vicki Reaume-Mushisky, Director, EMU Alumni Relations
- Larry Warren, Vice Chair, EMU Foundation Board
- John Burkhardt, Trustee, EMU Foundation
- James McIntyre, EMU Foundation
- Laura Wilbanks, EMU Foundation

- David Shufflebarger, Alexander Haas Martin & Partners

5/3001



Focus of the Agreement

- Create a partnership in philanthropy
- Provide a foundation that articulates fundamental issues for both organizations
- Develop a process to identify University programs that merit private support

5/3001




Six Guiding Principles of the Agreement

1. Philanthropy is key to the University's strategic planning

(No public university has achieved greatness without significant private support


5/3001



Guiding Principles

2. The Foundation will play a role in pursuing the University's vision

The University/Foundation relationship will be based on trust, shared values and frequent communication


5/3001 

Guiding Principles

3. The University and the Foundation each have a public trust

They must:


- have ethical standards
- avoid conflicts of interest
- be perceived by others as putting the University's best interests first

5/3001 

Guiding Principles


4. We must be able to attract the most able alumni and friends of the University as Foundation Trustees

- Trustees must be knowledgeable of the University's mission, vision and strategic plan, embrace this effort and the role of philanthropy
- They must be involved in meaningful ways

5/3001 

Guiding Principles


5. Donors must have confidence that their gifts are being used to enhance the University and for the purposes they intend

5/3001 

Guiding Principles


6. Funding for Development must make sense

- The University will finance and support the fund raising effort of the Foundation
- The Foundation will fund its administrative obligations
- Endowment management and fund raising will be conducted in an ethical and cost effective manner

5/3001 


Implications for Funding

- No longer a “fee for services” approach to underwriting fund raising
- Elimination of the program enhancement fee (5% gift charge)
- “The Float”

5/3001 


Implications for Funding -- Endowment Management Fee

- The Foundation’s administrative responsibilities will continue to be funded through a 2% endowment management fee
- The endowment management fee rate will be evaluated in the future with an expressed desire to reduce the rate over time

5/3001 

Budget Process

- Foundation fund raising budgets will be developed in the context of a strategic plan for development
- Recommendations/Requests will be made in the fall of each year for the next fiscal year
- Final budgets determined in the spring

5/3001 

Fund Raising Priorities

- The Foundation and the University leadership will link the fund raising agenda to the University strategic planning process
- Deans and university leadership will be expected to be active in fund raising

5/30/01



Miscellaneous Provisions

- Covers indemnification issues
- Liability insurance coverage
- Protection against substantive by-law changes
- Termination of agreement
- Dissolution of the Foundation

5/30/01



5.

DRAFT -- 5/03/01
AN AGREEMENT BETWEEN
EASTERN MICHIGAN UNIVERSITY AND
THE EASTERN MICHIGAN UNIVERSITY FOUNDATION

This Agreement is made this ____ day of _____, 2001, by and between the Board of Regents of Eastern Michigan University, a Michigan public university (the "University"), and the Board of Trustees of the Eastern Michigan University Foundation, a Michigan nonprofit corporation (the "Foundation").

WHEREAS, the University and the Foundation, including its wholly owned subsidiary, Planned Real Estate Corporation, understand that a mutually supportive relationship can advance the best interests of the University and the Foundation;

NOW THEREFORE, in consideration of the terms, conditions, and covenants contained herein, the sufficiency of which consideration is hereby acknowledged, and the performance thereof, the parties agree as follows:

A. The relationship will be guided by these principles:

1. Philanthropy is a vital element of the University's strategic planning. No public university has achieved greatness without significant private support.
2. The Foundation will play an important role in association with the University and its President in pursuing the University's vision. The best such relationships are based on trust developed by shared values and frequent communications.
3. The University and the Foundation each have a public trust and will carry out their responsibilities consistent with the highest ethical standards including the avoidance of conflicts of interest or the appearance of them.
4. A key to success is attracting the ablest alumni and friends of the University as Foundation Trustees and engaging them meaningfully in discussions with the University and its President about the role of philanthropy in the University's strategic plan.
5. Exemplary stewardship of gift funds is a core value of both the University and the Foundation. Donors must have confidence that their gifts are being used for the purposes they intended to enhance the University.
6. As the beneficiary of philanthropy, the University has the primary responsibility for providing the investment capital required to support fundraising. The Foundation has the primary responsibility for supporting its administrative

costs. A shared goal will be achieving a fundraising return on this investment capital, an endowment investment return (consistent with prudent risk), and administrative cost ratios among the best in the nation for comparable universities and foundations.

B. The University:

1. recognizes the Foundation as the exclusive entity authorized to accept gifts on behalf of the University.

2. authorizes the Foundation to use the University's name, symbols, and trade marks in seeking support for the University. Such use must adhere to the University's style and standards guide and be consistent with University image initiatives.

3. will provide the Foundation access to various administrative support such as telecommunications, mail, and information technology services.

4. will consult closely with the Foundation in the appointment and evaluation of the University's Vice President for Advancement who will also serve as the Foundation's Executive Director.

5. authorizes its President to enter into separate agreements with the Foundation as necessary to address such issues as "leased" employees, management information systems, University endowment funds entrusted to the Foundation, and other matters important to support the Foundation in its work on behalf of the University.

6. owns the donor and alumni records which are maintained on the computer software that is used by the Foundation and the University's Office of Alumni Relations for advancement initiatives.

7. will pay to the Foundation \$1,563,000 July 1, 2001, to support fundraising activities on behalf of the University and plans to continue that support or increase it during each of the succeeding four years as provided for in provision - D. The level of commitment shall be communicated to the Foundation by April 15 of the preceding fiscal year.

8. subject to the University policies which may be in effect from time to time, the President of the University may authorize the transfer of funds from the University to the Foundation for the purpose of establishing or increasing Foundation - funds.

C. The Foundation:

1. will maintain its status under Michigan law as a nonprofit corporation and its eligibility to receive tax deductible gifts as a charitable organization under section 501(c)(3) of the Internal Revenue Code.

2. will not modify Article IX – Dissolution of its Articles of Incorporation.

3. will maintain provision in its bylaws that the University's Vice President for Advancement will serve as the Foundation's Executive Director and Chief Executive Officer.

4. will engage an independent accounting firm annually to conduct an audit of the financial and operational records of the Foundation and its subsidiaries, and will provide the University with a copy of the audited financial statements, including any management letter, by no later than December 1.

5. will provide immediate access to the financial and operational records of the Foundation and its subsidiaries for any special audit or evaluation deemed necessary by the University.

6. will not accept any gift that may impose a liability on the University without the prior written approval of the University's President.

7. will take no action to amend its Articles of Incorporation or Bylaws, where the effect of such amendment would be to alter those provisions of the Articles of Incorporation and Bylaws that require the Foundation to be operated for the support of the University.

D. Annually, by October 1, the Vice President for Advancement/ Executive Director of the Foundation will provide for the approval of the University's President and the Foundation, a comprehensive plan for development activities consistent with the strategic plans of the University and Foundation. The plan shall include specific plans for all phases of fundraising, friend-raising, stewardship, management information systems, Foundation operations, and a revenue and expense budget for the Foundation.

E. Miscellaneous Provisions:

1. In performing their respective responsibilities under this Agreement, the parties shall at all times be deemed and regarded as independent contractors. The employees of one party to this Agreement shall not be deemed the employees of the other party. Such other party shall neither exercise nor have any control over the mode and manner in which such employees perform services.

2. The Foundation agrees to indemnify, save, and hold harmless the University, its Regents, officers, employees and agents, against any and all

claims, damages, liability and court awards including costs, expenses, and attorney fees incurred as a result of any act or omission by the Foundation, or its employees, agents, subcontractors, or assignees, relating to the provisions of this Agreement.

3. The University agrees to indemnify, save, and hold harmless the Foundation, its Board members, officers, employees and agents, against any and all claims, damages, liability and court awards including costs, expenses, and attorney fees incurred as a result of any act or omission by the University, or its employees, agents, subcontractors, or assignees, relating to the provisions of the Agreement.

4. Each party agrees to maintain comprehensive general liability insurance, directors and officers insurance and such other insurance coverage as may be necessary or appropriate for liabilities which may arise in connection with their operations, in amounts acceptable to the other party, either through commercial insurance or a reasonable self-insurance mechanism. Evidence of the insurance required by this Section will be reasonably provided to the other party upon request. Each party agrees to name the other party as an additional insured party in its commercial or self-insurance.

5. The parties acknowledge and agree that this Agreement is entered into as a successor Agreement to the existing Joint Operating Agreement (JOA) and Transfer Agreement between the parties. Accordingly, upon termination of the JOA, Section 9.03 shall not apply and all referenced funds shall remain with the Foundation.

6. This Agreement constitutes the entire agreement between the parties with respect to this subject matter, and supersedes any and all other written or oral agreements relating to this subject matter.

7. This Agreement may be modified or amended upon the prior written consent of both parties.

8. The parties hereto understand and agree that this Agreement in no manner alters or modifies the limitations on liability extended to the State of Michigan, the University, and its officials and employees, by state and federal statute or regulations.

9. The parties agree that, in the performance of this Agreement, they shall not discriminate on the basis of gender, race, color, religion, marital status, creed, sexual orientation, age, national or ethnic origin, political belief or handicapping condition.

10. Any notice which is required or desired to be given hereunder shall be deemed to be sufficiently given if personally delivered or sent by certified or registered mail, postage prepaid, return receipt requested and addressed as follows:

If to the University, to:

President
Eastern Michigan University
202 Welch Hall
Ypsilanti, Michigan 48197

If to the Foundation, to:

Chair of the Board of Trustees
The EMU Foundation
1349 South Huron Street
Ypsilanti, Michigan 48197

Each party may modify their designated addressee on prior written notice to the other party.

11. This Agreement shall be binding upon and inure to the benefit of, and be enforceable by, the parties and their respective successors and assigns.

12. This Agreement shall not be assigned or assignable by either party without the prior written consent of the other party.

13. This Agreement shall be governed by the laws of the State of Michigan as to interpretation, construction and performance.

F. The term of this agreement shall be five years, beginning July 1, 2001, and ending June 30, 2006. Annually by May 1 the Vice President for Advancement/Executive Director of the Foundation will review this Agreement with the University's President and the Chair of the Board of the Foundation to determine if changes are needed. Either the University or the Foundation may terminate this Agreement at any time, without cause, by providing 180 days prior written notice to the other party. The University may terminate this Agreement for cause on 30 days prior written notice to the Foundation. Upon termination of this Agreement, with or without cause, all monies and other things of value received by or being held by the Foundation for the benefit of the University or any of its constituent parts, including Foundation funds, shall immediately be transferred to the University or its designee in an orderly manner as directed by the University and in accordance with Article IX of the Foundation's Articles of Incorporation.

IN WITNESS WHEREOF, the parties have hereunto executed this Agreement as of the date first set forth above.

EASTERN MICHIGAN UNIVERSITY

Witness

By: _____

Title: _____

Date: _____

Witness

EASTERN MICHIGAN UNIVERSITY
FOUNDATION

Witness

By: _____

Title: _____

Date: _____

Witness

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 31

DATE:

June 19, 2001

RECOMMENDATION

**MANAGEMENT AGREEMENT BETWEEN EASTERN MICHIGAN UNIVERSITY
AND EAGLE CREST MANAGEMENT CORPORATION AND ADDENDUM II TO
COMMERCIAL LEASE**

ACTION REQUESTED

It is recommended that the Board approve a new management agreement between Eastern Michigan University and the Eagle Crest Management Corporation (Eagle Crest) and an addendum to the existing Commercial Lease agreement.

STAFF SUMMARY

In accordance with the Board's authorization at the January 16, 2001 meeting, the University has negotiated a revised management agreement with Eagle Crest.

Guiding principles were established in advance and the new management agreement articulates the spirit of these principles. In consideration of established goals, the new management agreement reflects better accountability while still maintaining the distinction between the ownership responsibilities of the University and the management responsibilities of Eagle Crest.

The existing commercial lease agreement between the University and Eagle Crest provides Eagle Crest with leased space in the Eagle Crest Golf Club and Conference Center for the purpose of providing contracted food and beverage services at these facilities. The addendum provides for increased lease rates, updated definitions of space utilization, and the addition of leased space to provide audio-visual services and business center operations.

Attached is a summary of the key revisions between the original joint operating agreement (JOA) and the new management agreement. A summary of the commercial lease addendum revisions, supporting documentation, and a copy of the agreements proposed for your approval are also included.

FISCAL IMPLICATIONS

The agreement will provide for increased revenues for both the University and Eagle Crest.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

Significant Management Agreement Changes

The highlights of the new Management Agreement between Eastern Michigan University and the Eagle Crest Management Corporation, relative to the original agreement include:

1. A better definition of expectations and responsibilities by Eagle Crest in the management of University assets.
2. The requirement for the submission of an annual Business Plan to the University for approval and an annual Business Plan and Capital Improvement Report detailing the accomplishments relative to goals.
3. The addition of Room Rental Services, Audio-Visual Services, Technical Services, and Business Center Operations in the definition of management services provided by Eagle Crest.
4. A clearer definition of external audit expectations and progress reporting requirements.
5. Various textual revisions to account for revised organizational structures and operational changes.
6. The revision of relevant provisions to the Commercial Lease Agreement via an addendum which provides for increased lease rates, redefined space utilization areas to account for the addition of audio-visual services and business center operations, and a clearer definition of maintenance and repair obligations.

**GUIDING PRINCIPLES FOR A MANAGEMENT AGREEMENT BETWEEN
EASTERN MICHIGAN UNIVERSITY (EMU) AND
EAGLE CREST MANAGEMENT CORPORATION (ECMC)**

Establishing guiding principles that EMU and ECMC can share will help develop a successful management agreement.

The benefactor of this agreement is Eastern Michigan University and the Eastern Michigan University Foundation. All activities, actions and decisions will be guided by the question, "How does this benefit Eastern Michigan University and its teaching, research and community service/economic and regional development mission?"

The distinction between the ownership responsibilities of the University and the management responsibilities of ECMC shall be respected.

Those who are entrusted with duties, responsibilities and assets of the University are expected to achieve excellence in all activities and by all members of their team.

This agreement will promote management practices that will ensure proper stewardship of these valuable assets and will incorporate appropriate accountability standards and controls.

Compliance with all existing agreements entered into by EMU, the EMU Foundation and/or Eagle Crest relating to the Eagle Crest Resort shall be maintained.

ECMC and the University will work collectively toward the goal of earning and maintaining a four-star resort rating for the Eagle Crest Golf Club and Eagle Crest Conference Center.

Eagle Crest Management Corporation will work collaboratively and strategically with the University to identify other entrepreneurial opportunities consistent with the mission and bylaws of Eastern Michigan University Foundation and the University.

3.

DRAFT

Revised DRAFT ~~5/14/01~~ 5/16/01
MANAGEMENT AGREEMENT
BY AND BETWEEN
EASTERN MICHIGAN UNIVERSITY
AND EAGLE CREST MANAGEMENT CORPORATION

This Agreement is executed as of this ___ day of _____, 2001 ("Effective Date"), by and between Eastern Michigan University, a Michigan public university (the "University"), and Eagle Crest Management Corporation, a Michigan business corporation ("Eagle Crest").

RECITALS

WHEREAS, the University is a state educational institution; and,

WHEREAS, the University is committed to distinguishing itself as a comprehensive educational institution that prepares people and organizations to adapt readily to a changing world by providing an exceptional learning environment; applying new technologies to teaching, learning and research; expanding knowledge and providing leadership through research, contract learning and public service; and continually interpreting and responding to a changing regional, national and global society; and

WHEREAS, the University is in legal possession of a Golf Course and Conference Center open to the public (the "Property") located at 1275 S. Huron St., Ypsilanti, Michigan and known as the Eagle Crest Conference Resort. The Golf Course portion of the Property includes an 18-hole golf course, driving range, practice green, golf shop and clubhouse, maintenance buildings, food and beverage service, private meeting, conference, dining space, and other structures and fixtures appurtenant to an integrated and comprehensive golf course operation as well as its name and goodwill. The Conference Center portion of the Property includes conference facilities such as comprehensive meeting facilities with audio-visual equipment, computer training rooms, food and beverage service, and other structures and fixtures appurtenant to an integrated and comprehensive conference center operation as well as its name and goodwill; and

WHEREAS, Eagle Crest is a Michigan business corporation and wholly-owned for profit subsidiary of The Eastern Michigan University Foundation (the "Foundation") organized to provide management of certain entrepreneurial activities in support of the charitable purposes and mission of the Foundation and for the benefit of the University; and

WHEREAS, Eagle Crest has professional management experience and capabilities necessary for appropriate and cost-effective management of entrepreneurial activities;

NOW, THEREFORE, BE IT RESOLVED, that in consideration of the terms, conditions, and covenants contained herein, the sufficiency of which consideration is hereby acknowledged, and the performance thereof, the parties agree as follows:

I. MANAGEMENT RESPONSIBILITIES OF EAGLE CREST

1.1 General Responsibilities. Eagle Crest shall provide professional management services as specified in this Article I. Eagle Crest shall at all times endeavor to enhance the value of assets managed by Eagle Crest on behalf of the University and shall not negligently or intentionally cause any devaluation of the assets. To the extent services provided by Eagle Crest are governed by the Joint Management Agreement by and between the University and Massachusetts Mutual (the "Joint Management Agreement") attached hereto and incorporated by reference herein **and as noted in EXHIBIT BA**, Eagle Crest shall be responsible for complying with the terms of such agreement. Eagle Crest may subcontract management services required by this Agreement, following written approval of the University, provided that such subcontracting arrangements are consistent with Eagle Crest's responsibilities pursuant to this Agreement, provided that, such subcontracting arrangements will not relieve Eagle Crest of responsibility for, and will not violate any of the terms or obligations of, this Agreement, and provided that, such subcontracting arrangements do not violate the terms of the Joint Management Agreement.

1.2 Eagle Crest Conference Center. Eagle Crest shall provide professional management services for the Eagle Crest Conference Center ("ECCC").

1.2.1 Scope of Management Services. Management services shall include, but are not limited to:

- a. All personnel functions, including hiring, training, evaluation, discipline and termination;
- b. Benefits administration;
- c. All financial services, including accounts payable, accounts receivable, payroll, purchasing of goods and services, tax information, budgeting;
- d. Housekeeping and maintenance; and
- e. Marketing and sales.
- f. Food and Beverage Services, Room Rental Services, Audio-Visual Services, Technical Services and Business Center operations.**

1.2.2 Receipt and Disbursement of Revenues and Expenses. Eagle Crest shall deposit ECCC operating revenue and working capital advances into University-designated bank accounts and disburse funds, including ordinary operating expenditures, from such accounts. ~~Eagle Crest and the University, from time to time, shall review and revise the cash levels to be maintained by Eagle Crest with respect to such accounts. On a monthly basis, Eagle Crest shall remit cash in~~

~~excess of the agreed upon account levels to the University or receive from the University additional working capital advances necessary to maintain the agreed upon cash levels.~~

1.3 Eagle Crest Golf Club. Eagle Crest shall provide professional management services for the Eagle Crest Golf Club ("ECGC"), including the club house, course and pro shop.

1.3.1 Scope of Management Services. Management services shall include, but are not limited to:

- a. All personnel functions, including hiring, training, evaluation, discipline and termination;
- b. Benefits administration;
- c. All financial services, including accounts payable, accounts receivable, payroll, purchasing of goods and services, tax preparation, budgeting;
- d. Housekeeping and maintenance of the clubhouse;
- e. Marketing and sales; and
- f. Routine and annual maintenance and enhancement of the course.
- g. Food and Beverage Services, Room Rental Services, and Audio-Visual Services.**
- h. Green fees, cart rentals, driving range fees, and all other services typically associated with golf course operations.**

1.3.2 Receipt and Disbursement of Revenues and Expenses. Eagle Crest shall deposit ECGC operating revenue and working capital advances into University-designated bank accounts and disburse funds, including ordinary operating expenditures, from such accounts. ~~Eagle Crest and the University, from time to time, shall review and revise the cash levels to be maintained by Eagle Crest with respect to such accounts. On a monthly basis, Eagle Crest shall remit cash in excess of the agreed upon account levels to the University or receive from the University additional working capital advances necessary to maintain the agreed upon cash levels.~~

~~1.4 Audio Visual Services. Eagle Crest agrees to provide audio visual services to the ECCC, the Hotel and ECGC as requested at a competitive price.~~

1.4 Additional Covenants and Agreements. Eagle Crest agrees to be bound by, assume, or maintain compliance with any additional agreements that Eagle Crest enters

into with the University or any third party, or such agreements entered into by the University and a third party, as they are relevant to the assets managed by Eagle Crest on behalf of the University. By way of example and not limitation, these additional agreements are listed in Exhibit B.

II. MANAGEMENT FEES

2.1 ~~Eagle Crest Conference Center.~~ As consideration for the management of the Eagle Crest Conference Center **and the Eagle Crest Golf Club**, the University agrees to pay Eagle Crest a management fee in accordance with EXHIBIT B A, attached hereto and incorporated by reference herein, **subject to the following:**

- a. **Eagle Crest shall submit to the University a written breakdown of its calculation of the management fee.**
- b. **The University will have thirty (30) days to agree/disagree with the amount of the management fee as submitted by Eagle Crest.**
- c. **Lack of response within thirty (30) days will indicate that the management fee is accurate and a check will be disbursed from the operational account on behalf of the University for such amount.**
- d. **The University reserves the right to order the transfer of excess fees back to the University with a ten (10) day notice.**

~~2.2 Eagle Crest Golf Club. As consideration for the management of the Eagle Crest Golf Club, the University shall pay Eagle Crest a management fee as described in EXHIBIT C, attached hereto and incorporated by reference herein.~~

III. ASSET MANAGEMENT

3.1 All liquid University assets assigned to ECGC and ECCC will be ~~transferred~~ **assigned** to Eagle Crest for custody **in a University designated bank account for and** use in managing these properties. Eagle Crest may, without prior approval of the University, make all payments on behalf of ECGC and ECCC in order to effectively operate, maintain and improve these facilities. **Notwithstanding the foregoing, improvements to properties assigned to Eagle Crest shall be consistent with such improvements noted in the University's capital or facilities plans and the Eagle Crest Business Plan.**

~~3.2 The calculation of the management fee paid to Eagle Crest shall be made in accordance with the formula set forth in EXHIBIT D which is incorporated herein by reference and made a part of this Agreement, subject to the following:~~

~~a. Eagle Crest shall submit to the University a written breakdown of its calculation of the management fee.~~

~~b. The University will have thirty (30) days to agree/disagree with the amount of the management fee as submitted by Eagle Crest.~~

~~c. Lack of response within thirty (30) days will indicate that the management fee is accurate and a check will be disbursed from Eagle crest on behalf of the University for such amount.~~

~~3.23.3 Eagle Crest will remit payments to the University for debt, equipment leases, employee leases, taxes or any other financial commitment which the University has related to the ECGC or ECCC, ten (10) days prior to their due date to the external agent.~~

~~3.33.4 All net income, space lease payments, kitchen equipment loan payments, audio visual equipment payments, and royalties shall which may be due the University from Eagle Crest shall, within 45 days of receipt by the University, be transferred to Eagle Crest for inclusion in the ECCC/ECGC operations account, the operational/maintenance reserve or ECCC/ECGC endowment deposited in the University designated joint bank account three (3) days prior to the due date. Eagle Crest shall notify the University in writing with appropriate documentation of the deposit. Eagle Crest shall fund and maintain an operational maintenance reserve to service both facilities in the at a targeted amount of at least \$250,000.00. The operational accounts must maintain a positive cash fund balance.~~

~~3.4 University funds transferred to Eagle Crest will first be deposited in the ECCC/ECGC operational/maintenance reserve. If the operational accounts are in a positive cash fund balance and such transfers increase the operational/maintenance reserve by an amount greater than \$250,000.00, the excess funds may be transferred to the EMU Foundation for operational purposes or deposit in the ECCC/ECGC endowment as directed by the University.~~

~~3.43.5 The bank account(s) established and utilized by Eagle Crest for ECCC/ECGC operations, and the bank account(s) or other investment accounts established by Eagle Crest for the ECCC/ECGC operational/maintenance reserves (not the ECCC/ECGC endowment), will bear the names of Eastern Michigan University and Eagle Crest Management Corporation. Signatories on the ECCC/ECGC accounts will be as follows:~~

~~a. ECCC/ECGC Operations Account: Two signatures by the appropriate Eagle Crest management personnel and/or officers. If any checks drawn against this account are in excess of \$5,000.00, one of the signatures must be by the Executive Director.~~

~~b. — ECCC/ECGC Maintenance Reserve Account: two signatures by the appropriate Eagle Crest management personnel and/or officers. Any checks drawn against this account in excess of \$5,000.00 must contain the signature of either the President or Vice President of Eagle Crest.~~

~~3.53-6 The President and Treasurer of the University shall have signatory authority on all ECCC/ECGC operations and operational/maintenance reserve accounts. However, such signatory authority shall be limited to closing such accounts only in the event of termination of this Agreement. Such signatory authority can only be exercised under the following circumstances:~~

~~a. — All liabilities of Eagle Crest incurred in the operation, maintenance and/or improvement of the ECCC/ECGC facilities pursuant to this Agreement shall be paid or adequate provision shall be made for payment; and~~

~~b. — Assets held by Eagle Crest upon a condition which occurs by reason of the termination of this Agreement shall be returned or conveyed in accordance with such requirements.~~

~~3.63-7 All interest income earned on working capital or operational/maintenance reserves is revenue of the University and will be reflected as operational income to the ECCC and ECGC.~~

~~3.7 3-8 All ECCC/ECGC operating cash or reserves shall be invested in accordance with the University's Investment Policy. (not applicable to ECCC/ECGC endowment).~~

~~3.8 3-9 Eagle Crest will provide the University with a monthly report of all revenue, expense, fund/reserve balances, endowment fund transfers, **aging accounts receivable schedule**, and bank statement reconciliations.~~

~~3.9 3-10 All assets of the ECCC/ECGC remain University assets. These assets include, but are not limited to, physical property, cash, inventory, accounts receivable, etc. Likewise, all liabilities remain those of the University including but not limited to accounts payable, long term debt, equipment loans, etc. All assets and liabilities must be recorded on the University's balance sheet. All revenue/expenses and fund balances must be reflected on the University's income statement. Eagle Crest will assist to affect this outcome semi-annually or the parties will work together to simplify the reporting process so as not to be unduly burdensome on Eagle Crest. Future ECCC/ECGC assets acquired by Eagle Crest on behalf of University shall be processed (tagged) within the University's fixed Asset System. Disposal (sale or abandonment) of any ECCC/ECGC assets must be liquidated in accordance with University policy.~~

IV. EAGLE CREST MANAGEMENT CORPORATION

4.1 External Audit. On an annual basis, Eagle Crest shall retain a firm of Certified Public Accountants to perform an audit of the Eagle Crest's books, records and accounts. **Such audit shall be conducted and reported separately from any audit performed for the Foundation.** Copies of all final reports, including the financial statements, opinion letter, management letter, internal control letter, and other documents prepared by such auditor shall be furnished to the University Board of Regents.

4.2 Access to Records. Eagle Crest agrees that its books, corporate records and accounts shall be made available upon request by the University ~~Board of Regents or its designee~~ at all reasonable times for inspection, audit and evaluation by the University. The University and Eagle Crest jointly shall develop a schedule of financial information which Eagle Crest shall submit to the University on a periodic basis.

4.3 Request of Special Audit. The parties agree that if the ~~President, University Board of Regents or its designee~~ at any time determines that a special or immediate audit of the operations or accounts of the Eagle Crest is necessary to determine compliance with this Agreement, the University ~~Board of Regents~~ shall have the right to perform or cause to be performed such an audit, at the University's expense. Eagle Crest agrees that its employees and agents will cooperate to the fullest extent possible and shall furnish any records maintained by Eagle Crest upon the request of such auditors.

4.4 Annual Report~~Business Plan.~~ **The Eagle Crest Executive Director shall provide submit, ninety (90) days prior to the commencement of each fiscal year (fiscal year begins July 1), a proposed ECCC/ECGC capital improvement budget and business plan to the University's President for approval. All capital improvement expenditures and operational expenditures within the approved budget and business plan may be paid by Eagle Crest without further approval of the University. Expenditures outside of an approved capital expenditure budget and business plan shall be subject to the prior written approval of the University President.** ~~an annual report to the University Board of Regents within six (6) months of the close of each fiscal year which will contain at least the following information:~~

- ~~_____ a. _____ Total principal of all funds held on behalf of the University.~~
- ~~_____ b. _____ Year to date earnings on the funds with both realized and unrealized earnings stated separately.~~
- ~~_____ c. _____ Generally, instruments in which the funds are invested.~~
- ~~_____ d. _____ Total assets, liabilities, revenues and expenses.~~
- ~~_____ e. _____ Such other information as reasonably requested by the University Board of Regents or its designee.~~

- a. **The Annual Business Plan shall include an estimated profit and loss statement (“Operating Budget”) for the next Fiscal Year, including a schedule of revenues, miscellaneous income, and a schedule of special repairs, maintenance and operating expenses and a capital replacement budget for the University assets managed by Eagle Crest.**
- b. **Upon approval of the Annual Business Plan, Eagle Crest shall manage, operate, and maintain the University’s assets in accordance with the Annual Business Plan and attempt to adhere thereto as nearly as practicable.**
- c. **Eagle Crest is vested with the discretion to discount published rates in a manner that will optimize overall business performance.**
- d. **Eagle Crest will provide discounts from published rates for services and room rentals in the range of 20 percent.**

4.5.1 Annual Business Plan and Capital Improvement Report. Eagle Crest shall provide an annual report to the University within thirty (30) days of the close of each fiscal year. This Annual Business Plan and Capital Improvement Report will provide a comparison of Annual Business Plan accomplishments relative to goals.

V. REPRESENTATIONS, WARRANTIES AND COVENANTS

5.1 Representations, Warranties and Covenants of the Foundation. In addition to those representations, warranties, and covenants contained in other provisions of this Agreement, the University hereby represents, warrants and covenants the following:

- a. Due Organization. The University is a Michigan public body corporate and institutional of higher education organized and established pursuant to Article VIII, Section 6 of the Michigan Constitution of 1963, and an organization in good standing under the laws of the State of Michigan with the requisite corporate power and authority to own, operate, lease and utilize its assets, properties and business.
- b. ~~Status as Tax Exempt Organization. The Board of Regents of Eastern Michigan University is a constitutional body appropriately established pursuant to Article VIII, Section 6 of the Michigan Constitution of 1963, as amended, and the University will take all action necessary and appropriate to maintain such status.~~

b.d. No other Agreements. This Agreement shall be the exclusive agreement for the provision of management services as to those assets, facilities and programs described herein.

c. e. Power and Authority. The execution, delivery and performance of this Agreement are within its corporate powers, have been duly authorized by all necessary corporate action and are not in contravention of any of the terms of its articles of incorporation or bylaws or any contract or undertaking to which it is a party or which it or its property may be bound or affected.

5.2 Representations and Warranties of Eagle Crest. In addition to those representations, warranties and covenants contained in other provisions of this Agreement, Eagle Crest hereby represents, warrants and covenants the following:

a. Due Incorporation and Organization. Eagle Crest is a Michigan business corporation duly organized, existing and in good standing under the laws of the State of Michigan with the requisite corporate power and authority to own, operate, lease and utilize its assets, properties and business.

b. Absence of Undisclosed Liabilities. Except to the extent reflected and reserved in the current financial statements, Eagle Crest has no known liabilities, obligations, or debts of any nature, whether accrued, absolute, contingent, or otherwise.

c. Amendments to Articles of Incorporation and Bylaws. Eagle Crest will not amend or otherwise alter its Articles of Incorporation, or corporate bylaws, in any way that would materially alter its ability to perform the professional management services required by this Agreement without prior consent of the University Board of Regents, which consent shall not be unreasonably withheld.

d. No Merger, Conveyance of Substantial Assets or Dissolution. During the term of this Agreement, Eagle Crest will not merge with any other corporation or convey any substantial part of its assets to any other corporation, partnership, or other entity without the consent of the University Board of Regents.

e. Power and Authority. The execution, delivery and performance of this Agreement are within its corporate powers, have been duly authorized by all necessary corporate action and are not in contravention of any of the terms of its articles of

incorporation or bylaws or any contract or undertaking to which it is a party or which it or its property may be bound or affected.

VI. TERM AND TERMINATION

6.1 Term. The term of this Agreement shall be from the Effective Date through **June 30, 2006** and shall automatically be renewed for additional ~~three (3) year~~ **thirty (30) day** terms under the same terms as set forth in this Agreement, unless terminated in accordance with Section 6.2.

6.2 Termination. This Agreement may be terminated as follows:

a. At any time by the mutual written consent of the parties.

b. By any party, with or without cause, by providing notice of the intent to terminate at least ~~nine (9)~~ **six (6)** months before the effective date of termination.

c. By the University ~~Board of Regents~~ in the event Eagle Crest fails to perform any of the terms, conditions, or covenants of this Agreement for more than thirty (30) days after written notice of such default is mailed Eagle Crest, provided however, that should any default occur which cannot reasonably be corrected within a thirty (30) day period, Eagle Crest, shall have such additional time to correct said default as may be reasonably required so long as Eagle Crest, promptly initiates and expeditiously carries out appropriate action to correct such default.

d. By the University ~~Board of Regents~~, effective immediately, if Eagle Crest shall (i) become insolvent or file any other debtor proceedings; (ii) take or have taken against ~~itself or Eagle Crest~~ in any court pursuant to any statute either of the United States or of any State a petition in bankruptcy or insolvency or for reorganization or for the appointment of a receiver or trustee of all or a portion of Eagle Crest's property or (iii) make an assignment for the benefit of creditors.

e. By the University ~~Board of Regents~~, effective immediately if Eagle Crest breaches a representation or warranty contained in Section ~~8.3(e) or (d)~~. **5.2.**

6.3 Transfer of Assets Upon Termination. Upon termination, all monies and other things of value received by or being held by Eagle Crest for the benefit of the University or any of its constituent parts, shall immediately be transferred to the University or its designee.

VII. INDEMNIFICATION AND INSURANCE

7.1 Indemnification by the University. The University agrees to indemnify, save, and hold harmless Eagle Crest, its Board members, officers, employees and agents, against any and all claims, damages, liability and court awards including costs, expenses, and attorneys' fees incurred as a result of any act or omission by the University, or its employees, agents, subcontractors, or assignees, relating to the provisions of the Agreement.

7.2 Indemnification by Eagle Crest. Eagle Crest agrees to indemnify, save, and hold harmless the University, its Regents, Board members, officers, employees and agents, against any and all claims, damages, liability and court awards including costs, expenses, and attorneys' fees incurred as a result of any act or omission by Eagle Crest, or its employees, agents, subcontractors, or assignees, relating to the provisions of the Agreement.

7.3 Insurance Coverage. Each party agrees to maintain comprehensive general liability insurance, directors and officers insurance and such other insurance coverage as may be necessary or appropriate for liabilities which may arise in connection with their operations, in amounts acceptable to each party, either through commercial insurance or a reasonable self-insurance mechanism. Evidence of the insurance required by this Section will be reasonably provided to the other party upon request. Each party agrees to name the other party as an additional insured party in its commercial or self insurance.

VIII. MISCELLANEOUS PROVISIONS

8.1 Independent Contractors. In performing their respective responsibilities under this Agreement, the parties shall at all times be deemed and regarded as independent contractors. The employees of one party to this Agreement shall not be deemed the employees of any other party. Such other party shall neither exercise nor have any control over the mode and manner in which such employees perform services. Each party shall, on behalf of its employees who provide services under this Agreement, (i) pay or cause to be paid, all compensation and fringe benefits of such employees; (ii) withhold or cause to be withheld, all applicable federal, state and local taxes including F.I.C.A.; (iii) make or cause to be made, any and all required payments relating to such employees, including any unemployment compensation fund payments; and (iv) maintain or cause to be maintained, workers' compensation fund insurance, as required under Michigan law. Additionally, Eagle Crest agrees that it will require any contractors or subcontractors who provide services on behalf of Eagle Crest to agree to perform the obligations set forth in clauses (i) through (iv) on their own behalf and on behalf of their employees, if any. Upon request, each party shall provide the other with satisfactory evidence of compliance with the requirements of this Section.

8.2 Entire Agreement. ~~Except for the Food and Beverage Service Agreement by and between Eagle Crest and the University, dated on or around December 31, 1994, this Agreement,~~

~~and attached exhibits, constitutes the entire agreement between the parties with respect to this subject matter, and supersedes any and all other written or oral agreements relating to this subject matter, including the Joint Operating Agreement between the University, the Foundation and Eagle Crest dated November 28, 1995.~~ **This Agreement and attached exhibits, and any other agreement referred to in Exhibit B, constitutes the entire agreement between the parties with respect to this subject matter, and supersedes any and all other written or oral agreements relating to this subject matter, including the Joint Operating Agreement between the University, the Foundation and Eagle Crest dated November 28, 1995, the Memorandum of Understanding between the University, the Foundation, and Eagle Crest dated July 23, 1997, and the Food and Beverage Service Contract between the University and Eagle Crest dated January 1, 1995.**

8.3 Amendment and Waiver. Notwithstanding Section 8.2, **and Exhibit B**, this Agreement and the attached Exhibits may be amended upon the prior written consent of all parties hereto.

8.4 Limitation on Liability. The parties hereto understand and agree that this Agreement in no manner alters or modifies the limitations on liability extended to the State of Michigan, Eastern Michigan University, and its officials and employees, by state and federal statute or regulations. Any provisions of this agreement, whether or not incorporated herein by reference, shall be controlled, limited and otherwise modified to limit any liability of the State of Michigan and Eastern Michigan University as specified herein.

8.5 Nondiscrimination. The parties agree that, in the performance of this Agreement, they shall not discriminate on the basis of gender, race, color, religion, marital status, creed, sexual orientation, age, national or ethnic origin, political belief or handicapping condition.

~~8.6 Resolution of Disputes. In the event of any dispute between the University and Eagle Crest, as to their relationship or any of the terms or conditions of this Agreement, notice of such dispute shall be given to the University Board of Regents and the Board of Trustees of the Foundation. Following such notice, the President of the University, the Executive Director of the Foundation and the President of Eagle Crest will meet and attempt to resolve the dispute. If they are unsuccessful, the Chairman and Vice Chairman of the University Board of Regents, the Chairman and Vice Chairman of the Foundation, and the Chairman and Vice Chair of Eagle Crest will meet to resolve the dispute.~~

8.6 Resolution of Disputes. The parties shall in good faith seek to resolve all disputes arising from or related to the interpretation and enforcement of this Agreement amicably by consultation among themselves. If the parties cannot resolve the dispute amicably, then either party may request a resolution of the dispute by negotiation between the President of the University and the ~~Chairman~~ Chairperson of ~~Eagle Crest~~ Eagle Crest's Board.

8.7 Cooperation on Due Diligence. The University and Eagle Crest agree to cooperate fully with each other and their respective counsel in providing access to any information and to any of its advisers and consultants which may be sought for purposes of

investigation and due diligence with respect to the completion and confirmation of all or any part of this Agreement and the transactions contemplated herein and no party shall withhold any information or access so requested unless restrained by applicable law.

8.8 Notices. Any notice which is required or desired to be given hereunder shall be deemed to be sufficiently given if personally delivered or sent by certified or registered mail, postage prepaid, return receipt requested and addressed as follows:

If to the University, to:

President
Eastern Michigan University
202 Welch Hall
Ypsilanti, Michigan 48197

If to ~~AEI~~ **Eagle Crest**, to:

~~President~~ **Executive Director**
Eagle Crest Management Corporation
1349 S. Huron St.
Ypsilanti, Michigan 48197

8.9 Assignment. This Agreement shall be binding upon and inure to the benefit of, and be enforceable by, the parties and their respective successors and assigns. This Agreement shall not be assigned or assignable by either party without the prior written consent of the other party.

8.10 Governing Law. This Agreement shall be governed by the laws of the State of Michigan as to interpretation, construction and performance.

8.11 Captions. ~~The captions appearing in this Agreement are inserted only as a matter of convenience and in no way define, limit or describe the scope or intent of this Agreement or any of its provisions.~~ **Compliance with Laws**. Eagle Crest agrees to fully observe and comply with all applicable federal, state and local laws, rules, licenses, regulations, orders, and applicable reporting requirements pertaining to the management of University assets under this Agreement. Eagle Crest shall conduct its business in such a manner as to not cause a violation of Michigan liquor laws and regulations concerning the University's liquor license. In furtherance thereof, the net profits, before taxes, realized from the sale of alcoholic beverage, shall not exceed ten percent (10%) of the gross sales of alcoholic beverages realized by Eagle Crest pursuant to the provision of food and beverage services hereunder. To the extent such net profits do exceed such gross sales in a given fiscal year, such excess profits shall be paid over to the licensee, the University.

8.12 Trade Names. The University authorizes Eagle Crest to use the University's name, symbols, and trade marks in seeking support for the University. Such use must

adhere to the University's style and standards guide and be consistent with University image initiatives.

8.13 Captions. The captions appearing in this Agreement are inserted only as a matter of convenience and in no way define, limit or describe the scope or intent of this Agreement or any of its provisions. Any reference in this Agreement to a Section shall be to a Section in this Agreement unless the context provides otherwise.

8.14 Exhibits. All exhibits attached hereto shall be incorporated by reference as if set forth in full herein.

8.15 Use of Fixtures and Equipment. Eagle Crest shall have access to and the use of such fixtures and equipment owned by the University as shall be available from time to time and reasonable and necessary for the provision of food and beverage services, audio-visual services, and business center operations, hereunder. The University shall retain control over and responsibility for such fixtures and equipment except for damages caused by the negligence of intentional acts of Eagle Crest. Maintenance and repair of such fixtures and equipment will be governed by the Commercial Lease Agreement between the University and Eagle Crest, as amended and noted in Exhibit B.

IN WITNESS WHEREOF, the parties have hereunto ~~executed this Agreement as of the~~ ___ day of ___, 2001. **placed their signatures on the day and date first set forth above.**

EASTERN MICHIGAN UNIVERSITY

Witness

By: _____

Title: _____

Date: _____

Witness

EAGLE CREST MANAGEMENT CORPORATION

Witness

By: _____

Title: _____

Date: _____

Witness

Exhibit A

Management Fee Calculation

The purpose of this attachment is to define the financial components in the calculation of the variable management fee as described in this Agreement.

Total Revenues

- Cost of Goods Sold
- Salaries & Benefits
- Direct Expenses
- Indirect Expenses
- Total Debt Payments (Principal & Interest)

= "Net Income" before Management Fee
 - Fixed Management Fee (\$ 25,398 + CPI for the last reported calendar year annual adjustment)

= "Net Income" after Fixed Management Fee
 - Variable Management Fee (30% of "Net Income" after Fixed Management Fee)

= "Net Income" before Tax
 - UBIT Tax (if applicable)

= "Net Income"

Exhibit B

Schedule of Additional Agreements

Eagle Crest agrees to be bound by, assume, or maintain general compliance with the following additional agreements, as applicable:

- 1. Joint Management Agreement, dated March 23, 1995, between Massachusetts Mutual Life Insurance Company and Eastern Michigan University. The term of this agreement is five (5) years with automatic two (2) year extensions after March 23, 2000.**
- 2. Agreement to Provide Leased Persons, dated April 1, 1996, between Eastern Michigan University and Eagle Crest. The term of this agreement is six (6) months with automatic six (6) month extensions after September 30, 1996.**
- 3. Joint Funding Agreement for Marketing of Eagle Crest Resort, dated January 16, 1997, between Massachusetts Mutual Life Insurance Company and Eagle Crest. The term of this agreement is five (5) years.**
- 4. Ground Lease, dated April 8, 1990, between Charter Township of Ypsilanti and Eastern Michigan University. The term of this agreement is ninety-nine (99) years.**
- 5. Commercial Lease, originally dated December 14, 1994, amended on September 21, 1999, and further amended on _____, between Eagle Crest and Eastern Michigan University. The term of this agreement, as amended on September 21, 1999, is five (5) years, effective January 1, 2000.**

MANAGEMENT AGREEMENT
BY AND BETWEEN
EASTERN MICHIGAN UNIVERSITY
AND EAGLE CREST MANAGEMENT CORPORATION

This Agreement is executed as of this ___ day of _____, 2001 ("Effective Date"), by and between Eastern Michigan University, a Michigan public university (the "University"), and Eagle Crest Management Corporation, a Michigan business corporation ("Eagle Crest").

RECITALS

WHEREAS, the University is a state educational institution; and,

WHEREAS, the University is committed to distinguishing itself as a comprehensive educational institution that prepares people and organizations to adapt readily to a changing world by providing an exceptional learning environment; applying new technologies to teaching, learning and research; expanding knowledge and providing leadership through research, contract learning and public service; and continually interpreting and responding to a changing regional, national and global society; and

WHEREAS, the University is in legal possession of a Golf Course and Conference Center open to the public (the "Property") located at 1275 S. Huron St., Ypsilanti, Michigan and known as the Eagle Crest Conference Resort. The Golf Course portion of the Property includes an 18-hole golf course, driving range, practice green, golf shop and clubhouse, maintenance buildings, food and beverage service, private meeting, conference, dining space, and other structures and fixtures appurtenant to an integrated and comprehensive golf course operation as well as its name and goodwill. The Conference Center portion of the Property includes conference facilities such as comprehensive meeting facilities with audio-visual equipment, computer training rooms, food and beverage service, and other structures and fixtures appurtenant to an integrated and comprehensive conference center operation as well as its name and goodwill; and

WHEREAS, Eagle Crest is a Michigan business corporation and wholly-owned for profit subsidiary of The Eastern Michigan University Foundation (the "Foundation") organized to provide management of certain entrepreneurial activities in support of the charitable purposes and mission of the Foundation and for the benefit of the University; and

WHEREAS, Eagle Crest has professional management experience and capabilities necessary for appropriate and cost-effective management of entrepreneurial activities;

NOW, THEREFORE, BE IT RESOLVED, that in consideration of the terms, conditions, and covenants contained herein, the sufficiency of which consideration is hereby acknowledged, and the performance thereof, the parties agree as follows:

I. MANAGEMENT RESPONSIBILITIES OF EAGLE CREST

1.1 General Responsibilities. Eagle Crest shall provide professional management services as specified in this Article I. Eagle Crest shall at all times endeavor to enhance the value of assets managed by Eagle Crest on behalf of the University and shall not negligently or intentionally cause any devaluation of the assets. To the extent services provided by Eagle Crest are governed by the Joint Management Agreement by and between the University and Massachusetts Mutual (the "Joint Management Agreement") attached hereto and incorporated by reference herein and as noted in EXHIBIT B, Eagle Crest shall be responsible for complying with the terms of such agreement. Eagle Crest may subcontract management services required by this Agreement, following written approval of the University, provided that such subcontracting arrangements are consistent with Eagle Crest's responsibilities pursuant to this Agreement, provided that, such subcontracting arrangements will not relieve Eagle Crest of responsibility for, and will not violate any of the terms or obligations of, this Agreement, and provided that, such subcontracting arrangements do not violate the terms of the Joint Management Agreement.

1.2 Eagle Crest Conference Center. Eagle Crest shall provide professional management services for the Eagle Crest Conference Center ("ECCC").

1.2.1 Scope of Management Services. Management services shall include, but are not limited to:

- a. All personnel functions, including hiring, training, evaluation, discipline and termination;
- b. Benefits administration;
- c. All financial services, including accounts payable, accounts receivable, payroll, purchasing of goods and services, tax information, budgeting;
- d. Housekeeping and maintenance;
- e. Marketing and sales;
- f. Food and Beverage Services, Room Rental Services, Audio-Visual Services, Technical Services and Business Center operations.

1.2.2 Receipt and Disbursement of Revenues and Expenses. Eagle Crest shall deposit ECCC operating revenue and working capital advances into University-designated bank accounts and disburse funds, including ordinary operating expenditures, from such accounts.

1.3 Eagle Crest Golf Club. Eagle Crest shall provide professional management services for the Eagle Crest Golf Club ("ECGC"), including the club house, course and pro shop.

1.3.1 Scope of Management Services. Management services shall include, but are not limited to:

- a. All personnel functions, including hiring, training, evaluation, discipline and termination;
- b. Benefits administration;
- c. All financial services, including accounts payable, accounts receivable, payroll, purchasing of goods and services, tax preparation, budgeting;
- d. Housekeeping and maintenance of the clubhouse;
- e. Marketing and sales;
- f. Routine and annual maintenance and enhancement of the course;
- g. Food and Beverage Services, Room Rental Services, and Audio-Visual Services; and
- h. Green fees, cart rentals, driving range fees, and all other services typically associated with golf course operations.

1.3.2 Receipt and Disbursement of Revenues and Expenses. Eagle Crest shall deposit ECGC operating revenue and working capital advances into University-designated bank accounts and disburse funds, including ordinary operating expenditures, from such accounts.

1.4 Additional Covenants and Agreements. Eagle Crest agrees to be bound by, assume, or maintain compliance with any additional agreements that Eagle Crest enters into with the University or any third party, or such agreements entered into by the University and a third party, as they are relevant to the assets managed by Eagle Crest on behalf of the University. By way of example and not limitation, these additional agreements are listed in Exhibit B.

II. MANAGEMENT FEES

2.1 As consideration for the management of the Eagle Crest Conference Center and the Eagle Crest Golf Club, the University agrees to pay Eagle Crest a management fee in accordance with EXHIBIT A, attached hereto and incorporated by reference herein, subject to the following:

- a. Eagle Crest shall submit to the University a written breakdown of its calculation of the management fee.
- b. The University will have thirty (30) days from receipt of such written breakdown to dispute the amount of the management fee as submitted by Eagle Crest.
- c. Lack of response within such thirty (30) days will indicate that the management fee is accurate and a check will be forthwith disbursed from the operational account on behalf of the University for such amount.
- d. The University reserves the right to order the transfer of excess fees back to the University with a ten (10) day notice.

III. ASSET MANAGEMENT

3.1 All liquid University assets assigned to ECGC and ECCC will be assigned to Eagle Crest for custody in a University designated bank account for use in managing these properties. Eagle Crest may, without prior approval of the University, make all payments on behalf of ECGC and ECCC in order to effectively operate, maintain and improve these facilities. Notwithstanding the foregoing, improvements to properties assigned to Eagle Crest shall be consistent with such improvements noted in the University's capital or facilities plans and the Eagle Crest Business Plan.

3.2 Eagle Crest will remit payments to the University for debt, equipment leases, employee leases, taxes or any other financial commitment which the University has related to the ECGC or ECCC, ten (10) days prior to their due date to the external agent.

3.3 All net income, space lease payments, kitchen equipment loan payments, and royalties shall be deposited in the University designated joint bank account three (3) days prior to their due date. Eagle Crest shall notify the University in writing with appropriate documentation of the deposit. Eagle Crest shall fund and maintain an operational maintenance reserve to service both facilities at a targeted amount of \$250,000.00. The operational accounts must maintain a positive cash fund balance.

3.4 The bank account(s) established and utilized by Eagle Crest for ECCC/ECGC operations, and the bank account(s) or other investment accounts established by Eagle Crest for the ECCC/ECGC operational/maintenance reserves (not the ECCC/ECGC endowment), will bear the names of Eastern Michigan University and Eagle Crest Management Corporation. Signatories on the ECCC/ECGC accounts will be as follows:

- a. Two signatures by the appropriate Eagle Crest management

personnel and/or officers. If any checks drawn against this account are in excess of \$5,000.00, one of the signatures must be by the Executive Director.

3.5 The President and Treasurer of the University shall have signatory authority on all ECCC/ECGC operations and operational/maintenance reserve accounts.

3.6 All interest income earned on working capital or operational/maintenance reserves is revenue of the University and will be reflected as operational income to the ECCC and ECGC.

3.7 All ECCC/ECGC operating cash or reserves shall be invested in accordance with the University's Investment Policy.

3.8 Eagle Crest will provide the University with a monthly report of all revenue, expense, fund/reserve balances, endowment fund transfers, aging accounts receivable schedule, and bank statement reconciliations.

3.9 All assets of the ECCC/ECGC remain University assets. These assets include, but are not limited to, physical property, cash, inventory, accounts receivable, etc. Likewise, all liabilities remain those of the University including but not limited to accounts payable, long term debt, equipment loans, etc. All assets and liabilities must be recorded on the University's balance sheet. All revenue/expenses and fund balances must be reflected on the University's income statement. Eagle Crest will assist to affect this outcome semi-annually or the parties will work together to simplify the reporting process so as not to be unduly burdensome on Eagle Crest. Future ECCC/ECGC assets acquired by Eagle Crest on behalf of University shall be processed (tagged) within the University's fixed Asset System. Disposal (sale or abandonment) of any ECCC/ECGC assets must be liquidated in accordance with University policy.

IV. EAGLE CREST MANAGEMENT CORPORATION
REPORTING RESPONSIBILITIES

4.1 External Audit. On an annual basis, Eagle Crest shall retain a firm of Certified Public Accountants to perform an audit of the Eagle Crest's books, records and accounts. Such audit shall be conducted and reported separately from any audit performed for the Foundation. Copies of all final reports, including the financial statements, opinion letter, management letter, internal control letter, and other documents prepared by such auditor shall be furnished to the University Board of Regents.

4.2 Access to Records. Eagle Crest agrees that its books, corporate records and accounts shall be made available upon request by the University at all reasonable times for inspection, audit and evaluation by the University. The University and Eagle Crest jointly shall develop a schedule of financial information which Eagle Crest shall submit to the University on a periodic basis.

4.3 Request of Special Audit. The parties agree that if the University at any time determines that a special or immediate audit of the operations or accounts of Eagle Crest is necessary to determine compliance with this Agreement, the University shall have the right to perform or cause to be performed such an audit, at the University's expense. Eagle Crest agrees that its employees and agents will cooperate to the fullest extent possible and shall furnish any records maintained by Eagle Crest upon the request of such auditors.

4.4 Annual Business Plan. The Eagle Crest Executive Director shall submit, ninety (90) days prior to the commencement of each fiscal year (fiscal year begins July 1), a proposed ECCC/ECGC capital improvement budget and business plan to the University's President for approval. All capital improvement expenditures and operational expenditures within the approved budget and business plan may be paid by Eagle Crest without further approval of the University. Expenditures outside of an approved capital expenditure budget and business plan shall be subject to the prior written approval of the University President.

a. The Annual Business Plan shall include an estimated profit and loss statement ("Operating Budget") for the next Fiscal Year, including a schedule of revenues, miscellaneous income, and a schedule of special repairs, maintenance and operating expenses and a capital replacement budget for the University assets managed by Eagle Crest.

b. Upon approval of the Annual Business Plan, Eagle Crest shall manage, operate, and maintain the University's assets in accordance with the Annual Business Plan and attempt to adhere thereto as nearly as practicable.

c. Eagle Crest is vested with the discretion to discount published rates in a manner that will optimize overall business performance.

d. Eagle Crest will provide discounts from published rates for services and room rentals in the range of 20 percent.

4.5.1 Annual Business Plan and Capital Improvement Report. Eagle Crest shall provide an annual report to the University within thirty (30) days of the close of each fiscal year. This Annual Business Plan and Capital Improvement Report will provide a comparison of Annual Business Plan accomplishments relative to goals.

V. REPRESENTATIONS, WARRANTIES AND COVENANTS

5.1 Representations, Warranties and Covenants of the Foundation. In addition to those representations, warranties, and covenants contained in other provisions of this Agreement, the University hereby represents, warrants and covenants the following:

a. Due Organization. The University is a Michigan public body corporate and institutional of higher education organized and established pursuant to Article VIII, Section 6 of the Michigan Constitution of 1963, and an organization in good standing under the laws of the State of Michigan with the requisite corporate power and authority to own, operate, lease and utilize its assets, properties and business.

b.. No other Agreements. This Agreement shall be the exclusive agreement for the provision of management services as to those assets, facilities and programs described herein.

c. Power and Authority. The execution, delivery and performance of this Agreement are within its corporate powers, have been duly authorized by all necessary corporate action and are not in contravention of any of the terms of its articles of incorporation or bylaws or any contract or undertaking to which it is a party or which it or its property may be bound or affected.

5.2 Representations and Warranties of Eagle Crest. In addition to those representations, warranties and covenants contained in other provisions of this Agreement, Eagle Crest hereby represents, warrants and covenants the following:

a. Due Incorporation and Organization. Eagle Crest is a Michigan business corporation duly organized, existing and in good standing under the laws of the State of Michigan with the requisite corporate power and authority to own, operate, lease and utilize its assets, properties and business.

b. Absence of Undisclosed Liabilities. Except to the extent reflected and reserved in the current financial statements, Eagle Crest has no known liabilities, obligations, or debts of any nature, whether accrued, absolute, contingent, or otherwise.

c. Amendments to Articles of Incorporation and Bylaws. Eagle Crest will not amend or otherwise alter its Articles of Incorporation, or corporate bylaws, in any way that would materially alter its ability to perform the professional management

services required by this Agreement without prior consent of the University Board of Regents, which consent shall not be unreasonably withheld.

d. No Merger, Conveyance of Substantial Assets or Dissolution. During the term of this Agreement, Eagle Crest will not merge with any other corporation or convey any substantial part of its assets to any other corporation, partnership, or other entity without the consent of the University Board of Regents.

e. Power and Authority. The execution, delivery and performance of this Agreement are within its corporate powers, have been duly authorized by all necessary corporate action and are not in contravention of any of the terms of its articles of incorporation or bylaws or any contract or undertaking to which it is a party or which it or its property may be bound or affected.

VI. TERM AND TERMINATION

6.1 Term. The term of this Agreement shall be from the Effective Date through June 30, 2006 and shall automatically be renewed for additional thirty (30) day terms under the same terms as set forth in this Agreement, unless terminated in accordance with Section 6.2.

6.2 Termination. This Agreement may be terminated as follows:

- a. At any time by the mutual written consent of the parties.
- b. By any party, with or without cause, by providing notice of the intent to terminate at least six (6) months before the effective date of termination.
- c. By the University in the event Eagle Crest fails to perform any of the terms, conditions, or covenants of this Agreement for more than thirty (30) days after written notice of such default is mailed Eagle Crest, provided however, that should any default occur which cannot reasonably be corrected within a thirty (30) day period, Eagle Crest, shall have such additional time to correct said default as may be reasonably required so long as Eagle Crest, promptly initiates and expeditiously carries out appropriate action to correct such default.
- d. By the University, effective immediately, if Eagle Crest shall (i) become insolvent or file any other debtor proceedings; (ii) take or have taken against itself in any court pursuant to any

statute either of the United States or of any State a petition in bankruptcy or insolvency or for reorganization or for the appointment of a receiver or trustee of all or a portion of Eagle Crest's property or (iii) make an assignment for the benefit of creditors.

e. By the University , effective immediately if Eagle Crest breaches a representation or warranty contained in Section 5.2.

6.3 Transfer of Assets Upon Termination. Upon termination, all monies and other things of value received by or being held by Eagle Crest for the benefit of the University or any of its constituent parts, shall immediately be transferred to the University or its designee.

VII. INDEMNIFICATION AND INSURANCE

7.1 Indemnification by the University. The University agrees to indemnify, save, and hold harmless Eagle Crest, its Board members, officers, employees and agents, against any and all claims, damages, liability and court awards including costs, expenses, and attorneys' fees incurred as a result of any act or omission by the University, or its employees, agents, subcontractors, or assignees, relating to the provisions of the Agreement.

7.2 Indemnification by Eagle Crest. Eagle Crest agrees to indemnify, save, and hold harmless the University, its Regents, Board members, officers, employees and agents, against any and all claims, damages, liability and court awards including costs, expenses, and attorneys' fees incurred as a result of any act or omission by Eagle Crest, or its employees, agents, subcontractors, or assignees, relating to the provisions of the Agreement.

7.3 Insurance Coverage. Each party agrees to maintain comprehensive general liability insurance, directors and officers insurance and such other insurance coverage as may be necessary or appropriate for liabilities which may arise in connection with their operations, in amounts acceptable to each party, either through commercial insurance or a reasonable self-insurance mechanism. Evidence of the insurance required by this Section will be reasonably provided to the other party upon request. Each party agrees to name the other party as an additional insured party in its commercial or self insurance.

VIII. MISCELLANEOUS PROVISIONS

8.1 Independent Contractors. In performing their respective responsibilities under this Agreement, the parties shall at all times be deemed and regarded as independent contractors. The employees of one party to this Agreement shall not be deemed the employees of any other party. Such other party shall neither exercise nor have any control over the mode and manner in which such employees perform services. Each party shall, on behalf of its employees who provide services under this Agreement, (i) pay or cause to be paid, all compensation and fringe

benefits of such employees; (ii) withhold or cause to be withheld, all applicable federal, state and local taxes including F.I.C.A.; (iii) make or cause to be made, any and all required payments relating to such employees, including any unemployment compensation fund payments; and (iv) maintain or cause to be maintained, workers' compensation fund insurance, as required under Michigan law. Additionally, Eagle Crest agrees that it will require any contractors or subcontractors who provide services on behalf of Eagle Crest to agree to perform the obligations set forth in clauses (i) through (iv) on their own behalf and on behalf of their employees, if any. Upon request, each party shall provide the other with satisfactory evidence of compliance with the requirements of this Section.

8.2 Entire Agreement. This Agreement and attached exhibits, and any other agreement referred to in Exhibit B, constitutes the entire agreement between the parties with respect to this subject matter, and supersedes any and all other written or oral agreements relating to this subject matter, including the Joint Operating Agreement between the University, the Foundation and Eagle Crest dated November 28, 1995, the Memorandum of Understanding between the University, the Foundation, and Eagle Crest dated July 23, 1997, and the Food and Beverage Service Contract between the University and Eagle Crest dated January 1, 1995.

8.3 Amendment and Waiver. Notwithstanding Section 8.2, and Exhibit B, this Agreement and the attached Exhibits may be amended upon the prior written consent of all parties hereto.

8.4 Limitation on Liability. The parties hereto understand and agree that this Agreement in no manner alters or modifies the limitations on liability extended to the State of Michigan, Eastern Michigan University, and its officials and employees, by state and federal statute or regulations. Any provisions of this agreement, whether or not incorporated herein by reference, shall be controlled, limited and otherwise modified to limit any liability of the State of Michigan and Eastern Michigan University as specified herein.

8.5 Nondiscrimination. The parties agree that, in the performance of this Agreement, they shall not discriminate on the basis of gender, race, color, religion, marital status, creed, sexual orientation, age, national or ethnic origin, political belief or handicapping condition.

8.6 Resolution of Disputes. The parties shall in good faith seek to resolve all disputes arising from or related to the interpretation and enforcement of this Agreement amicably by consultation among themselves. If the parties cannot resolve the dispute amicably, then either party may request a resolution of the dispute by negotiation between the President of the University and the Chairperson of Eagle Crest's Board.

8.7 Cooperation on Due Diligence. The University and Eagle Crest agree to cooperate fully with each other and their respective counsel in providing access to any information and to any of its advisers and consultants which may be sought for purposes of investigation and due diligence with respect to the completion and confirmation of all or any part of this Agreement and the transactions contemplated herein and no party shall withhold any information or access so requested unless restrained by applicable law.

8.8 Notices. Any notice which is required or desired to be given hereunder shall be deemed to be sufficiently given if personally delivered or sent by certified or registered mail, postage prepaid, return receipt requested and addressed as follows:

If to the University, to:

President
Eastern Michigan University
202 Welch Hall
Ypsilanti, Michigan 48197

If to Eagle Crest, to:

Executive Director
Eagle Crest Management Corporation
1349 S. Huron St.
Ypsilanti, Michigan 48197

8.9 Assignment. This Agreement shall be binding upon and inure to the benefit of, and be enforceable by, the parties and their respective successors and assigns. This Agreement shall not be assigned or assignable by either party without the prior written consent of the other party.

8.10 Governing Law. This Agreement shall be governed by the laws of the State of Michigan as to interpretation, construction and performance.

8.11 Compliance with Laws. Eagle Crest agrees to fully observe and comply with all applicable federal, state and local laws, rules, licenses, regulations, orders, and applicable reporting requirements pertaining to the management of University assets under this Agreement. Eagle Crest shall conduct its business in such a manner as to not cause a violation of Michigan liquor laws and regulations concerning the University's liquor license. In furtherance thereof, the net profits, before taxes, realized from the sale of alcoholic beverage, shall not exceed ten percent (10%) of the gross sales of alcoholic beverages realized by Eagle Crest pursuant to the provision of food and beverage services hereunder. To the extent such net profits do exceed such gross sales in a given fiscal year, such excess profits shall be paid over to the licensee, the University.

8.12 Trade Names. The University authorizes Eagle Crest to use the University's name, symbols, and trade marks in seeking support for the University. Such use must adhere to the University's style and standards guide and be consistent with University image initiatives.

8.13 Captions. The captions appearing in this Agreement are inserted only as a matter of convenience and in no way define, limit or describe the scope or intent of this Agreement or any of its provisions. Any reference in this Agreement to a Section shall be to a Section in this Agreement unless the context provides otherwise.

8.14 Exhibits. All exhibits attached hereto shall be incorporated by reference as if set forth in full herein.

8.15 Use of Fixtures and Equipment. Eagle Crest shall have access to and the use of such fixtures and equipment owned by the University as shall be available from time to time and reasonable and necessary for the provision of food and beverage services, audio-visual services, and business center operations, hereunder. The University shall retain control over and responsibility for such fixtures and equipment except for damages caused by the negligence of intentional acts of Eagle Crest. Maintenance and repair of such fixtures and equipment will be governed by the Commercial Lease Agreement between the University and Eagle Crest, as amended and noted in Exhibit B.

IN WITNESS WHEREOF, the parties have hereunto placed their signatures on the day and date first set forth above.

EASTERN MICHIGAN UNIVERSITY

Witness

By: _____

Title: _____

Witness

Date: _____

EAGLE CREST MANAGEMENT CORPORATION

Witness

By: _____

Title: _____

Witness

Date: _____

Exhibit A

Management Fee Calculation

The purpose of this attachment is to define the financial components in the calculation of the variable management fee as described in this Agreement.

Total Revenues

- Cost of Goods Sold
- Salaries & Benefits
- Direct Expenses
- Indirect Expenses
- Total Debt Payments (Principal & Interest)

= "Net Income" before Management Fee
 - Fixed Management Fee (\$ 25,398 + CPI for the last reported calendar year annual adjustment)

= "Net Income" after Fixed Management Fee
 - Variable Management Fee (30% of "Net Income" after Fixed Management Fee)

= "Net Income" before Tax
 - UBIT Tax (if applicable)

= "Net Income"

Exhibit B

Schedule of Additional Agreements

Eagle Crest agrees to be bound by, assume, or maintain general compliance with the following additional agreements, as applicable:

1. Joint Management Agreement, dated March 23, 1995, between Massachusetts Mutual Life Insurance Company and Eastern Michigan University. The term of this agreement is five (5) years with automatic two (2) year extensions after March 23, 2000.
2. Agreement to Provide Leased Persons, dated April 1, 1996, between Eastern Michigan University and Eagle Crest. The term of this agreement is six (6) months with automatic six (6) month extensions after September 30, 1996.
3. Joint Funding Agreement for Marketing of Eagle Crest Resort, dated January 16, 1997, between Massachusetts Mutual Life Insurance Company and Eagle Crest. The term of this agreement is five (5) years.
4. Ground Lease, dated April 8, 1990, between Charter Township of Ypsilanti and Eastern Michigan University. The term of this agreement is ninety-nine (99) years.
5. Commercial Lease, originally dated December 14, 1994, amended on September 21, 1999, and further amended on _____, between Eagle Crest and Eastern Michigan University. The term of this agreement, as amended on September 21, 1999, is five (5) years, effective January 1, 2000.

Addendum II to Commercial Lease

This Addendum II made this _____ day of _____, 2001 hereby amends the December 14, 1994 Commercial Lease and September 21, 1999 Addendum to Commercial Lease between Eastern Michigan University (the "University") and Eagle Crest Management Corporation ("Eagle Crest") (formerly known as Aquila Enterprises, Inc.) as follows:

Section 1. Description of Premises, Section 4. Early Termination, Section 5. Rental, and Section 8. Maintenance, Repair and Replacement (Pages 1, 2, and 3, respectively of the Agreement): These sections, as originally drafted, are hereby deleted and replaced with the following sections:

1. Description of Premises. The University leases to Eagle Crest and Eagle Crest rents from the University the following three areas:

a. Space specified in Exhibit A defined as 1,605 square feet of office, storage and prep kitchen in the Eagle Crest Conference Center, 1275 S. Huron Street, Ypsilanti, Michigan 48197.

b. Space specified in Exhibits B-1 and B-2 defined as 2,161 and 672 square feet, respectively, of kitchen, office, storage and grill at the Eagle Crest Golf Course Clubhouse, 1275 S. Huron Street, Ypsilanti, Michigan 48197.

c. Space specified in Exhibit C defined as 1,137 square feet of Director's office, Media office, and Business Center space at the Eagle Crest Conference Center, 1275 S. Huron Street, Ypsilanti, Michigan 48197.

4. Termination. This Lease shall automatically terminate upon termination of the July 1, 2001 Management Agreement between the University and Eagle Crest.

5. Rental. Eagle Crest shall pay to the University as annual rent the sum of Seventy-Four Thousand Seven Hundred Forty-Eight and no/100 Dollars (\$74,748.00), payable in twelve equal monthly installments of Six Thousand Two Hundred Twenty-Nine and no/100 Dollars (\$6,229.00), each year, in advance, on the first day of each month during the term of this Lease, as fixed rent for leased space utilized to conduct food and beverage services, audio-visual services and business center operations. All rent shall be paid to the University, in accordance with the terms of Section 3.3 of the Management Agreement between the parties, at the address set forth above or at any other address that the University designates in writing, without any prior demand by the University and without any deduction or offset.

In addition to the fixed rent per annum, Eagle Crest shall pay to the University as additional rent an amount equal to two (2%) percent of its gross receipts per year from food and beverage services, audio-visual services and business center operations. Within fifteen days following the end of each quarter, Eagle Crest shall deliver to the University a written

statement, certified to be correct by an officer of Eagle Crest, showing the amount of the gross receipts from its operation out of the University's premises for the preceding quarter. Eagle Crest shall pay to the University at the time of delivery of such written statement an amount equal to two (2%) percent of the gross receipts from food and beverage services, audio-visual services, and business center operations for the preceding quarter.

The term gross receipts means the total amount in dollars of actual funds received for the provision of food and beverage services, audio-visual services, and business center operations at the Eagle Crest Golf Club and Conference Center. It shall not include, however, any amounts collected as sales or retail excise taxes and shall also exclude any amounts required to be returned or refunded by Eagle Crest as part of its food and beverage service.

8. Maintenance, Repair and Replacement. The University shall maintain the premises and the common areas in good condition, and repair and replace assets according to standards established by the University's Physical Plant, including the exterior windows, the heating and air conditioning equipment, the electrical and plumbing systems, the equipment located in the Executive Board Room, Auditorium 1, Auditorium 2 and installed screens in all seminar/conference rooms. Based upon the mutual determination by the University and Eagle Crest that such repairs are necessary in order to alleviate any revenue stream interruptions, the University's obligation to make such repairs shall be effective at such time as notice is given by Eagle Crest of the need for such repair and only if the repair was not caused by the negligence or willful act of Eagle Crest or its agents, employees, invitees, or licensees.

All other terms and conditions of the Commercial Lease shall remain in full force and effect.

IN WITNESS WHEREOF, the parties have hereunto placed their signatures on the day and date first set forth above.

EASTERN MICHIGAN UNIVERSITY

Witness

By: _____

Title: _____

Date: _____

Witness

EAGLE CREST MANAGEMENT CORPORATION

Witness

By: _____

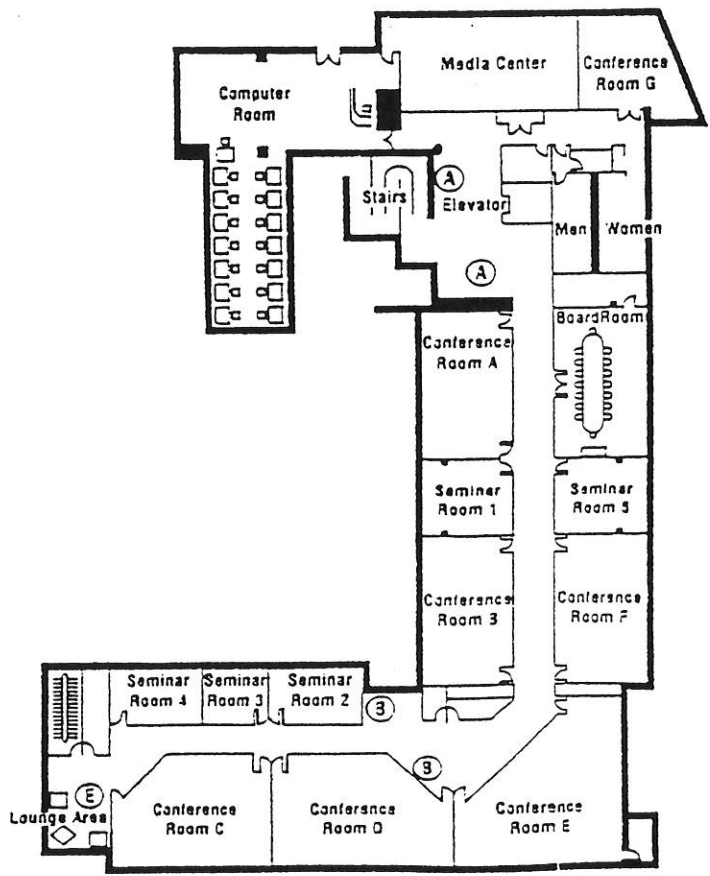
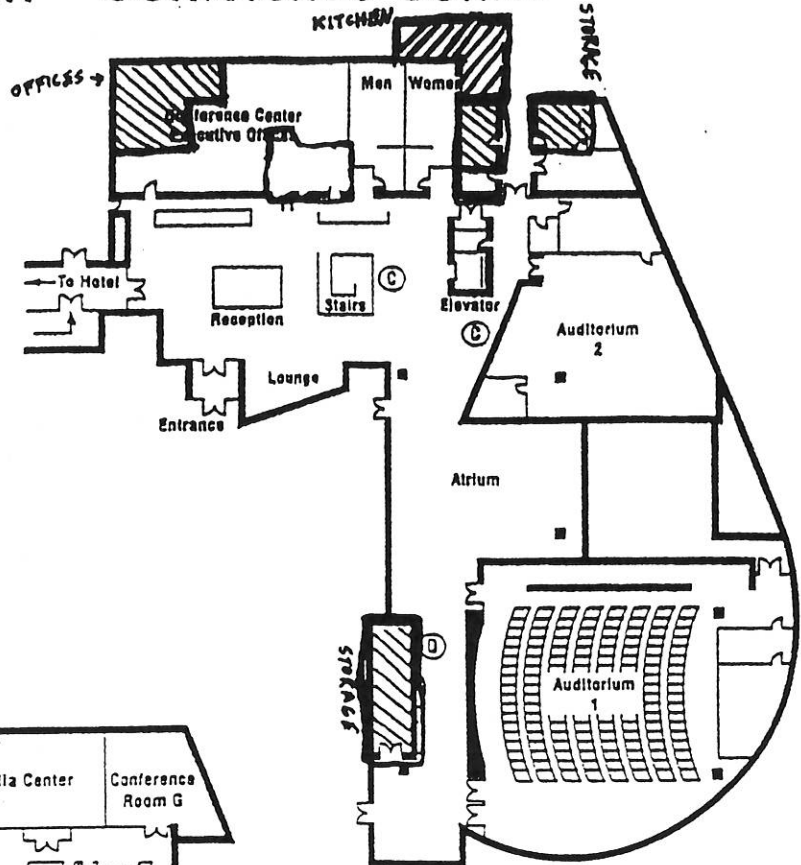
Title: _____

Date: _____

Witness

Floor Plan — Conference Center

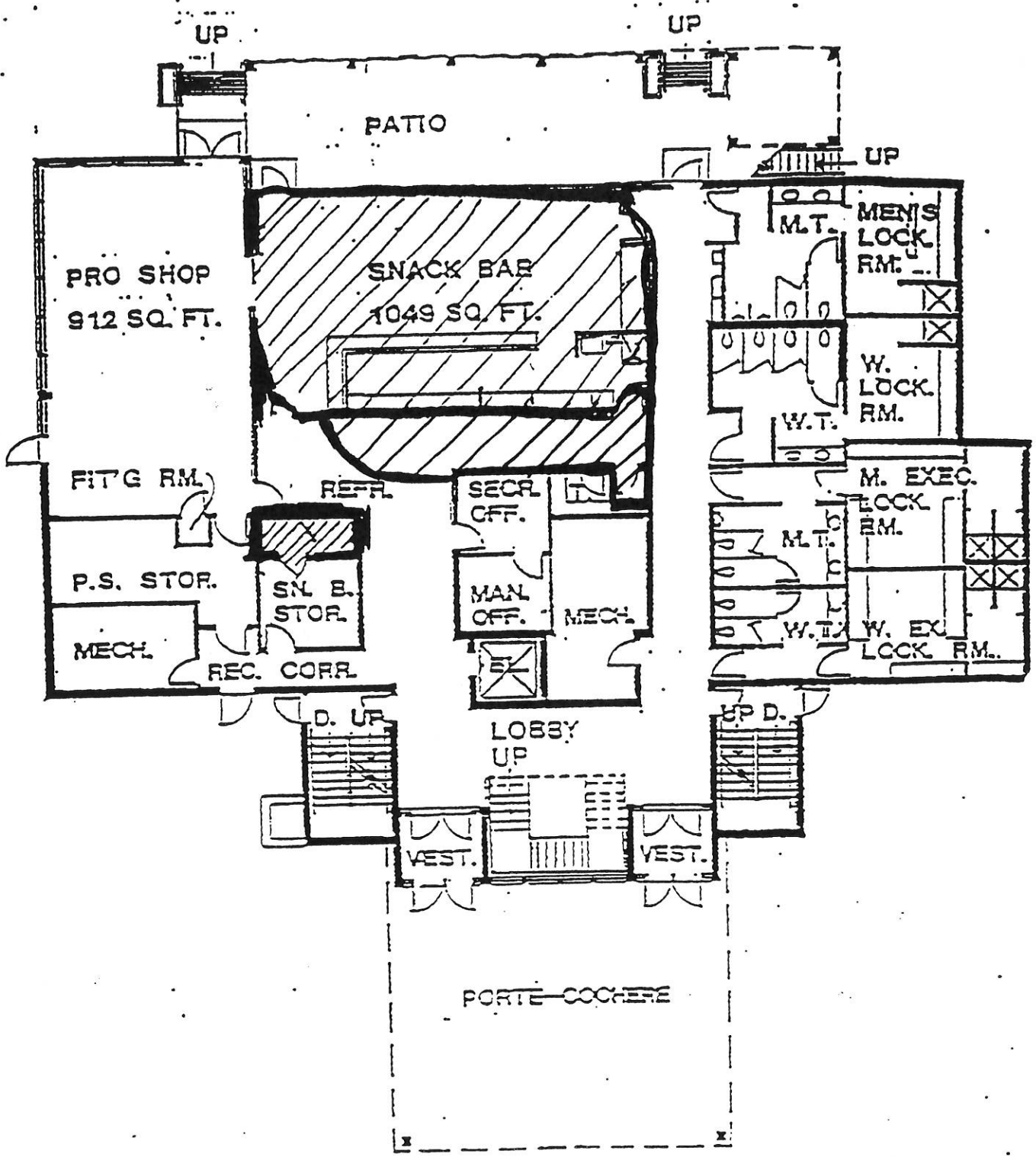
(1st level)



Continuous Break Stations at locations

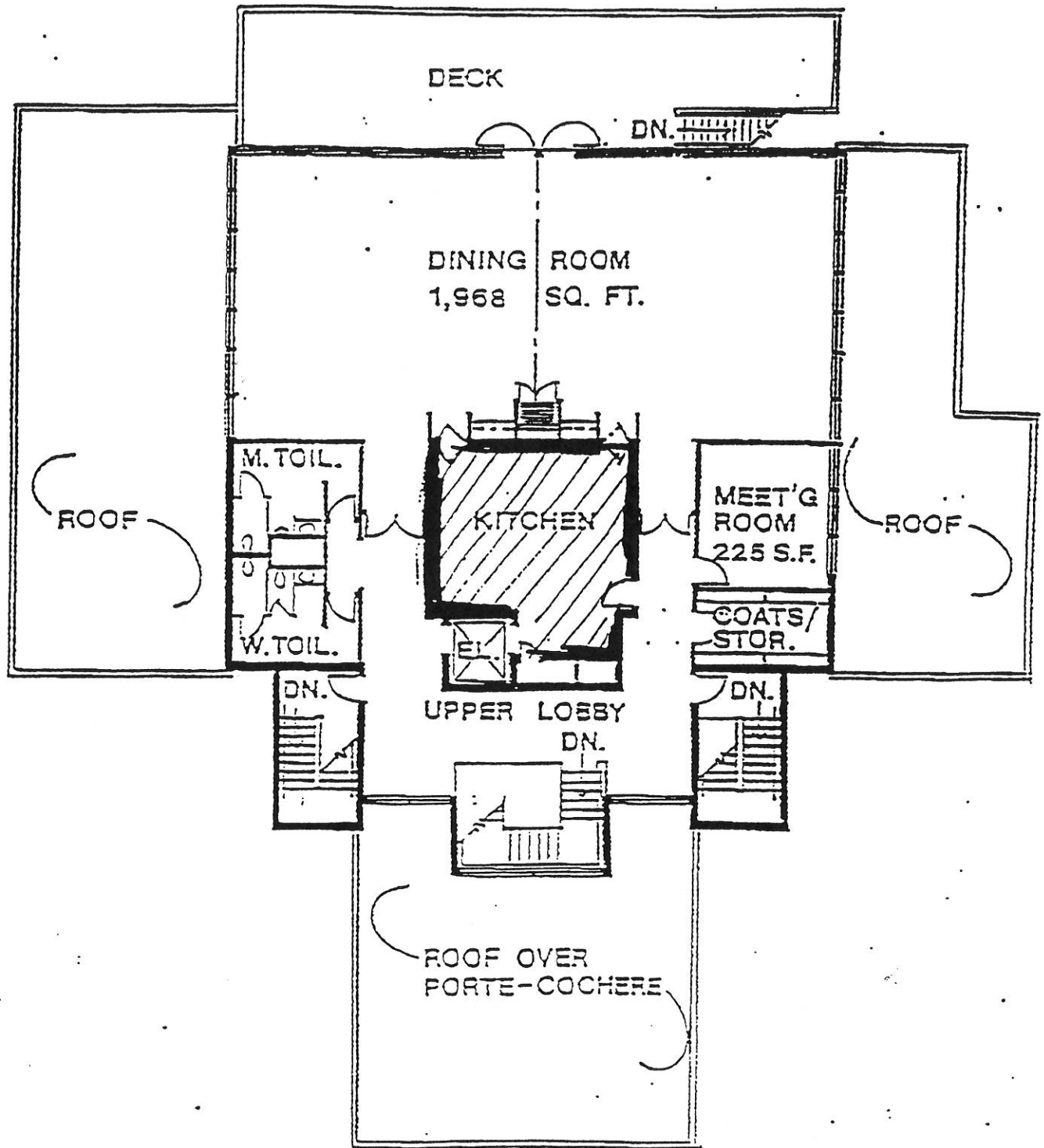
(A) (B) (C) (D) (E)

(2nd level)



FIRST FLOOR PLAN

SCALE: 1/16" = 1'-0"

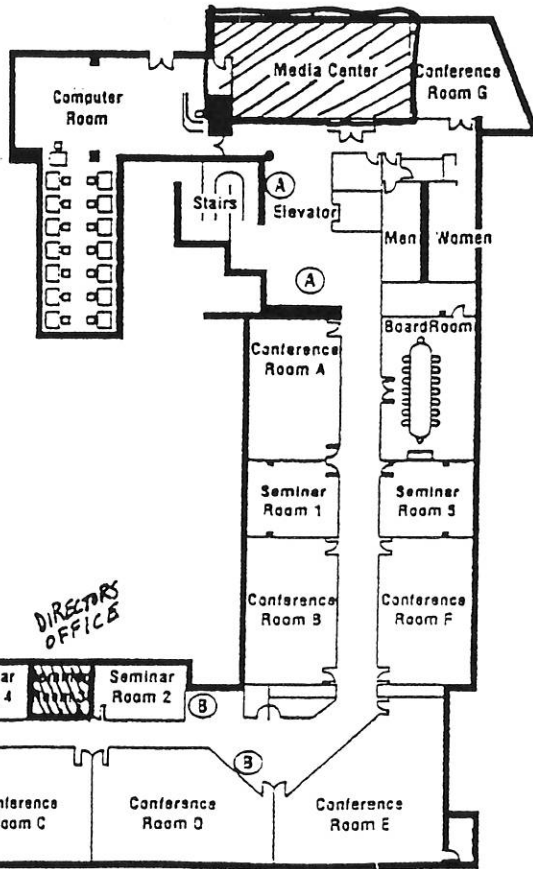
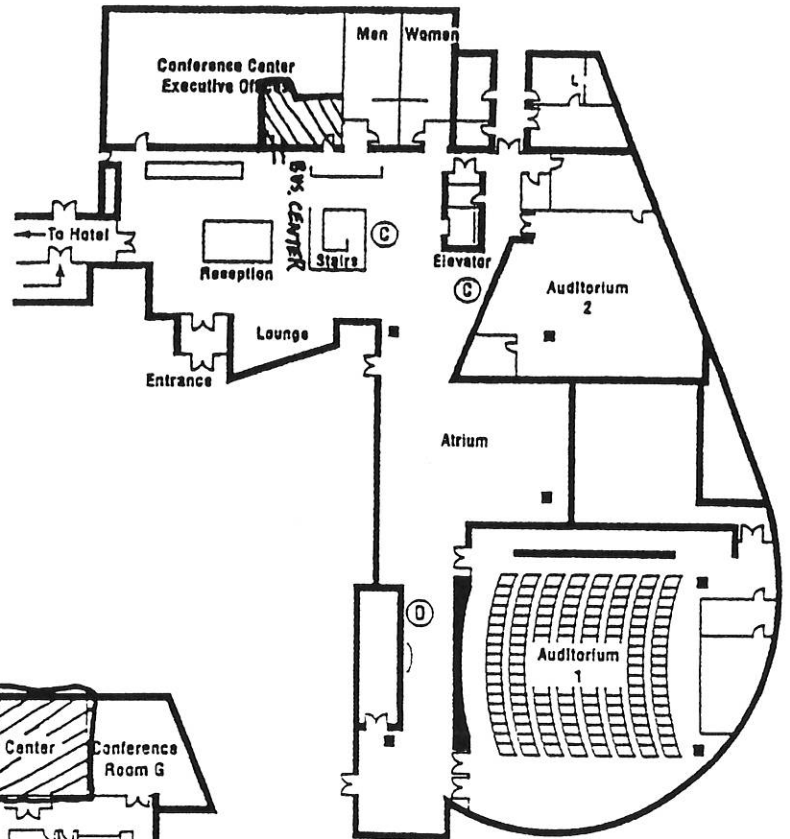


SECOND FLOOR PLAN

SCALE: 1/16" = 1'-0"

Floor Plan — Conference Center

(1st level)

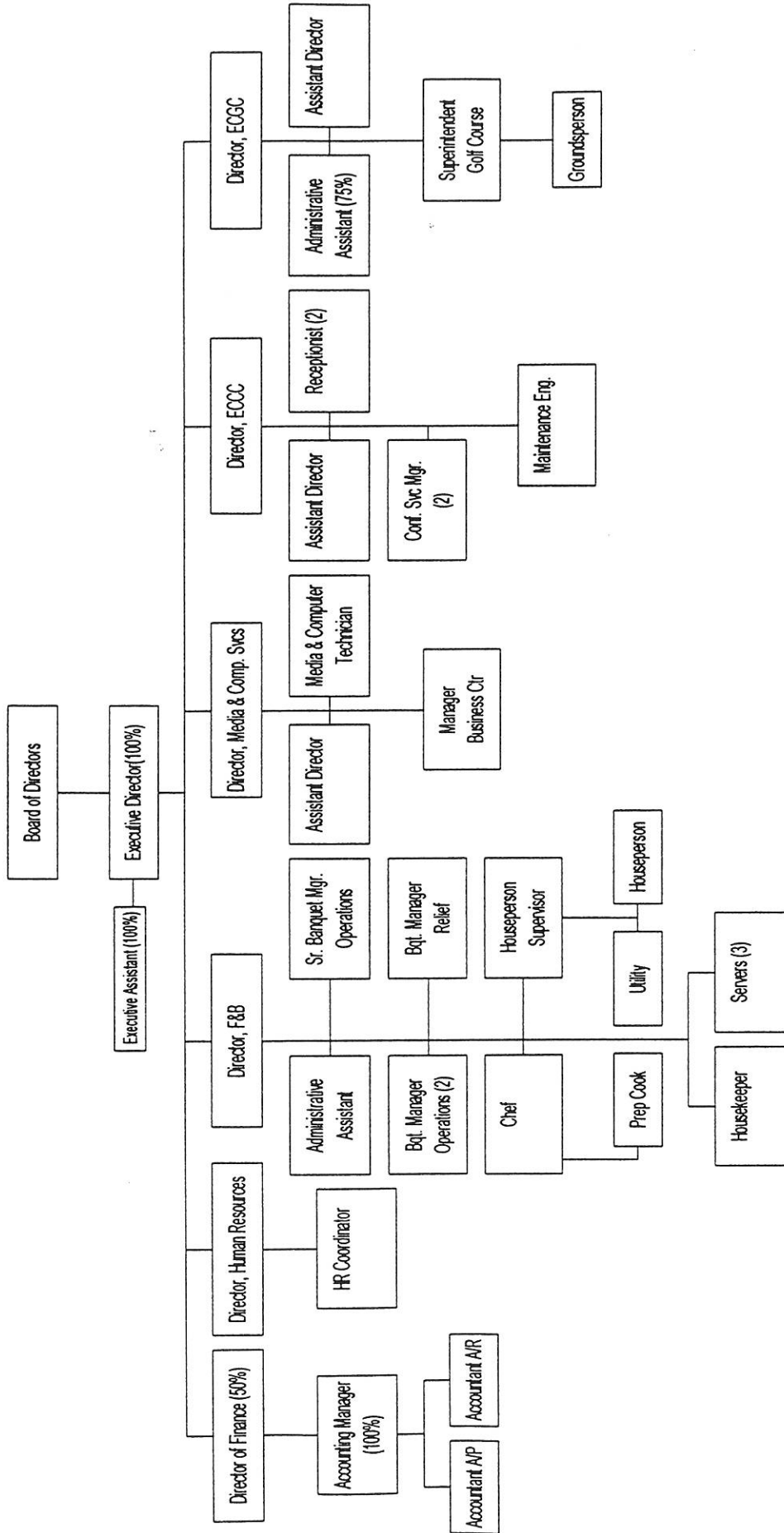


Continuous Break Stations at locations

(A) (B) (C) (D) (E)

(2nd level)

EAGLE CREST MANAGEMENT CORPORATION
2001/2002



41,

42.

**EAGLE CREST MANAGEMENT CORPORATION
EAGLE CREST GOLF CLUB 2001/2002 OPERATING BUDGET**

	Proposed 2001/2002 Budget	% of Rev	2000/2001 Budget	% of Rev	\$ Variance	% Variance
REVENUES:						
Greens Fees	1,117,050	68.1%	1,117,050	68.1%	-	0.0%
Golf Cart Rental	282,450	17.2%	282,450	17.2%	-	0.0%
Driving Range	17,325	1.1%	17,325	1.1%	-	0.0%
Pro Shop	150,000	9.1%	150,000	9.1%	-	0.0%
Room Rental	36,750	2.2%	46,750	2.8%	(10,000)	-21.4%
Maintenance Revenues	10,000	0.6%	10,000	0.6%	-	0.0%
Equipment Rental	6,930	0.4%	6,930	0.4%	-	0.0%
Total Sales	1,620,505	98.7%	1,630,505	99.4%	(10,000)	-0.6%
Investment Income	25,000	1.5%	14,700	0.9%	10,300	70.1%
Provision for Uncollectable - .25%	(4,051)	-0.2%	(4,069)	-0.2%	18	-0.4%
Total Revenues:	1,641,454	100.0%	1,641,136	100.0%	318	0.0%
COST OF GOOD SOLD:						
Cost of Goods Sold, Pro Shop	108,150	6.6%	110,000	6.7%	(1,850)	-1.7%
Total Cost of Goods Sold:	108,150	6.6%	110,000	6.7%	(1,850)	-1.7%
NET REVENUES:	1,533,304	93.4%	1,531,136	93.3%	2,168	0.1%
EXPENSES:						
University Paid Expenses:						
Insurance	3,000	0.2%	3,000	0.2%	-	0.0%
Equipment		0.0%	-	0.0%	-	#DIV/0!
Debt	371,800	22.7%	383,723	23.4%	(11,923)	-3.1%
Total University Paid Expenses:	374,800	22.8%	386,723	23.6%	(11,923)	-3.1%
ECMC Paid Expenses:						
Salaries & Wages:						
Total Salaries & Benefits:	671,196	40.9%	508,824	31.0%	162,372	31.9%
Direct Expenses:						
Total Contracts	90,740	5.5%	89,500	5.5%	1,240	1.4%
Maintenance Requirement						
Total Maintenance	150,259	9.2%	129,641	7.9%	20,618	15.9%
Total Overhead Expenses	125,050	7.6%	134,550	8.2%	(9,500)	-7.1%
Total Direct Expenses:	366,049	22.3%	353,691	21.6%	12,358	3.5%
Total Operational Expenses:	1,520,195	92.6%	1,359,238	82.8%	160,957	11.8%
OPERATIONAL INCOME	121,259	7.4%	281,898	17.2%	(160,640)	-57.0%
Indirect Expenses						
Total Indirect Expenses	93,687	5.7%	145,972	8.9%	(52,285)	-35.8%
Total ECMC Paid Expenses:	1,239,082	75.5%	1,118,487	68.2%	120,595	10.8%
Total Expenses:	1,613,882	98.3%	1,505,210	91.7%	108,672	7.2%
NET INCOME BEFORE MANAGEMENT FEE	27,572	1.7%	135,926	8.3%	(108,355)	-79.7%
Management Fee paid to ECMC	27,572	1.7%	59,496	3.6%	(31,924)	-53.7%
NET INCOME BEFORE TAX	(0)	0.0%	76,430	4.7%	(76,431)	-100.0%
Tax - UBIT	-	0.0%	6,000	0.4%	(6,000)	-100.0%
NET INCOME TO UNIVERSITY	(0)	0.0%	70,430	4.3%	(70,431)	-100.0%

43,

**EAGLE CREST MANAGEMENT CORPORATION
CONFERENCE CENTER 2001/2002 OPERATING BUDGET**

	Proposed 2001/2002 Budget	% of Rev	2000/2001 Budget	% of Rev	Variance	% Variance
REVENUES:						
Room Rental	957,520	98.3%	957,520	98.5%	-	0.0%
Miscellaneous	1,000	0.1%	1,000	0.1%	-	0.0%
Provision for Uncollectable - .5%	(4,788)	-0.5%	(5,000)	-0.5%	212	-4.2%
Total Operational Revenue:	953,732	97.9%	953,520	98.1%	212	0.0%
Investment Income	20,000	2.1%	19,000	2.0%	1,000	5.3%
Total Other Revenue:	20,000	2.1%	19,000	2.0%	1,000	5.3%
Total Revenues:	973,732	100.0%	972,420	100.0%	1,312	0.1%
COST OF GOOD SOLD:						
Cost of Goods Sold, Office Services	2,000	0.2%	2,000	0.2%	-	0.0%
Total Cost of Goods Sold:	2,000	0.2%	2,000	0.2%	-	0.0%
NET REVENUES	971,732	99.8%	970,420	99.8%	1,312	0.1%
EXPENSES:						
Salaries & Wages:						
Total Salaries & Benefits:	571,384	58.7%	461,758	47.5%	109,626	23.7%
Direct Expenses:						
Total Direct Expenses:	225,763	23.2%	298,599	30.7%	(72,836)	-24.4%
Total Operational Expenses:	797,147	81.9%	760,357	78.2%	36,790	4.8%
OPERATIONAL INCOME	174,585	17.9%	210,063	21.6%	(35,478)	-16.9%
Indirect Expenses						
Total Indirect Expenses	53,941	5.5%	92,891	9.6%	(38,950)	-41.9%
Total Expenses:	853,088	87.6%	855,248	88.0%	(2,160)	-0.3%
NET INCOME BEFORE MANAGEMENT FEE	120,644	12.4%	117,172	12.0%	3,472	3.0%
Management Fee paid to ECMC	55,473	5.7%	53,870	5.5%	1,603	3.0%
NET INCOME	65,172	6.7%	63,302	6.5%	1,869	3.0%

2001-2002 Proposed Capital Improvement Plan

Eagle Crest Conference Center and Golf Club

Conference Center

Carpet Replacement- Conference Rooms B, E and F	\$11,000
Projector for Auditorium 2	16,000
Phase 1 - Ergonomic Chair Replacement (approximately 22 chairs)	<u>9,000</u>
Total Conference Center	\$36,000

Golf Club

Construction of new practice green	\$11,000
Landscaping Improvements/Tree Planting	7,000
Deck and Patio Furniture	10,000
Practice Range Picker	<u>2,000</u>
Total Golf Club	\$30,000

SECTION: 32

DATE:
June 19, 2001

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

2001-02 AUXILIARY FUND OPERATING BUDGETS

ACTION REQUESTED

It is recommended that the 2001-02 Auxiliary Fund Operating Budget amounting to \$34.42 million be approved.

It is recommended that the 2001-02 Housing and Dining Services Maintenance and Renovation Plan be accepted and placed on file.

STAFF SUMMARY

The recommended budget has been prepared in accordance with the approved policies and procedures including the recognition and funding of all contractual obligations.

The revenue estimates for Housing and Dining Services are contingent upon approval of the accompanying recommendation, *2001-02 Housing and Dining Rates*.

This recommendation is summarized in the accompanying report, *2001-02 Budget Plan—Auxiliary Fund*.

The only organizational change included in this proposed budget is in support of the ICT reorganization.

The 2001-02 total auxiliary revenue budget is \$34.42 million. This is an increase of \$1.84 million more than the 2000-01 budgeted revenue, an increase of 5.6 percent.

The revenue variance is a result of the Housing and Dining Services 4.7 percent room and board increase, and the addition of the new residence hall complex.

The total budgeted operating expense is \$28.48 million, an increase of \$904,899 more than the 2000-01 budgeted expense, or 3.2 percent.

The increase in expense is due to price and wage increases.

The total net of operation is \$5.94 million.

2001-02 AUXILIARY FUND OPERATING BUDGETS-CONT.

Housing and Dining Services plans to expend \$4.62 million for maintenance and renovation projects in 2001-02. Of these projects, \$954,264 are non-capital renovations, the balance being capital improvement. Funding for these projects will be \$954,264 from 2001-02 operations and \$3.66 million from plant maintenance reserve.

FISCAL IMPLICATIONS

Debt service obligations totaling \$1.72 million are funded from the net operating balance.

The planned contributions totaling \$200,000 to the plant fund in support of the Facility Plan are covered from the net operating balance.

Payments to the general fund amounting to \$1.35 million for general administrative services and \$70,000 for the heating plant cost sharing are funded from the net operating balance.

Total transfers of net income to the plant fund for maintenance reserve accounts are \$2.47 million.

The total operating balance at year-end is projected to be \$114,381.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date /

Auxiliary Fund

2001-2002 Budget Plan

Presented to the
EASTERN MICHIGAN UNIVERSITY
Board of Regents

Philip A. Incarnati, Chairperson
Rosalind E. Griffin, Vice Chairperson
Joseph E. Antonini
Jan A. Brandon
Robert A. DeMattia
Steven G. Gordon
Michael G. Morris
Karen Quinlan Valvo

***GUIDELINES
AND
ASSUMPTIONS***

EASTERN MICHIGAN UNIVERSITY

2001-2002 BUDGET GUIDELINES AND ASSUMPTIONS

THE MISSION OF THE AUXILIARIES IS:

To provide quality goods, services and educational experiences to the University and its related communities through financially self-supporting business and service entities that exist to support the educational mission of the University.

AUXILIARY BUDGET GUIDELINES

In developing the auxiliary fund operating budget, the following general guidelines were employed:

- The auxiliary fund operating budgets in total must be balanced. The allocations of fund balance to current operations must be approved in advance.
- All debt and maintenance obligations will be met.
- Neither the general fund nor the auxiliary fund will financially subsidize the other without specific Board approval, and this must be recognized as a fund transfer.
- All entities that have been an auxiliary operation for more than one year will be assessed a charge for administrative services by the general fund.

EASTERN MICHIGAN UNIVERSITY
AUXILIARY FUND
 2001-2002

BUDGET SUMMARY PLAN¹

Overview

The planned 2001-2002 auxiliary revenue is \$34.42 million for all units. The total net of operations is \$5.94 million. The auxiliary operations are essentially unchanged from the previous year with the exception of Student Affairs Divisional Technology Services Department. This department was consolidated into the new CIT division in 2000-01 although all the expense is reflected in the Housing and Dining budget. The increase in revenue and expense are adjustments primarily from price and wage increases. The total auxiliary fund balance is \$114,381. The auxiliaries employ 196.28 FTE.

	2000-2001 Budget Goals	2001-2002 Budget Goals
Revenues	\$32,345,964	\$34,200,148
Transfer from General Fund	103,524	105,924
Allocation from Auxiliary Fund Balance	<u>130,000</u>	<u>120,000</u>
Total Funding	\$32,579,488	\$34,426,072
Total Operating Expense	<u>27,577,653</u>	<u>28,482,552</u>
Net of Operations	\$ 5,001,835	\$ 5,943,520

Allocation of Net

Mandatory Debt	\$ 1,077,310	\$1,728,191
DPS Grant Match	25,000	0
Facility Plan	200,000	200,000
Administrative Support to General Fund	1,182,973	1,355,334
Power Plant	70,000	70,000
Plant Fund – Maintenance Reserves	<u>2,378,175</u>	<u>2,475,613</u>
Total Transfers	\$4,933,458	\$5,829,138
Operating Account Balance:	\$ 68,377	\$ 114,381

The auxiliaries are operating within budget guidelines. Additional details can be found in the Administrative Resource Plan, the Detailed Operating Budgets and Staff List documents.

¹See Exhibits 1 and 2 attached.

EASTERN MICHIGAN UNIVERSITY
AUXILIARY FUND
 2001-2002

BUDGET SUMMARY PLAN

Apartments

Revenue: Budgeted revenue for 2001-2002 is \$3.53 million. This is a \$711,772 increase in revenue from 2000-2001. The budgeted revenue includes a 4.7 percent increase in room rates from last year, and 70 apartments will be added when Munson Hall is converted back to apartments from a residence hall.

Expenses: Budgeted expense for 2001-2002 is \$2.72 million. This is \$290,102 greater than last fiscal year.

Apartments will meet all debt and other financial requirements from net of operations.

See exhibits 5 and 7.

Balance: Apartments 2001-2002 balance of operations is \$15,996.

Residence Halls

Revenue: Budgeted revenue for 2001-2002 is \$10.74 million. This is a \$1.14 million increase in revenue from the 2000-2001 budget. This increase assumes a 4.7 percent increase in room rates and opening the new residence hall with 276 more beds.

Expenses: Budgeted expense for 2001-2002 is \$7.93 million. This \$560,665 increase is due to the new facility coming on line.

Housing portion of the debt is \$724,255.

Housing will meet all debt and other financial requirements from net of operations.

See exhibit 5 and 7.

Balance: The Housing 2001-2002 balance of operations is \$10,944.

Reserves: Housing and Dining Services plans to fund \$4.62 million for maintenance and renovation projects in 2001-2002. Funding for these projects will be \$954,264 from 2001-2002 operations and \$3.66 million from plant maintenance reserves.

EASTERN MICHIGAN UNIVERSITY
AUXILIARY FUND
2001-2002

BUDGET SUMMARY PLAN

Dining Services (Cash and Contract Operations)

Revenue: Planned revenue for 2001-2002 is \$12.03 million. This is \$45,390 less than 2000-2001. This decrease is due to fewer students on a board plan because Munson is no longer a residence hall. Residence halls have mandatory meal plans.

Expense: Budgeted expense for 2001-2002 is \$11.09 million. This is \$89,534 greater than 2000-2001.

Dining Services will contribute \$100,000 from the vending account for the facility plan. Dining Services will pay \$65,634 for debt obligations.

Balance: Dining Services balance of operations is \$12,157.

Rental Property

Revenue: Budgeted revenue is \$120,895. This includes the former president's home that will be rented to a sorority in 2001-02.

Expense: Budgeted expenses for 2001-2002 are \$53,261.

Balance: The net of operations is \$67,634. From this net, \$20,000 will be transferred to maintenance reserve. The balance of operation is projected to be \$46,974.

University Health Services

Revenue: The 2001-2002 budget goal for University Health Services is \$1.95 million. It is anticipated that the general fees will be decreased by \$4,171 because of reduced credit-hour production for 2001-2002. University Health Services is budgeted to use \$20,000 of its auxiliary fund balance.

Expense: The planned expense for 2001-2002 is \$1.84 million. This is \$10,647 more than last year.

Balance: In 2001-2002 the University Health Services budgeted a \$164,388 net of operations. Out of the 2001-2002 operational net \$161,059 will be for general fund administration support. The operating balance is anticipated to be \$2,783.

EASTERN MICHIGAN UNIVERSITY
AUXILIARY FUND
2001-2002

BUDGET SUMMARY PLAN

Children's Institute

Revenue: Budgeted revenue for the Children's Institute for 2001-2002 is \$666,707. This is a \$4,426 increase in last year's budgeted goals. The Children's Institute budgeted \$80,924 in revenue from the general fund. This is in support of the College of Education practicum experience for pre-school children.

Expense: This budget reflects a total expense projection of \$598,526.

Balance: The net of operations is \$68,181 out of which \$61,092 is for general fund administrative support and \$210 is budgeted for power plant support. The operating account balance is \$6,879.

Rec/IM

Revenue: The budgeted revenue for the Rec/IM for 2001-2002 is \$548,572. This is \$22,459 more revenue than 2000-2001. Rec/IM is planning to allocate \$100,000 from their fund balance, \$37,500 will be used for non-capital equipment and \$60,000 will be used for capital renovations and maintenance. These expenses are outlined in the Administrative Resource Plan.

Expense: The budgeted expense is \$371,383 or \$7,281 more expense than last year.

Balance: The net of operations is \$177,189, from which \$100,000 will be deducted for the facility plan, \$16,121 contributed to the general fund for support and \$60,000 for capital renovations. The operating account balance is \$1,068.

HDC Computer Support (ICT Student Technology Service)

Revenue: Total revenue of \$150,019 is generated by \$25,000 transfer from the General Fund for the ID Card operation plus an additional \$39,732 for lost ID cards and ID fees. \$75,287 is transferred from residence halls for maintenance contracts and support services plus an additional \$10,000 commission from retailers who accept the Eagle debit card.

Expense: There is a total of \$175,808 expense.

Balance: The operating net is \$25,788 deficit. A transfer into this account from the plant reserve is budgeted at \$15,500, leaving an operating balance of \$15,998 deficit.

EASTERN MICHIGAN UNIVERSITY
AUXILIARY FUND
2001-2002

BUDGET SUMMARY PLAN

Eastern Echo

Revenue: Eastern Echo revenue goal for 2001-2002 is \$407,400. This is \$2,786 less than 2000-2001.

Expenses: Expenses are budgeted at \$375,266, which is \$13,140 lower than last year.

Balance: Net of operations is \$32,134. From the net of operations, the administrative expense for the general fund support is \$21,568. The balance of the operations is \$10,440.

Licensing

Revenue: Licensing budgeted \$64,601 revenue for 2001-2002. This \$2,852 revenue increase is due to increased licenses for the use of the Eastern logo.

Expense: The 2001-2002 total expenses are projected to be \$47,892.

Balance: The net of operations and operating balance is \$16,709.

University Publications

Revenue: University Publications has budgeted \$1.41 million in revenue for 2001-2002. This is \$137,311 higher than the 2000-2001 budget. This increase is consistent with actual revenues.

Expenses: Expenses are expected to be \$1.39 million. This is \$141,545 higher than last year.

Balance: Net of operations are projected to be \$23,601. From the \$23,601 the following will be subtracted: administrative support of \$23,339 and \$147 for the power plant. The balance of the operation is \$115.

EASTERN MICHIGAN UNIVERSITY
AUXILIARY FUND
2001-2002

BUDGET SUMMARY PLAN

Computer Sales

- Revenue: Computer Sales budgeted revenue is \$502,992 for 2001-2002. This is \$321,204 lower than the 2000-2001 budget. It is anticipated that the need for computers will be less due to the consolidation of ICT. The computer store is anticipating less department sales and more individual student sales.
- Expense: Expenses are projected to be \$497,226 of which \$323,650 is lower than 2000-2001. This operation will be consolidated into University Computing. This operation is located in the Halle Library.
- Balance: The net of operations and the balance for the account is \$5,766.

Kresge Environmental Education Center

- Revenue: The revenue goal for KEEC in 2001-2002 is \$34,474, which is derived from the food service and rental payments from Wayne State University and Dearborn Public Schools. The instructional program is funded by the general fund.
- Expenses: Total budgeted expense for 2001-2002 is \$27,862.
- Balance: Net of operations is \$6,613 from which \$6,613 will be transferred to the plant for maintenance and reserves. The balance of operations is projected to be \$0 in 2001-2002.

Parking/SEEUS/DPS Support

- Revenue: The revenue for Parking is budgeted at \$2.21 million. This is \$97,250 more revenue than 2000-2001. SEEUS is funded from the Parking budget for \$86,052 DPS support funding is \$550,203.
- Expense: Total expense is projected to be \$1.38 million which is \$106,825 higher than 2000-2001. All three operations will remain basically the same as in 2000-2001.
- Balance: Parking's net of operations for 2001-2002 is \$847,543. From this net, \$109,218 is for general fund Administrative Support, and \$233,777 for debt. Plant reserves and maintenance is \$504,000. The budget balance for the 2001-2002 operating account is \$548.

¹ SEEUS is an escort service provided by Parking.
Prepared by Auxiliary Financial Operations, 5/18/01
Sa: SystemBackup/Budget Documents/Budget Summary 01-02

Eastern Michigan University
Auxiliary Operating Statement
2001-02 Budget Development

Support Activities									
REVENUE	Apartment	Residence Halls	Dining Services	Rental Property	University Health Services	Children's Institute	Rec/IM	HDC(1) Computer Support	
Sales and Services	3,526,729	10,641,091	11,877,572	115,491	861,500	578,500	440,000	124,702	Sales and Services
Fees	0	0	0	0	1,085,015	0	0	0	Fees
Investment Income	11,879	106,571	145,666	5,404	12,266	7,283	8,572	317	Investment Income
TOTAL REVENUES	3,538,608	10,747,662	12,023,238	120,895	1,958,781	585,783	448,572	125,019	TOTAL REVENUES
Transfers from G.F.	0	0	0	0	0	80,924	0	25,000	Transfers from G.F.
Transfers from D.E./E.R.	0	0	0	0	20,000	0	100,000	0	Transfers from D.E./E.R.
Allocations from Fund Balance	0	0	12,023,238	120,895	1,978,781	666,707	548,572	150,019	Allocations from Fund Balance
TOTAL FUNDING	3,538,608	10,747,662	12,023,238	120,895	1,978,781	666,707	548,572	150,019	TOTAL FUNDING
EXPENSES									EXPENSES
Cost of Goods Sold	0	0	4,549,670	0	324,000	0	84,000	0	Cost of Goods Sold
Personnel Services	55,204	0	988,421	0	818,861	346,130	77,878	0	Personnel Services
Misc. Personnel	6,381	0	264,791	0	70,700	10,955	29,836	0	Misc. Personnel
Fringe Benefits	25,852	0	439,934	0	294,549	111,178	32,363	0	Fringe Benefits
Recouped Salaries (Abr 1367)	0	0	0	0	(40,800)	(51,000)	0	0	Recouped Salaries (Abr 1367)
Student Help	69,404	1,148,411	1,444,942	0	24,200	133,000	28,500	31,093	Student Help
SS&M	1,671,233	3,142,980	1,162,093	47,528	309,984	47,764	78,306	68,751	SS&M
Travel	11,195	47,100	35,480	0	8,900	500	3,000	0	Travel
Equipment	24,000	49,500	220,100	0	4,000	0	37,500	24,000	Equipment
Admin. Support/HDC	483,174	1,374,580	1,416,059	0	0	0	0	51,964	Admin. Support/HDC
Custodial	17,602	1,397,586	344,996	0	0	0	0	0	Custodial
Maintenance Staff	361,725	773,273	224,270	5,733	0	0	0	0	Maintenance Staff
Other Expenses	0	0	0	0	0	0	0	0	Other Expenses
TOTAL EXPENSES	2,725,770	7,933,430	11,090,756	53,261	1,814,393	598,526	371,383	175,808	TOTAL EXPENSES
NET OF OPERATIONS	812,837	2,814,231	932,481	67,634	164,388	68,181	177,189	(25,788)	NET OF OPERATIONS
TRANSFERS									TRANSFERS
Admin. Support/General Fund	109,464	419,712	427,392	660	161,059	61,092	16,121	5,710	Admin. Support/General Fund
Mand. Debt	126,618	1,302,162	65,634	0	0	0	0	0	Mand. Debt
Facility Plan	0	0	100,000	0	0	0	100,000	0	Facility Plan
Maintenance Reserve/Plant Fund	543,000	1,038,000	319,500	20,000	0	0	60,000	(15,500)	Maintenance Reserve/Plant Fund
Power Plant	17,759	43,414	7,798	0	546	210	0	0	Power Plant
Transfers to D.E./E.R. (Match)	0	0	0	0	0	0	0	0	Transfers to D.E./E.R. (Match)
TOTAL TRANSFERS	796,841	2,803,288	920,324	20,660	161,605	61,302	176,121	(9,790)	TOTAL TRANSFERS
BALANCE - OPR. ACTS.	15,996	10,944	12,157	46,974	2,783	6,879	1,068	(15,998)	BALANCE - OPR. ACTS.

5/10/01

(1) ICT Student Technology Services
Prepared by Financial Operations

Eastern Michigan University
 Auxiliary Operating Statement
 2001-02 Budget Development

	Eastern Echo	Licensing	University Publications	Computer Sales	Kresge Environmental Education	Parking/SEEUS and DPS Support
REVENUE						
Sales and Services	407,400	56,700	1,411,811	500,000	33,211	2,218,367
Fees	0	0	0	0	0	0
Investment Income	0	7,901	2,765	2,992	1,263	9,180
TOTAL REVENUES	407,400	64,601	1,414,576	502,992	34,474	2,227,547
Transfers from G.F.	0	0	0	0	0	0
Transfers from D.E./E.R.	0	0	0	0	0	0
Allocations from Fund Balance	0	0	0	0	0	0
TOTAL FUNDING	407,400	64,601	1,414,576	502,992	34,474	2,227,547
EXPENSES						
Cost of Goods Sold	0	0	850,000	475,000	10,572	0
Personnel Services	104,195	0	112,749	0	0	527,625
Misc. Personnel	3,845	0	3,624	0	16,000	73,628
Fringe Benefits	36,207	0	46,159	0	1,290	218,147
Recouped Salaries (Abr 1367)	0	0	0	0	0	0
Student Help	80,000	0	30,372	15,000	0	181,486
SS&M	151,019	33,892	330,271	2,726	0	329,119
Travel	0	4,000	9,800	2,000	0	25,000
Equipment	0	10,000	8,000	2,500	0	25,000
Admin. Support/HDC	0	0	0	0	0	0
Custodial	0	0	0	0	0	0
Maintenance Staff	0	0	0	0	0	0
Other Expenses	0	0	0	0	0	0
TOTAL EXPENSES	375,266	47,892	1,390,975	497,226	27,862	1,380,004
NET OF OPERATIONS	32,134	16,709	23,601	5,766	6,613	847,543
TRANSFERS						
Admin. Support/General Fund	21,568	0	23,339	0	0	109,218
Mand. Debt	0	0	0	0	0	233,777
Facility Plan	0	0	0	0	0	0
Maintenance Reserve/Plant Fund	0	0	0	0	6,613	504,000
Power Plant	126	0	147	0	0	0
Transfers to D.E./E.R. (Match)	0	0	0	0	0	0
TOTAL TRANSFERS	21,694	0	23,486	0	6,613	846,995
BALANCE - OPR. ACTS.	10,440	16,709	115	5,766	(0)	548

5/9/01

Prepared by Financial Operations

Total	REVENUE	EXPENSES	NET OF OPERATIONS	TRANSFERS	BALANCE - OPR. ACTS.
32,793,074	Sales and Services	6,293,242	5,943,520	1,355,334	114,381
1,085,015	Fees	3,031,062		1,728,191	
322,059	Investment Income	479,760		200,000	
34,200,148	TOTAL REVENUES	1,205,678		2,475,613	
105,924	Transfers from G.F.	(91,800)		70,000	
0	Transfers from D.E./E.R.	3,186,408		0	
120,000	Allocations from Fund Balance			0	
34,426,072	TOTAL FUNDING			5,929,139	
	EXPENSES				
	Cost of Goods Sold				
	Personnel Services				
	Misc. Personnel				
	Fringe Benefits				
	Recouped Salaries (Abr 1367)				
	Student Help				
	SS&M				
	Travel				
	Equipment				
	Admin. Support/HDC				
	Custodial				
	Maintenance Staff				
	Other Expenses				
	TOTAL EXPENSES				
	NET OF OPERATIONS				
	TRANSFERS				
	Admin. Support/General Fund				
	Mand. Debt				
	Facility Plan				
	Maintenance Reserve/Plant Fund				
	Power Plant				
	Transfers to D.E./E.R. (Match)				
	TOTAL TRANSFERS				
	BALANCE - OPR. ACTS.				

Exhibit 1
 page 2

2

19

Eastern Michigan University
Auxiliary Operating Statement
2001-02 Budget Development
2000-01/2001-02 Budget Variance

	REVENUE	Expenses	Residence Halls	Dining Services	Rental Property	University Health Services	Children's Institute	Recim	HDC(1) Computer Support
REVENUE									
Sales and Services	706,330		1,166,057	(46,976)	15,924	45,800	0	0	59,878
Fees	0		0	0	0	(4,171)	0	0	0
Investment Income	5,442		(21,346)	1,586	4,615	5,254	2,026	2,459	(4,205)
TOTAL REVENUES	711,772		1,144,711	(45,390)	20,539	46,883	2,026	2,459	54,673
Transfers from G.F.	0		0	0	(25,000)	0	2,400	0	25,000
Transfers from D.E./E.R.	0		0	0	0	0	0	0	0
Allocations from Fund Balance	0		0	0	0	(30,000)	0	20,000	0
TOTAL FUNDING	711,772		1,144,711	(45,390)	(4,461)	16,883	4,426	22,459	79,673
EXPENSES									
Cost of Goods Sold	0		0	29,959	0	25,000	0	0	0
Personnel Services	(80,074)		(31,500)	48,233	0	26,609	9,058	2,268	0
Misc. Personnel	607		(945)	133,202	0	(3,068)	843	68	0
Fringe Benefits	(27,810)		(14,211)	33,985	0	(2,612)	(8,025)	5,495	0
Recouped Salaries (Abr 1367)	0		0	0	0	(10,300)	0	0	0
Student Help	(16,087)		128,389	(302,749)	(19,064)	(500)	0	0	31,093
SS&M	173,201		355,031	(38,391)	(12,842)	(25,083)	(803)	(3,050)	41,031
Travel	348		1,060	8,633	0	600	0	0	0
Equipment	(39,000)		(220,282)	110,920	(18,540)	0	0	2,500	24,000
Admin. Support/HDC	200,780		169,252	101,203	(60,906)	0	0	0	51,964
Custodial	1,282		101,828	25,136	0	0	0	0	0
Maintenance Staff	75,854		72,043	(60,577)	5,733	0	0	0	(8,837)
Other Expenses	0		0	0	0	0	0	0	0
TOTAL EXPENSES	290,102		560,665	89,554	(105,619)	10,647	1,067	7,281	139,250
NET OF OPERATIONS	421,671		584,046	(134,945)	101,153	6,236	3,359	15,178	(59,577)
TRANSFERS									
Admin. Support/General Fund	27,079		69,096	54,146	(6,047)	10,095	(3,137)	1,713	4,780
Mand. Debt	27,705		724,255	(100,340)	0	(683)	(263)	0	0
Facility Plan	0		0	0	0	0	0	0	0
Maintenance Reserve/Plant Fund	358,000		(201,000)	(95,500)	35,500	0	0	15,000	(15,500)
Power Plant	1,274		(610)	(665)	0	0	0	0	0
Transfers to D.E./E.R. (Match)	0		0	0	0	0	0	0	0
TOTAL TRANSFERS	414,058		591,741	(142,359)	29,453	9,412	(3,400)	16,713	(10,720)
BALANCE - OPR. ACTS.	7,613		(7,695)	7,415	71,705	(3,176)	6,759	(1,535)	(48,857)

(1) ICT Student Technology Services
Revenue () is less revenue than budgeted.
Expense () is less expense than budgeted.
Net of operations () lower than budget.
Balance () lower than budget.
Prepared by Financial Operations

Eastern Michigan University
 Auxiliary Operating Statement
 2001-02 Budget Development
 2000-01/2001-02 Budget Variance

	Eastern Echo	Licensing	University Publications	Computer Sales	Kreege Environmental Education	Parking/SEEUS and DPS Support
REVENUE						
Sales and Services	(2,600)	0	137,311	(317,000)	966	93,665
Fees	0	0	0	0	0	0
Investment Income	(186)	2,852	1,778	(4,204)	345	3,585
TOTAL REVENUES	(2,786)	2,852	139,089	(321,204)	1,311	97,250
Transfers from G.F.	0	0	0	0	0	0
Transfers from D.E./E.R.	0	0	0	0	0	0
Allocations from Fund Balance	0	0	0	0	0	0
TOTAL FUNDING	(2,786)	2,852	139,089	(321,204)	1,311	97,250
EXPENSES						
Cost of Goods Sold	0	0	50,000	(291,650)	308	0
Personnel Services	3,866	0	(20,970)	0	0	29,642
Misc. Personnel	835	0	(386)	0	0	10,698
Fringe Benefits	725	0	(1,358)	0	65	24,504
Recouped Salaries (Abr 1367)	0	0	0	0	0	0
Student Help	0	0	9,372	15,000	0	18,110
SS&M	(14,066)	0	91,089	(17,274)	0	13,880
Travel	(4,500)	0	6,800	(20,226)	0	0
Equipment	0	0	8,000	(3,500)	0	10,000
Admin. Support/HDC	0	0	0	(6,000)	0	0
Custodial	0	0	0	0	0	0
Maintenance Staff	0	0	0	0	0	0
Other Expenses	0	0	0	0	0	0
TOTAL EXPENSES	(13,140)	0	141,545	(323,650)	373	106,925
NET OF OPERATIONS	10,354	2,852	(2,456)	2,446	938	(9,575)
TRANSFERS						
Admin. Support/General Fund	2,451	0	(2,141)	0	0	14,328
Mand. Debt	(158)	0	(184)	0	0	549
Facility Plan	0	0	0	0	0	0
Maintenance Reserve/Plant Fund	0	0	0	0	938	0
Power Plant	0	0	0	0	0	0
Transfers to D.E./E.R. (Match)	0	0	0	0	0	(25,000)
TOTAL TRANSFERS	2,293	0	(2,325)	0	938	(10,123)
BALANCE - OPR. ACTS.	8,061	2,852	(130)	2,446	0	548

(1) ICT Student Technology Services
 Revenue () is less revenue than budgeted.
 Expense () is less expense than budgeted.
 Net of operations () lower than budget.
 Balance () lower than budget.
 Prepared by Financial Operations
 5/9/01

Total	REVENUE	EXPENSES	NET OF OPERATIONS	TRANSFERS	BALANCE - OPR. ACTS.
1,856,355	Sales and Services	Cost of Goods Sold	941,665	Admin. Support/General Fund	46,005
(4,171)	Fees	Personnel Services	172,362	Mand. Debt	
0	Investment Income	Misc. Personnel	650,881	Facility Plan	
1,854,184	TOTAL REVENUES	Fringe Benefits	0	Maintenance Reserve/Plant Fund	
2,400	Transfers from G.F.	Recouped Salaries (Abr 1367)	97,438	Power Plant	
0	Transfers from D.E./E.R.	Student Help	(1)	Transfers to D.E./E.R. (Match)	
(10,000)	Allocations from Fund Balance	SS&M	(25,000)	TOTAL TRANSFERS	
1,846,584	TOTAL FUNDING	Travel	895,680		
(185,383)	EXPENSES	Equipment			
(12,869)	Cost of Goods Sold	Admin. Support/HDC			
141,842	Personnel Services	Custodial			
10,759	Misc. Personnel	Maintenance Staff			
(10,300)	Fringe Benefits	Other Expenses			
(137,436)	Recouped Salaries (Abr 1367)	TOTAL EXPENSES			
561,718	Student Help	904,899			
(7,265)	SS&M	NET OF OPERATIONS			
(124,902)	Travel	941,665			
456,293	Equipment	172,362			
128,247	Admin. Support/HDC	650,881			
84,216	Custodial	0			
0	Maintenance Staff	97,438			
0	Other Expenses	(1)			
0	TOTAL EXPENSES	(25,000)			
0	TOTAL FUNDING	895,680			
0	EXPENSES				
0	Cost of Goods Sold				
0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
0	SS&M				
0	Travel				
0	Equipment				
0	Admin. Support/HDC				
0	Custodial				
0	Maintenance Staff				
0	Other Expenses				
0	TOTAL EXPENSES				
0	TOTAL FUNDING				
0	EXPENSES				
0	Cost of Goods Sold				
0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
0	SS&M				
0	Travel				
0	Equipment				
0	Admin. Support/HDC				
0	Custodial				
0	Maintenance Staff				
0	Other Expenses				
0	TOTAL EXPENSES				
0	TOTAL FUNDING				
0	EXPENSES				
0	Cost of Goods Sold				
0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
0	SS&M				
0	Travel				
0	Equipment				
0	Admin. Support/HDC				
0	Custodial				
0	Maintenance Staff				
0	Other Expenses				
0	TOTAL EXPENSES				
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0	EXPENSES				
0	Cost of Goods Sold				
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0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
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0	Admin. Support/HDC				
0	Custodial				
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0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
0	SS&M				
0	Travel				
0	Equipment				
0	Admin. Support/HDC				
0	Custodial				
0	Maintenance Staff				
0	Other Expenses				
0	TOTAL EXPENSES				
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0	EXPENSES				
0	Cost of Goods Sold				
0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
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0	Travel				
0	Equipment				
0	Admin. Support/HDC				
0	Custodial				
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0	TOTAL FUNDING				
0	EXPENSES				
0	Cost of Goods Sold				
0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
0	SS&M				
0	Travel				
0	Equipment				
0	Admin. Support/HDC				
0	Custodial				
0	Maintenance Staff				
0	Other Expenses				
0	TOTAL EXPENSES				
0	TOTAL FUNDING				
0	EXPENSES				
0	Cost of Goods Sold				
0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
0	SS&M				
0	Travel				
0	Equipment				
0	Admin. Support/HDC				
0	Custodial				
0	Maintenance Staff				
0	Other Expenses				
0	TOTAL EXPENSES				
0	TOTAL FUNDING				
0	EXPENSES				
0	Cost of Goods Sold				
0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
0	SS&M				
0	Travel				
0	Equipment				
0	Admin. Support/HDC				
0	Custodial				
0	Maintenance Staff				
0	Other Expenses				
0	TOTAL EXPENSES				
0	TOTAL FUNDING				
0	EXPENSES				
0	Cost of Goods Sold				
0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
0	SS&M				
0	Travel				
0	Equipment				
0	Admin. Support/HDC				
0	Custodial				
0	Maintenance Staff				
0	Other Expenses				
0	TOTAL EXPENSES				
0	TOTAL FUNDING				
0	EXPENSES				
0	Cost of Goods Sold				
0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				
0	SS&M				
0	Travel				
0	Equipment				
0	Admin. Support/HDC				
0	Custodial				
0	Maintenance Staff				
0	Other Expenses				
0	TOTAL EXPENSES				
0	TOTAL FUNDING				
0	EXPENSES				
0	Cost of Goods Sold				
0	Personnel Services				
0	Misc. Personnel				
0	Fringe Benefits				
0	Recouped Salaries (Abr 1367)				
0	Student Help				

***STAFF
SUMMARY***

**Eastern Michigan University
Auxiliary Fund
2000-01 Budget VS. 2001-02 Budget
Object Code FTE Summary**

Object Code	Object Description	00-01 Budget	00-01 Revised	01-02 Budget	Change
1210	ADMIN/PROF NBF AP10 & ABOVE	11.000	11.000	11.000	0.000
1220	ADMIN/PROF NBF AP09 & BELOW	9.000	9.000	10.000	1.000
1230	PROFESSIONAL/TECHNICAL (UAW)	70.590	70.040	71.040	0.450
1250	POLICE OFFICERS	3.000	3.000	4.000	1.000
1260	POLICE SERGEANTS	2.500	2.500	2.500	0.000
1280	CLERICAL/SECRETARIAL	24.840	24.840	26.840	2.000
1310	MAINTENANCE (AFSCME)	53.400	52.700	52.400	-1.000
1320	DINING SERVICES	18.500	18.500	18.500	0.000
TOTAL		192.830	191.580	196.280	3.450

**AUXILIARY FUND
RECONCILIATION OF 2000-01 AND 2001-02 BUDGET SALARY AND FTE**

RECONCILIATION OF 2001-02 BUDGET FTE

CLASSIFICATION	1210	1220	1230	1250	1260	1280	1310	1320	TOTAL
Approved Budget 2000-01	11.00	9.00	70.59	3.00	2.50	24.84	53.40	18.50	192.83
Reclassified	0.00	0.00	0.70	0.00	0.00	0.00	-0.70	0.00	0.00
New Positions	0.00	1.00	2.00	1.00	0.00	2.00	0.00	0.00	6.00
Eliminated Positions	0.00	0.00	-2.25	0.00	0.00	0.00	-0.30	0.00	-2.55
Transfers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BUDGET 2001-02	11.00	10.00	71.04	4.00	2.50	26.84	52.40	18.50	196.28

RECONCILIATION OF 2001-02 BUDGET SALARY

CLASSIFICATION	1210	1220	1230	1250	1260	1280	1310	1320	TOTAL
Approved Budget 2000-01	\$654,888	\$402,829	\$2,315,990	\$96,551	\$116,049	\$568,029	\$1,583,905	\$469,958	\$6,208,199
Reclassified	0	0	22,088	0	0	0	(22,088)	0	0
New Positions	0	41,396	65,098	37,825	0	48,372	0	0	192,691
Eliminated Positions	0	0	(57,059)	0	0	0	(5,604)	0	(62,663)
Transfers	0	0	0	0	0	0	0	0	0
Wage Increases/(Decreases)	38,014	(2,748)	85,216	9,753	8,784	15,321	116,695	30,047	301,083
BUDGET 2001-02	\$692,902	\$441,477	\$2,431,333	\$144,129	\$124,833	\$631,722	\$1,672,908	\$500,005	\$6,639,310

PREPARED BY AUXILIARY FINANCIAL OPERATIONS

***DEBT AND OTHER
FINANCIAL
OBLIGATIONS***

Exhibit 5

EASTERN MICHIGAN UNIVERSITY
2001-02 BUDGET PLAN
AUXILIARY FUND
AUXILIARY DEBT - PRINCIPLE, INTEREST, and REQUIRED RESERVES

FISCAL YEAR	RESIDENCE HALL 2000	HDC (1) 1992	SUBSTATION BOND (2) 2000	PARKING TRUST 13900 1992	PARKING 1997	CONCESSION REVENUES 1997	AUXILIARY TOTAL DEBT
01-02	656,733	725,765	86,918	133,777	100,000	25,000	1,728,193
02-03	905,789	723,330	87,150	129,120	100,000	25,000	1,970,389
03-04	900,889	733,930	87,870	129,240	100,000	25,000	1,976,929
04-05	905,651	736,600	86,858	128,974	100,000	25,000	1,983,083
05-06	904,611	626,994	88,368	133,126	100,000	25,000	1,878,099
06-07	903,111	536,981	85,649	131,687	100,000	25,000	1,782,428
07-08	901,021	510,644	87,884	129,835	100,000	25,000	1,754,384
08-09	903,331	513,231	86,194	132,352	100,000	25,000	1,760,108
09-10	904,794	398,906	87,465	129,278	100,000	25,000	1,645,443
10-11	905,544		86,470	130,615	100,000	25,000	1,247,629
11-12	905,581		88,200	114,268	100,000	25,000	1,233,049
12-13	904,081		88,078		100,000	25,000	1,117,159
13-14	901,400		88,775		100,000	25,000	1,115,175
14-15	902,680		88,060		100,000	25,000	1,115,740
15-16	902,730		88,120		100,000	25,000	1,115,850
16-17	900,730		89,000		100,000	25,000	1,114,730
17-18	902,630		88,640		100,000	25,000	1,116,270
18-19	903,155		88,100		100,000	25,000	1,116,255
19-20	902,305		88,380		100,000	25,000	1,115,685
20-21	905,080		88,420		100,000	25,000	1,118,500
21-22	905,680		88,220		100,000	25,000	1,118,900
22-23	904,600		88,780		100,000	25,000	1,118,380
23-24	901,840		89,040		100,000	25,000	1,115,880
24-25	902,400				100,000	25,000	1,027,400
25-26	901,000				100,000	25,000	1,026,000
26-27	902,469				100,000	25,000	1,027,469
27-28	901,688						901,688
28-29	903,656						903,656
29-30	903,094						903,094
Accrued		29,765		5,721			35,486
	25,948,273	5,536,146	2,020,639	1,427,995	2,600,000	650,000	38,183,053

(1) Housing, Dining, and Conferences

(2) Refinancing of 1992 Bond covers areas HDC, Health Services, Eastern Echo & University Publications

Prepared by Financial Operations

5/9/01

c:\Windows\My Documents\debt 01-02.xls

**EASTERN MICHIGAN UNIVERSITY
2001-02 BUDGET PLAN
AUXILIARY FUND
FACILITY PLAN PAYMENT SCHEDULE**

Fiscal Year	Vending	REC/IM Memberships, Rentals, & Fees	Total
01-02	100,000	100,000	200,000
02-03	100,000	100,000	200,000
03-04	100,000	100,000	200,000
04-05	100,000	100,000	200,000
05-06	100,000	100,000	200,000
06-07	100,000	100,000	200,000
07-08	100,000	100,000	200,000
08-09	100,000	100,000	200,000
09-10	100,000	100,000	200,000
10-11	100,000	100,000	200,000
Total	1,000,000	1,000,000	2,000,000

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MAINTENANCE PLAN

**HOUSING, DINING AND CONFERENCES
MAINTENANCE FUNDING
2001/02**

21

**CONSOLIDATED MAINTENANCE
BY FUNDING AREA:
SHORT TERM**

FUNDING SOURCES				
	Unit Operations	Apartment Reserve	Housing & Dining Reserve ¹	Total
Apartments	\$0	\$247,200	\$0	\$247,200
Residence Halls	782,714		2,133,786	2,916,500
Dining Service	171,550		649,539	821,089
Miscellaneous	-		183,000	183,000
TOTAL SHORT TERM	\$954,264	\$247,200	\$2,966,325	\$4,167,789

**DESIGNATED PLANNING
BY FUNDING AREA:
LONG TERM**

FUNDING SOURCES				
	Unit Operations	Apartment Reserve	Housing & Dining Reserve ¹	Total
Residence Halls - Infrastructure	\$ -		\$ 250,000	\$ 250,000
Dining Service - Kitchen of the Future	-		206,461	206,461
TOTAL LONG TERM	\$ -	\$ -	\$456,461	\$456,461
GRAND TOTAL FUNDING REQUIRED	\$954,264	\$247,200	\$3,422,786	\$4,624,250

1. This is referenced in the Projected Activity in Reserve Funds schedule in the 2001-02 Resource Plan. This plan reduces designated reserve balances by \$925,000 and Housing and Dining reserve balance by \$2,497,786 or a total of \$3,422,786 for all reserves.

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

RECOMMENDATION

2001-2002 ROOM AND BOARD RATES

ACTION REQUESTED

It is recommended that the 2001-2002 Rates Proposal for Housing and Dining Services be approved.

STAFF SUMMARY

This proposal represents a 4.7 percent room and board increase. The complete rate schedule is found in the accompanying report, *2001-2002 Rates Proposal*.

The nominal cost increase for the academic year will amount to \$237.

FISCAL IMPLICATIONS

The proposal meets the following seven objectives:

- budget residence hall occupancy of 3,710 for September 30, 2001
- maintain 83 percent apartment occupancy
- meet debt obligation of \$1.49 million
- meet basic facility needs of \$4.62 million
- maintain current level of service
- maintain an operating reserve fund balance of at least \$1.0 million
- provide first priority housing for FTIACs

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

Housing and Dining Services

*2001-2002
Rates Proposal*

Auxiliary Fund

2001-2002 Rates Proposal

Presented to the
EASTERN MICHIGAN UNIVERSITY
Board of Regents

Philip A. Incarnati, Chairperson
Rosalind E. Griffin, Vice Chairperson
Joseph E. Antonini
Jan A. Brandon
Robert A. DeMattia
Steven G. Gordon
Michael G. Morris
Karen Quinlan Valvo

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EASTERN MICHIGAN UNIVERSITY

University Housing and Dining Services

2001-02 Rates Overview

Eastern Michigan University's Housing and Dining Services is an integral part of the University community that:

Highlights of Operations
Employs approximately 140 full-time staff and several hundred students
Has an operating budget exceeding \$24,000,000
Manages facilities valued at more than \$100,000,000
Requires 30 percent of annual operating funds to support daily maintenance
Requires 2001-02 payment obligations of \$1,494,416 principal and interest
Manages 17 distinct dining units, plus concessions
Manages 14 residence halls and 650 apartments

Successful housing and dining operations are contingent upon accurate occupancy estimates and room and board rates that are affordable and competitive.

For 2001-02, seven important assumptions are made:

Seven Important Assumptions
1. Based on Southeast Michigan demographics and early enrollment trends, the FTIAC (First Time In Any College) class is estimated to be 2,749 students.
2. Availability of privately owned apartments with modern amenities in this area will keep competition for student residents high.
3. Housing surveys that indicate a high satisfaction with residential life and strong participation in room draw will result in an increase in the number of returning students.
4. Residence Halls and Apartments will be at maximum capacity in the fall. Students, especially new ones who apply late in the process, may not get an assignment.
5. The additional new residence hall spaces will enable housing to better meet current demand.
6. Student eating habits dictate that Dining Services continue to decentralize operations to provide food when and where it is desired.
7. Academic network availability (Resnet) is an important amenity for attracting and retaining residence hall students.

The budgeted occupancy for 2001-02 will be 3,710 with 1,200 spaces designated for FTIACs in the First Year Center. An additional 500 - 600 FTIAC spaces will be available in the Goddard and Wise (Community of Scholars) and other residence halls. All rooms outside the Towers will be doubles. It is expected that all FTIACs who desire on-campus housing, and who sign contracts by May 1, will be accommodated.

2001-02 OBJECTIVES

In establishing the 2001-02 Housing and Dining rates, the following seven objectives were used as guidelines:

- ▶ Meet September 30 budgeted residence hall occupancy of 3,710 versus prior year 3,640 - a planned increase of 70¹
- ▶ Meet budgeted apartment occupancy of 83 percent.
- ▶ Meet debt-payment obligations of \$1,494,416 versus \$842,791 last year
- ▶ Fund basic facilities needs identified in the Maintenance and Renovation Plan as follows:

	2001-02	2000-01
Use of plant fund reserves	\$ 3,213,525	\$ 1,724,250
Use of operational funds	\$ 954,264	\$ 952,050
Designated long-term	\$ 456,461	\$ 350,000
Total	\$ 4,624,250	\$ 3,026,300

- ▶ Maintain current level of service
- ▶ Maintain Housing and Dining Reserve fund balance at minimum \$1 million
- ▶ Provide first priority housing for FTIACs

¹ Explanation of 70 increase with new complex occupancy adding 270.

Complex 4 Occupancy	270
Less: Munson Apartments used as Residence Hall in the interim	(172)
Reduction based on conservative projection due to enrollment trends	(28)
Planned increase	70

**EASTERN MICHIGAN UNIVERSITY
RESIDENCE HALLS AND DINING SERVICES
2001-02 PROPOSED RATE SCHEDULE**

BOARD (ROOM) OPTION	2000-01 RATE	2001-02 RATE	DOLLAR VARIANCE	PERCENT VARIANCE
TRIPLE OCCUPANCY				
ALL MEAL PLANS	\$4,258	\$4,458	\$200	4.7%
REGULAR FLEX PLAN	\$4,258	\$4,458	\$200	4.7%
DOUBLE OCCUPANCY				
ALL MEAL PLANS	\$5,031	\$5,268	\$237	4.7%
REGULAR FLEX PLAN	\$5,031	\$5,268	\$237	4.7%
SINGLE OCCUPANCY				
ALL MEAL PLANS	\$6,427	\$6,730	\$303	4.7%
REGULAR FLEX PLAN	\$6,427	\$6,730	\$303	4.7%
TOWERS FLEX MEAL PLAN	\$5,500	\$5,758	\$258	4.7%
NEW COMPLEX	N/A	\$4,200	N/A	N/A

Effective Fall 2001

**EASTERN MICHIGAN UNIVERSITY
2001-02 PROPOSED
APARTMENT RATE SCHEDULE**

UNIT	MONTHLY 2000-01 RATE	MONTHLY 2001-02 RATE
PINE GROVE		
FURNISHED ONE-BEDROOM	\$500	\$524
FURNISHED TWO-BEDROOM	\$553	\$579
UNFURNISHED ONE-BEDROOM	\$465	\$487
UNFURNISHED TWO-BEDROOM	\$520	\$544
CORNELL COURTS		
FURNISHED ONE-BEDROOM	\$500	\$524
FURNISHED TWO-BEDROOM	\$553	\$579
UNFURNISHED ONE-BEDROOM	\$465	\$487
UNFURNISHED TWO-BEDROOM	\$520	\$544
WESTVIEW		
FURNISHED ONE-BEDROOM	\$562	\$588
FURNISHED TWO-BEDROOM	\$611	\$640
UNFURNISHED ONE-BEDROOM	\$528	\$553
UNFURNISHED TWO-BEDROOM	\$579	\$606
BROWN		
SINGLE OCCUPANCY	\$425-\$500	\$445-\$524
SINGLE OR DOUBLE OCCUPANCY	\$457-\$704	\$478-\$737

1. Application Fee: \$55 per application.
2. Pet Fee (cats only): \$20 per month (maximum two cats).
3. Late Fee: \$20 per occurrence.
4. Exterminating Fee: \$80 per occurrence.
5. Transfer Fee: \$75 per occurrence.
6. Lockout Fee (second and subsequent occurrences, per year): \$20.
7. Bad Check Charge (NSF): \$20 per occurrence.

Effective July 1, 2001

Eastern Michigan University
Auxiliary Operating Statement
2001-02 Budget Development

	Apartments	Residence Halls	Dining Services	TOTAL
REVENUE				
Sales and Services	3,526,729	10,641,091	11,877,572	26,045,392
Fees	0	0	0	0
Investment Income	11,879	106,571	145,666	264,115
TOTAL REVENUES	3,538,608	10,747,662	12,023,238	26,309,507
Transfers from G.F.	0	0	0	0
Transfers from D.E./E.R.	0	0	0	0
Allocations from Fund Balance	0	0	0	0
TOTAL FUNDING	3,538,608	10,747,662	12,023,238	26,309,507
EXPENSES				
Cost of Goods Sold	0	0	4,549,670	4,549,670
				0
Personnel Services	55,204	0	988,421	1,043,625
Misc. Personnel	6,381	0	264,791	271,172
Fringe Benefits	25,852	0	439,934	465,786
Recouped Salaries (Abr 1367)	0	0	0	0
Student Help	69,404	1,148,411	1,444,942	2,662,757
				0
SS&M	1,671,233	3,142,980	1,162,093	5,976,306
Travel	11,195	47,100	35,480	93,775
Equipment	24,000	49,500	220,100	293,600
Admin. Support/HDC	483,174	1,374,580	1,416,059	3,273,813
Custodial	17,602	1,397,586	344,996	1,760,184
Maintenance Staff	361,725	773,273	224,270	1,359,267
Other Expenses	0	0	0	0
TOTAL EXPENSES	2,725,770	7,933,430	11,090,756	21,749,957
NET OF OPERATIONS	812,837	2,814,231	932,481	4,559,550
TRANSFERS				
Admin. Support/General Fund	109,464	419,712	427,392	956,568
Mand. Debt	126,618	1,302,162	65,634	1,494,414
Facility Plan	0	0	100,000	100,000
Maintenance Reserve/Plant Fund	543,000	1,038,000	319,500	1,900,500
Power Plant	17,759	43,414	7,798	68,971
Transfers to D.E./E.R. (Match)	0	0	0	0
TOTAL TRANSFERS	796,841	2,803,288	920,324	4,520,453
BALANCE - OPR. ACTS.	15,996	10,944	12,157	39,097

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 34
DATE: June 19, 2001

RECOMMENDATION

**NEW PARKING STRUCTURE – AUTHORIZATION TO PROCEED WITH
FEASIBILITY STUDY, PROGRAMMING AND CONCEPTUAL DESIGN**

ACTION REQUESTED

It is recommended that the Board approve the authorization to study, plan, and conceptually design a new campus parking structure.

STAFF SUMMARY

The objectives of the study will be to provide information which will enable the University to evaluate the feasibility of adding approximately 500-750 new parking spaces to the main campus. Incorporated into the study will be a design that will be aesthetically complementary to the existing campus and site recommendations for the best location to enhance parking availability.

The study will also include recommendations for various funding alternatives, including privatization, in order to finance the construction, operation, and maintenance of the facility.

The administration will present to the Board for approval a recommendation on implementation at the September 2001 Board meeting.

FISCAL IMPLICATIONS

A new parking structure is likely to cost in the range of \$8 to \$10 million. The planning study will cost approximately \$80,000 and will be funded out of parking operations.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 35

DATE:

June 19, 2001

RECOMMENDATION

REPORT: MCKENNY UNION EXPANSION

ACTION REQUESTED

It is recommended that the Board of Regents authorize the planning, programming, and schematic design for the expansion of McKenny Union.

STAFF SUMMARY

McKenny Union, originally constructed in 1931, is a 119,000-square-foot, barrier-free facility that was partially renovated in 1992. It includes 13 meeting rooms, a food court, student organization offices, several department offices, a computer lab, a bank, the University Bookstore, and a student lounge and study space. Prior to 1992, McKenny served approximately 1000 customers on weekdays during the academic year. Today the Union services an estimated 8,000 customers per day, is the center of collegiate life for many students, and serves as the University's primary venue for meetings and catered events. Evaluation of the Union has indicated that it is clearly inadequate in space, programs and services. Support for an expanded and improved Union is near universal and is one of the top priorities of the Student Leader Group.

The University needs for an expanded and renovated McKenny Union are grouped into four areas:

- The additional space required to adequately support the current demands for services and programs. This includes more meeting room space, multipurpose banquet space, dining space, retail space, office space, study/lounge space, computer lab space, additional student organization space, and storage space.
- Additional programs and services vital to enhancing campus life and enrollment typically found in student unions at other institutions. These include: a welcome and enrollment service center, first year involvement center, a transfer student center, student services court, areas that can support 24-hour access, and possibly an Alumni Center.
- The expansion of McKenny Union provides the opportunity to relocate into the union the Dean of Students, Career Services Center, and Judicial Affairs Offices. Strategically locating these vital student service departments with the Campus Life Department, the Welcome Center and Student Services Court will create a student-focused nucleus of services, programs, and support.
- The current facility has critical infrastructure deficiencies that must be rectified during the renovation and expansion.

The need to expand the Union was validated through a series of assessment instruments. During March 2000, a benchmarking customer satisfaction survey was conducted, and in May of 2000, a professional consultant team from the Association of College Unions International (ACUI) conducted a study. Both studies supported the need to expand the facility. During the three-day ACUI visit, the team interviewed faculty, students, staff, and administrators, and noted that 10

square feet of union space for each student enrolled in a college or university is the standard and McKenny provides less than 5 square feet per student.

The renovation and expansion of McKenny will help meet the programmatic and service needs of the University community and address the infrastructure inadequacies of the current facility. The expansion will also have wide ranging impacts on the University community including:

- Centralized and easily accessible support services for students;
- Improved student recruitment facilities;
- Increase student satisfaction and retention;
- Addressing major deferred maintenance items

FISCAL IMPLICATIONS

The cost to plan, program and develop a schematic design and funding plan is expected to be in the range of \$120,000. This will be funded out of General Fee.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 36
DATE: June 19, 2001

RECOMMENDATION

REPORT: UNIVERSITY HOUSE – AUTHORIZATION TO PROCEED

ACTION REQUESTED

It is recommended that the Board of Regents approve the construction of the new University House within the parameters detailed in the Staff Summary.

STAFF SUMMARY

The new university house will be a 10,000-square-foot multipurpose facility with approximately 65% of the space assigned to public use for fundraising and friend-raising. Every effort has been made to take an institutional perspective in programming the house. The program incorporates the privacy of a personal residence, appropriate office and meeting space, openness to engage diverse public functions, the structural support and HVAC systems to accommodate large assemblies, and the flexibility to support present needs and future demands.

The construction cost is projected to be \$2.8 million dollars. Site work, landscaping, parking, furnishings, equipment and other indirect costs and contingencies are projected to total \$700,000 for a total project cost of \$3,500,000.

Although named the “University House” and serving as the official residence of the University President, it will have little in common, from a construction perspective, with a typical residential home. The home will be constructed for institutional durability using “hard surfaces” on the exterior and interior. The structure will be built to support 150 pounds-per-square foot to accommodate large gatherings rather than the 35 pounds-per-square foot standard used in residential homes. The HVAC and electrical building systems will be designed to meet assembly codes for 200 people. The University will, in accordance with law, pay “prevailing wages” to skilled trades and other workers. The building will also have a security system, fully-sprinkled fire suppression system and a back-up generator.

Our commitment remains to not use state or student tuition/fee dollars to pay for the project. Corporate dollars, private gifts, equity in the old house, and savings from re-financing debt will be used as sources of funding as follows:

Corporate royalties	\$1,000,000
Equity in old house	\$340,000
Debt refinancing savings	\$1,225,000
Gifts/Gifts in kind	\$935,000
Total	\$3,500,000

FISCAL IMPLICATIONS

The cost to build a new University House is \$3.5 million and will be funded as detailed above in the Staff Summary.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

EASTERN MICHIGAN UNIVERSITY

A Case for a New University House

The financial commitment required to provide quality higher education programs must be shared by all benefactors - citizens, corporations, government and the learner. The cost of quality programs is enormous, but still a bargain when compared to mediocrity. However, the cost is such that it is unfair for a disproportionate share to be passed on to students and their parents.

In recent decades, universities have worked hard to strengthen relationships with their constituents. The most successful have been able to increase alumni support and build collaborative partnerships with the corporate, legislative and philanthropic communities. This has allowed them to spread the financial burden that accompanies quality programs and research. Central to establishing these partnerships is the university president. And central to the president's success in establishing genuine relationships with others is the environment in which these interactions are conducted. It is common for president's at universities where these initiatives have been successful to engage as many as 5,000 guests annually in their official residence. More and more universities are recognizing the important, maybe even essential role that a strategically designed university house can contribute in successful fundraising and friend-raising.

The old university house, located on Forest Avenue, is approximately 3,925 sq. ft. – not including the basement, which is an additional 1,350 sq. ft.. It is located in a high-pedestrian zone between Jones/Goddard Residence Hall and Sill Hall, the home of the College of Technology. The space configuration of the house, designed in 1949, works well for a personal residence but did not provide the type, quantity and quality of space required to support the multiple duties, activities, and responsibilities of a 21st century university and university president. The main floor, the only non-bedroom space, is 1560 sq. ft. and consists of five rooms. The house has five-and-one-half bathrooms and six bedrooms. The basement was designed to serve as a small efficiency apartment with a bathroom, kitchen and private entrance.

The new university house will be a 10,000-square-foot multipurpose facility with approximately 65% of the space assigned to public use for fundraising and friend-raising. Every effort has been made to take an institutional perspective in programming the house. The program incorporates the privacy of a personal residence, appropriate office and meeting space, openness to engage diverse public functions, the structural support and HVAC systems to accommodate large assemblies, and the flexibility to support present needs and future demands. The Architect/Designer is engaged in creatively translating and transforming the program statement to precision design. A description of the program statement is attached.

UNIVERSITY HOUSE PROGRAM STATEMENT

Eastern Michigan University is programming the design of a new University House on the campus. The house is approximately 35 percent private residence and 65 percent University space. Every effort has been made to take an institutional perspective in programming the house. The program incorporates the following:

General Parameters

- Campus Architecture blend
- ADA compliance/Universal design
- Separate private residential entrance
- Receiving area/service entrance
- Sound insulation
- Intercom system
- Smart House technology
- Sufficient restroom facilities
-
- Special safety and security provision
- Fire suppression and sprinkling
- Separate living space for official visitors
- Commercial kitchen
- Office and business meeting space
- Assembly and dining for large gatherings

Infrastructure

- Natural gas forced air heat, electric A/C, natural gas domestic hot water circulation system
- Natural gas fireplaces
- Radiant floor heating
- Fire safety sprinkler system
- Natural gas back-up generator
- Video in conference room and assembly space

Exterior

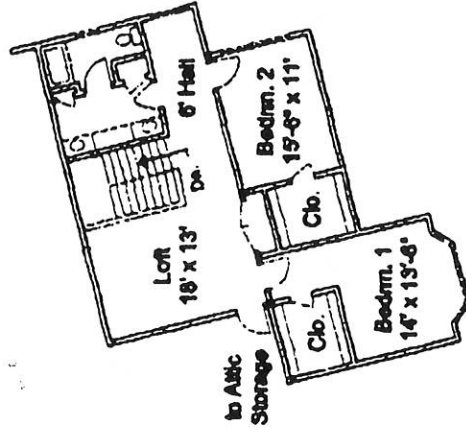
- Exterior lighting, security system, partial fencing
- Sun deck/patio with built-in seating.
- Parking for 50 cars on premises
- Additional remote parking for 50 vehicles
- Driveway: winding, circular drive that enhances the approach and adds the ability to provide remote/hidden parallel parking for 50 vehicles along one side. The drive will be wide enough to accommodate fire/rescue vehicular traffic yet formal and unobtrusive.
- Entrance: a covered porch will be required to remove guests from inclement weather conditions and reduce hazardous conditions near the main entranceway. Obscure glass entranceway to permit light, yet provide privacy.

Service Garage

- Large garage for three service vehicles.
- One double door and one high oversized single door to accommodate high van or caterer's truck, with extra length.
- Storage area for dining chairs and folding tables and food racks.
- Considerable storage with work area; closed spaces for tools and yard equipment.
- Ramp entrance to house for accessibility and movement of caterer equipment from garage.

Basement/Storage

- Extensive storage in lower level.
- Mechanical space throughout basement



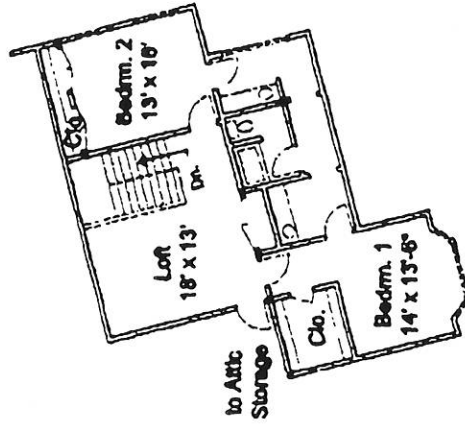
Preliminary Second Floor Plan "B"
Scale: 1" = 20'-0"

Approx. Second Floor Living Area: □ 1,300 sq. ft.

architects &
planners, inc.
9429 south
main street
plymouth, mi
48170
734.453.6060

May 31, 2001

ED OR RENOVATED



Preliminary Second Floor Plan "A"
Scale: 1" = 20'-0"

University House
Eastern Michigan University

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 37
DATE:

June 19, 2001

RECOMMENDATION

REPORT: SPECIAL REPORT ON FEDERAL FUNDING

ACTION REQUESTED

It is recommended that the Special Report on Federal Funding be received and placed on file.

STAFF SUMMARY

At the request of the Board of Regents, a comparison and analysis of federal funding received by the 15 State universities has been prepared. The report shows Eastern's relative standing compared to the other schools in two areas; federal financial aid and federal grants/contracts.

Financial Aid:

EMU ranks sixth of the thirteen reporting units in total financial aid expenditures. The primary difference between EMU and the higher ranked schools is student indebtedness. EMU students, on average, graduate with \$1,700 less debt than the average student in State universities. Through a proposed workshop on debt management to be conducted out of the Division of Enrollment Services, student's reliance on federal loans, as opposed to high cost credit card debt, is expected to increase.

Financial Aid award guidelines are revised to distribute funding in the most equitable manner, and the budgetary needs of EMU students are reviewed and updated annually to reflect changes in educationally related costs.

Grants/Contracts:

There is a strong correlation between institutions with doctoral programming, medical and/or engineering schools, and levels of federal research expenditures. Grants and contracts offered by the federal government are heavily concentrated in medical and engineering initiatives. Of the seven schools without medical or engineering programs, EMU ranks first in federal grants and contracts.

EMU's federal awards have doubled from \$2.6 million in 1999 to a projected \$5.4 million in 2001. Continuation of the gains we have experienced during the past three years will be contingent upon additional investment in research infrastructure and the support and development of Institutes and Centers. The replacement of obsolete laboratory equipment, expansion of laboratory space, research administrative support at the College level, and enhancements of centralized support services are required for research activities to continue to grow.

1.

FISCAL IMPLICATIONS

Current financial aid budgets and matching funds budgets have been prepared using relevant information. Through the strategic planning process, additional funding for investment in research infrastructure, laboratory equipment and space, research administrative support and centralized support services is being requested.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date

**EASTERN MICHIGAN UNIVERSITY
Special Report to the Board of Regents
FEDERAL FUNDING**

At the request of the Board of Regents, a comparison and analysis of federal funding received by the 15 State universities has been prepared.

I. Source of Information:

The Single Audit Act requires an annual federal audit (commonly known as the "A133 audit") of all not-for-profit organizations that receive federal funding in excess of \$300,000 annually. The audit is performed by independent accountants who express an opinion on compliance with federal laws, regulations, contracts and grants applicable to major federal programs under university management.

The A133 audit reports of the 15 State universities have been collected and used as the primary source of data for this analysis. Because some schools have not yet published their fiscal 2000 audit report, some data is from fiscal 1999. Eastern Michigan University's A133 audit was presented to the Board on January 16, 2001.

II. Analysis:

Financial Aid:

Federal financial aid can be divided into two categories: campus based and non-campus based. Campus based aid (Perkins Loans, Supplemental Educational Opportunity Grant (SEOG), Federal Work Study) is a formula-determined annual allocation, with each institution receiving an allotted amount based on a prescribed, per campus formula. Each institution is allowed to set award limits, within guidelines established by law. Non-campus based aid (Pell Grants, Stafford and Parent Loans) consists of all other federal financial aid awarded based on student budgetary needs. The exhibit below shows all federal aid by State institution.

School	Total Federal Financial Aid Expenditures	Rank	Campus Based	Rank	Non-Campus Based	Rank
Michigan State University	\$169,152,113	1	\$9,369,761	2	\$159,782,352	1
Univ of Michigan (all campuses)	160,468,022	2	15,006,656	1	145,461,366	2
Western Michigan Univ	93,155,485	3	3,503,578	6	89,651,907	3
Central Michigan Univ.	73,206,017	4	2,664,092	8	70,541,925	4
Wayne State University	68,940,660	5	4,220,687	4	64,719,973	5
Eastern Michigan Univ	55,643,304	6	3,310,621	7	52,332,683	6
Grand Valley State Univ	49,548,171	7	3,874,501	5	45,673,670	7
Ferris State University	42,230,417	8	4,346,365	3	37,884,052	8
Northern Michigan Univ	22,336,234	9	2,512,531	9	19,823,703	9
Oakland University	18,800,923	10	976,416	11	17,824,507	10
Michigan Tech University	16,090,432	11	2,184,780	10	13,905,652	12
Saginaw Valley State University	15,258,034	12	395,547	13	14,862,487	11
Lake Superior State University	9,669,197	13	767,676	12	8,901,521	13

EMU ranks sixth of the thirteen reporting units in total federal financial aid expenditures. Financial aid is awarded in the following priority: scholarships, grants, work study and loans. Student loans are typically used for funding the gap between the cost of education and other available aid. The primary difference between EMU and the higher ranked schools is our relatively low student indebtedness. In comparison to the other State universities, EMU's average student indebtedness upon graduation is \$11,719 compared to the average for reporting State schools of \$13,448. In addition, research conducted by Sallie Mae Corporation, a leading student loan processor, reveals that college students nationwide are carrying high credit card debt.

Grants/Contracts:

The following table ranks the state public universities by their level of federally funded expenditures for sponsored programs. The rankings illustrate the strong correlation between institutions with doctoral programming, medical and/or engineering schools, and levels of federal research expenditures. All those ranked above EMU have Carnegie designations as being doctoral/ research-intensive or doctoral/research-extensive institutions. Research is an integral component of any

doctoral program and is required for all students enrolled in such programs. To a large extent, universities must provide the means for those experiences through externally funded projects.

School	Federal Expenditures	Doctoral Programs	Engineering Programs	Medical School	# of Doctoral Programs	Enrollment
Univ of Michigan (all)	\$380,597,482	yes	yes	yes	126	52,280
Michigan State Univ	136,302,140	yes	yes	no ??	100	43,366
Wayne State University	87,191,240	yes	yes	yes	11	30,408
Michigan Tech Univ	18,693,891	yes	yes	no	15	6,336
Western Mich Univ	10,371,817	yes	yes	no	25	28,657
Oakland University	5,545,801	yes	yes	no	8	15,235
Eastern Mich Univ	3,263,350	yes	no	no	1	23,517
Grand Valley State Univ	2,623,338	no	no	no		18,579
Ferris State Univ	2,141,623	no	no	no		9,847
Northern Mich Univ	2,037,862	no	no	no		8,232
Saginaw Valley State University	1,767,999	no	no	no		8,622
Central Michigan University	1,054,995	yes	no	no	7	23,638
Lake Superior State University	957,411	no	no	no		3,085

Of the seven schools without medical or engineering programs, EMU ranks first in federal grants and contract.

Grants and contracts offered by the federal government are heavily concentrated in medical and engineering initiatives. As illustrated in the chart below, the Department of Health and Human Services provides nearly half (46.8%) of all federally sponsored research funding. Most of that funding is designated for medical research, an area where EMU is only minimally qualified to participate. The next highest ranking agencies, Department of Defense (12.0%), Department of Energy (10.8%) , and NASA (9.7%) offer research opportunities that are heavily centered in engineering. These top four agencies account for nearly 80% of all available federal funding. Based on the programs EMU offers, the University is eligible to compete for only a small fraction of that funding, while universities ranked above EMU are eligible to compete for nearly all of it.

**FEDERAL RESEARCH BY AGENCY
 FISCAL YEAR 2000*
 (dollar amounts in millions)**

Health & Human Services	\$17,754	46.8%
Defense	4,541	12.0%
Energy	4,136	10.8%
NASA	3,671	9.7%
National Science Foundation	2,724	7.2%
Agriculture	1,515	4.0%
Commerce	822	2.2%
Veterans Affairs	633	1.7%
Interior	572	1.5%
Other	514	1.4%
Environmental Protection Agency	446	1.2%
Transportation	406	1.1%
Education	153	0.4%
TOTAL	\$37,887	100%

* Data Source: The Executive Office of the President of the United States, Fiscal Year 2002 Analytical Perspectives, Budget of the United States Government, U.S. Government Printing Office

Basic science, social science, education, and arts research rank much lower in federal funding priorities. There is greater competition for these funds because nearly all institutions of higher education are eligible to apply. The largest sources of federal funding for EMU have been and continue to be the U.S. Department of Education and National Science Foundation. These agencies support initiatives in areas where EMU can successfully compete based on the programs we offer.

Actual sponsored project expenditures at EMU are closely correlated to the dollar values of grants received. The following table illustrates the steady increase in federal grant funding over the past three years both in dollars and percent of total sponsored activity. Through May 15, 2001, EMU has received federal awards totaling nearly \$4.8 million. The fiscal year total is expected to exceed \$5.4 million. Related federal expenditures will continue to increase accordingly.

	FY 1999 Awards	Pct of Total Awards	FY 2000 Awards	Pct of Total Awards	FY 2001 Awards*	Pct of Total Awards
Federal Government	\$2,635,786	18.5%	\$3,303,149	22.7%	\$4,781,411	33.5%

* Awards received through 5/15/01

III. Conclusions:

Financial Aid:

Award guidelines are revised to distribute funding in the most equitable manner and the budgetary needs of EMU students are reviewed and updated annually to reflect changes in educationally related costs.

To help educate our students on debt management, the Division of Enrollment Services is proposing, via the strategic planning process, the development of workshops on student loans, loan repayment options, pre-payment plans and other strategies to minimize reliance on credit card debt. As a result, financial aid in the form of federal loans will likely increase as students choose this alternative, as opposed to credit cards, for paying educational costs.

Grant/Contracts:

Continuation of the gains we have experienced during the past three years will be contingent upon additional investment in research infrastructure and the support and development of Institutes and Centers. Institutes and Centers contribute 70% of all sponsored activity at EMU. The replacement of obsolete laboratory equipment, expansion of laboratory space, research administrative support at the College level, and enhancements of centralized support services are required for research activities to continue to grow.

Increased federal funding will follow the creation of new Ph.D. programs. EMU's new Ph.D. programs in Clinical Psychology and Technology will clearly have a positive impact.

Organizational and infrastructure needs are being considered in EMU's comprehensive strategic planning process. The priority has been underscored by President Kirkpatrick, who has appointed a cross-cutting committee focusing on Institutes, Centers, and Interdisciplinary Research. The work of the committee is an important component of EMU's comprehensive institutional strategic plan.