

**EASTERN MICHIGAN UNIVERSITY**

**Board of Regents**

201 Welch Hall

(734) 487-2410

Tuesday, June 15, 2004

- 8:00 a.m. Student Affairs Committee Meeting  
201 Welch Hall
- 8:00 a.m. Faculty Affairs Committee Meeting – No meeting in June  
205 Welch Hall
- 9:00 a.m. Educational Policies Committee Meeting  
205 Welch Hall
- 10:00 a.m. Finance Committee Meeting – Note time change for June  
201 Welch Hall
- 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 – Resolution  
Women's Basketball Team  
Men's Swimming and Diving Team  
Men's Indoor Track and Field Team

Tab C - Minutes of March 16, 2004, Regular Board Meeting

Tab D - President's Report

## CONSENT AGENDA

- Section 1 REPORT: Treasurer's Report (FC)
- Section 2 REPORT: Internal Audit (FC)
- Section 3 REPORT: Grants/Contracts (FC)
- Section 4 REPORT: Construction Projects Progress (FC)
- Section 5 REPORT: Accounts Receivable (FC)
- Section 6 REPORT: Interim Budget Status (FC)
- Section 7 REPORT: Technology Plan Implementation (FC)
- Section 8 Academic Affairs Administrative/Professional Appointments/Transfers (EPC)
- Section 9 Staff Appointments (EPC)
- Section 10 Separations/Retirements (EPC)
- Section 11 Emeritus Faculty Status (EPC)
- Section 12 Faculty Appointments (EPC)
- Section 13 Faculty Reappointments (EPC)
- Section 14 Faculty Tenure (EPC)
- Section 15 Faculty Promotions (EPC)
- Section 16 Lecturer Promotions (EPC)

## REGULAR AGENDA

### Student Affairs Committee

- Section 17 Monthly Report and Minutes (SAC)

### Educational Policies Committee:

- Section 18 Monthly Report and Minutes (EPC)
- Section 19 2004-05 Sabbatical Leaves (EPC)
- Section 20 2004-05 Faculty Research and Creative Activity Fellowships (EPC)
- Section 21 2004 Spring-Summer Awards for Research & Creative Activity (EPC)
- Section 22 POLICY RECOMMENDATIONS: New, Revisions and Deletions (EPC)

### Finance and Audit Committee:

- Section 23 Monthly Report (FC)
- Section 24 FY 2004-05 Tuition and Mandatory Fees (FC)
- Section 25 FY 2004-05 General Fund Operating Budget (FC)
- Section 26 FY 2004-05 Room and Board Rates (FC)
- Section 27 FY 2004-05 Auxiliary Fund Operating Budgets (FC)
- Section 28 FY 2005-06 General Fund Scholarships, Awards, and Grants (FC)
- Section 29 Appointment of EMU Director and Alternate Director  
To the Michigan Universities Self-Insurance Company (MUSIC) (FC)
- Section 30 Recommendation: Campus Concept Plan (FC)

# EASTERN MICHIGAN UNIVERSITY

## Board of Regents' Meeting

The preliminary minutes of the March 16, 2004, Board of Regents Meeting.

The Regular Meeting of the Eastern Michigan University Board of Regents was called to order by Chair Incarnati at 12:15 p.m. in Room 201, Welch Hall, Ypsilanti, Michigan.

Chairman Incarnati asked Secretary Aymond for an attendance call.

The Board Members present were:

- Chairman Philip Incarnati
- Vice Chair Karen Q. Valvo
- Regent Joseph Antonini
- Regent Jan Brandon
- Regent Steven Gordon
- Regent Rosalind Griffin
- Regent Michael Morris
- Regent Sharon Rothwell

Members of the Administration present were:

- President Samuel Kirkpatrick
- Vice President Paul Schollaert
- Interim Vice President John Beaghan
- Vice President Juanita Reid
- Vice President Jim Vick
- Vice President Stu Stamer

Absent member of the Administration:

- Vice President Courtney McAnuff

## COMMUNICATIONS

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

Mark Higbee, a member of the faculty, spoke about educational concerns at EMU.

Sean Gray, president of the Student Body, spoke about the disruptions caused by Channel 7.

Alena Frey, a member of the student leader group, spoke of her support for EMU.

Frank Zanger, a member of the Inter-Fraternity Council, spoke in support of EMU.

Kate Mehuron, a member of the faculty representing the AAUP, spoke about faculty searches.

Kenneth Rusiniak, a member of the AAUP Bargaining Council, spoke about recent distractions from the core mission of the University.

Susan Moeller, a member of the AAUP Executive Council, spoke about the erosion of the faculty unit.

Jeffrey Buzzell did not appear.

Aaron Deakins, spoke about the allocation of funds used to pay for the president's house.

Bernice Lindke, spoke about the achievements and accomplishments over the last 3 years.

Zoe Alexis Piliafas, spoke about wanting the Board of Regents to address the students regarding the president's house.

Dan Hunter, spoke against the University House.

Michelle Cousineau, a member of the Planning Awareness Club of EMU, read a letter to the Board about the University House.

Delmo Jackson III, a member of the student body, spoke about the KKK incident on campus.



The Board Chair stated that given the lateness of the hour, the Board would reconvene at 2:00 p.m.

The Board recessed for lunch.

The Regular Meeting of the Eastern Michigan University Board of Regents was reconvened at 2:02 p.m. and an attendance roll call was taken.

The Board Members present were:

Chairman Philip Incarnati  
Vice Chair Karen Q. Valvo  
Regent Joseph Antonini  
Regent Jan Brandon  
Regent Steven Gordon  
Regent Rosalind Griffin  
Regent Michael Morris  
Regent Sharon Rothwell

## RESOLUTION: EASTERN ECHO & CELLAR ROOTS

Regent Brandon moved and Regent Griffin supported the Resolution.

**WHEREAS**, The Eastern Echo, Eastern Michigan University's independent student newspaper, earned national acclaim by receiving a Pacemaker Award, its third in two years, in recognition of its general excellence and outstanding achievement for both online and print editions; and

**WHEREAS**, the Pacemaker – considered to be the Pulitzer Prize of college journalism – was presented to The Eastern Echo by the Associated Collegiate Press at the National College Media Convention in Dallas in November, 2003; and

**WHEREAS**, The Eastern Echo, so awarded, was edited by Kristina Smith and Adam Sparkes, et. al., under the auspices of the Department of Student Media; and

**WHEREAS**, the 2002 edition of Cellar Roots, Eastern Michigan University's magazine of the literary and visual arts, also earned national acclaim by receiving a Pacemaker Award in recognition of its general excellence and outstanding achievement from the Associated Collegiate Press at the National College Media Convention in Dallas in November, 2003; and

**WHEREAS**, the 2002 edition of Cellar Roots was edited by Vanessa Grahl, under the auspices of the Department of Student Media; and

**WHEREAS**, both The Eastern Echo and Cellar Roots have benefited greatly from collaboration among students from many disciplines and the support and guidance of the Student Media Board of Directors, including faculty, staff, students and professional journalists, resulting in many state and national awards, including 38 Michigan Press Association Collegiate Press Awards, two magazine Pacemakers for Cellar Roots and three Pacemakers for the Echo, in the last three years alone;

**NOW, THEREFORE, BE IT RESOLVED**, that the Eastern Michigan University Board of Regents does hereby congratulate the students and staff in the Department of Student Media for their professionalism, innovation and hard work leading to this national recognition for themselves and Eastern Michigan University.

**Motion Carried.**

**MINUTES OF DECEMBER 2, 2003  
REGULAR BOARD MEETING**

Regent Morris moved and Regent Rothwell seconded to approve the minutes of the January 20, 2004, Regular Board of Regents Meeting.

**Motion Carried.**

**PRESIDENT'S REPORT**

Universities everywhere are experiencing whitewater times and EMU is no exception. The state is disinvesting in us, the Michigan economy continues to stagnate, technology is changing nearly all that we do, and new demographic forces are reshaping our higher education institutions. Change is necessary and inevitable, however complex and challenging.

In preparing my remarks for today, I couldn't help but be affected by recent media coverage about EMU and the impact it has had on outstanding faculty and staff who do their best each and every day to deliver a quality academic and co-curricular learning experience for our students. To each of you who have been called upon to defend what you do, I want to say thank you. I truly appreciate your efforts to stay focused on the important work we are doing here and to step forward to share information about the many excellent people, programs and services that comprise EMU.

Most of us made a conscious choice to affiliate with a university because they are places where hope is eternal. We believe in progress, in advancement, and in the creation and dissemination of new knowledge. We are motivated by a sense of the possible and by hope itself. Our institutions, including EMU, have endured many challenges and have become stronger and more resolute because of them. We need to keep focused on our mission and move forward; indeed, there are many signs of our strength and accomplishments.

I believe the most significant current evidence of our collective ability to create a vision together is our master planning activity. Over the course of the last year, undistracted by environmental noise, all sets of key institutional stakeholders, inside and out, facilitated by external experts and a broad-based university committee, have created a long-term, comprehensive vision of the campus and developed a set of planning principles to get us there over the next two to three decades. This current concept plan, presented in an initial Board briefing this morning, is a vital collaborative effort that will have a lasting impact on the University.

Also, through the efforts of faculty and staff we:

- Implemented the first phase of our substantial classroom improvement project that has been in the research and planning phase for two years. The project is impacting 131 classrooms in 13 buildings and includes heating and ventilation upgrades, new lighting, furniture and painting.
- Launched the University Diversity Council. The Council's overall purpose is to facilitate the institution's goal of being a model for diversity and inclusion by engaging in the comprehensive, systematic analysis of diversity issues, facilitating institutionally embedded diversity planning and ensuring a vigorous and proactive stance toward curricular and academic diversity. Yesterday, in conjunction with Women's History Month, we spent a full day focused on inclusion with U.S. Civil Rights Commissioner and former EMU faculty member, Dr. Mary Frances Berry.
- Implemented TestWell, an online health assessment tool designed to assist faculty, staff and graduate assistants to become more aware of the different dimensions of wellness and to help them identify the areas that need improvement.
- The Employee Wellness Program and the Health and Safety Office also offered a prevention-oriented Ergonomics Fair to educate individuals on how to make workstations ergonomically correct.
- This month we launched our newest professional development program, "Management EMU," which provides an intensive six week experience for cohorts of managers. The curriculum focuses on management skills, budgeting, teamwork, decision-making, communications and other skill sets important for our continuous improvement efforts.
- Dedicated new laboratory technology equipment for students with visual impairments and dyslexia who can now scan textbooks and either print in braille or have the computer read it back to them.
- Sent 60 EMU students to eight different sites to participate in this year's volunteer work with the Alternative Spring Break program coordinated through the VISION Office.
- Hosted a public hearing of the Michigan House Civics Commission with seven state legislators and students from several institutions, including three from EMU (Alena Frey, Jason Thomas, and Angelina Hamilton) who provided testimony on ideas for new legislation.

- Submitted six proposals to Michigan's Congressional delegation for consideration of special federal funding for academic and outreach programs for the next funding year.
- Testified at the Senate Appropriations Subcommittee on Higher Education to explain EMU's needs and fixed cost challenges. My testimony, which included a recommendation that EMU accept the state tuition restraint agreement, highlighted the impact of continual budget cuts on EMU and the future economic impact on the state.

Last week, EMU hosted the joint legislative and education leader Blue Ribbon Panel on the Civic Good of Higher Education. It provided an opportunity for testimony from EMU faculty and students about our programs and their experiences with community service and civic engagement. As a member of the panel, I will be traveling to other testimony sites in the state, and EMU will have additional opportunities to showcase its strengths in this important area.

Yesterday, I also had the pleasure of co-hosting a reception with University of Michigan President Mary Sue Coleman to celebrate the arrival on campus of the Declaration of Independence. The document came to EMU as part of the "Declare Yourself" college tour to stimulate civic participation and is being displayed at only 18 universities nationally. This "original copy" of the Declaration of Independence is one of the broadside copies distributed throughout the colonies to promote the subsequent signing.

Staff is also busy with the "business" of campus:

- Our national searches for Deans of the Colleges of Health and Human Services and Business continue, with several outstanding candidates having visited campus.
- As a result of the Higher Learning Commission's formal approval for our admission to AQIP, the continuous improvement model for regional accreditation, we are undertaking formal institutional assessment processes that will lead to identifying projects aimed at improving the University.
- Our first sales of graduate student loans, issued through our innovative school-as-lender program, have generated \$100,000 in proceeds to support our scholarship program.
- More than 600 students and their families have attended six admitted student receptions this winter throughout Michigan and Ohio, and during the first week of Fast Track for Fall 2004, more than 230 students were registered for classes. The goal of this initiative is to keep enrollment on track for fall.

One of the highlights of my year is the annual "President for a Day" program. This year I had the opportunity to exchange places with Edward Connor, a senior education major. President Connor followed my schedule of meetings and presentations and I attended his classes and met with students in Phelps Hall as part of my duties as a Resident Adviser. We both then traveled to Flint to host a reception for alumni and prospective students and their parents. This is my fourth year of exchanging places with a student and each year I find I learn something new about EMU. I want to thank Eddie for participating and his professors for putting up with a new student in class.

Fundraising, always one of our top priorities, continues to do well, with the EMU Foundation reporting \$3 million in cash gifts at the end of February. Gifts of note since my last report include:

- \$231,000, representing first-year funding for a \$1.2 million commitment from the Skillman Foundation to provide academic, social and cultural support to low-income, gifted and talented Detroit minority youth.
- The Dearborn Chapter of the Daughters of The American Revolution is establishing an endowed scholarship for Native American women with a gift of \$120,000.
- A gift of \$25,000 from the DaimlerChrysler Foundation Fund will benefit EMU's student honors thesis program.
- The EMU endowment continues to experience growth, with a gain of over \$5 million since the outset of the fiscal year.

As part of our overall public engagement initiatives, we are introducing an exciting new program called "Journeys of the Mind." This program will involve a series of dinner-conversations at the University House linking EMU faculty and business and civic leaders from southeastern Michigan.

As always, we are most appreciative of the efforts of our own EMU family in support of our engagement and development functions. We will be featuring the EMU Faculty and Staff Giving Program in a special *Focus EMU* insert April 6.

We continue to experience success in the athletic arena as well.

- Our Women's Basketball team captured their first-ever MAC conference championship and will begin their NCAA tournament competition on Saturday in Columbus, Ohio.
- The men's track team won its ninth consecutive Mid-American Conference indoor Track and Field championship and Coach Brad Fairchild won his fourth Coach of the Year Award.
- The EMU men's swim team captured its record 24<sup>th</sup> MAC title, breaking the record for most points scored in a championship meet.
- And, our men's intramural basketball team won the regional tournament and advances to the national championships in Orlando.

There are several upcoming events that I would like to highlight:

This Friday, as a prelude to our annual Salute to Excellence Week at EMU, the College of Education will host the 3rd annual Hall of Fame induction ceremony.

Our Salute to Excellence week begins next Monday with the Graduate Research Fair involving more than 100 graduate students. Tuesday we will salute the Student Gold Medallion recipients. Wednesday we will celebrate Employee Service and Faculty Excellence. Thursday we celebrate Founders Day and the Student Affairs Gold Medallion award winners. The capstone of the week is the 24<sup>th</sup> Annual Undergraduate Symposium. This unique program will showcase the research and creative projects of our undergraduate students through 125 oral presentations and 37 poster displays. The keynote speaker this year is Ambassador Percy Mangoaela (Lesotho), past vice president of the UN General Assembly. On Monday, March 29 we will add an exclamation point to the week by celebrating the Holman Learning Center Awards.

Several events are planned for alumni and friends. Highlights include a Plymouth/Canton Outreach on April 29, the 43<sup>rd</sup> Annual Alumni Awards Dinner May 8, and a Detroit-Area Outreach at the Detroit Athletic Club May 12.

This weekend, EMU will host the world championship for the Professional Bowlers Association. The event will be televised nationally on ESPN.

And finally, our intramural gymnastics team will host the National Gymnastics Championships March 26-27.

We have much to be proud of at EMU. I look forward to working with the Board as we tackle the many challenges that we face and celebrating Spring Commencement on April 25.

## TREASURER'S REPORT

### Section 1

Regent Antonini moved and Regent Brandon seconded that the Treasurer's Report for the month of March 2004, be received and placed on file.

Motion Carried.

## INTERNAL AUDIT

### Section 2

Regent Antonini moved and Regent Brandon seconded that the Internal Auditor's activity report for the period January – March 2004 be received and placed on file.

Motion Carried.

## GRANTS/CONTRACTS

### Section 3

Regent Antonini moved and Regent Brandon seconded that 61 grants and contracts totaling \$3,290,301 for the period 1/1/04 through 02/29/04 be accepted.

Motion Carried.



## **CONSTRUCTION PROJECTS PROGRESS**

### **Section 4**

Regent Antonini moved and Regent Brandon seconded that the Board receive and place on file the Construction Projects Progress Report for the period ending January 31, 2004.

**Motion Carried.**

## **ACCOUNTS RECEIVABLE**

### **Section 5**

Regent Antonini moved and Regent Brandon seconded that the Student Accounts Receivable Ratio Analysis, the Student Accounts Receivable Reports, and the Collection Agency Inventory as of January 31, 2004, be received and placed on file.

**Motion Carried.**

## **2004 GENERAL FUND BUDGET INTERIM STATUS REPORT**

### **Section 6**

Regent Antonini moved and Regent Brandon moved that the 2004 General Fund Budget Interim Status Report as of January 31, 2004 be accepted and placed on file.

**Motion Carried.**

**REPORT: Information and Communications  
Technology Initiatives**

**Section 7**

Regent Antonini moved and Regent Brandon seconded that the Board accept and place on file the ICT Initiatives progress report and financial status report.

**Motion Carried.**

**STAFF APPOINTMENTS – DIVISION OF ACADEMIC  
AFFAIRS ADMINISTRATIVE/PROFESSIONAL  
APPOINTMENTS/TRANSFERS**

**Section 8**

Regent Antonini moved and Regent Brandon seconded that the Board of Regents approve one new Administrative/Professional appointment at the rank, salary and effective date as shown below.

<u>Last Name</u>	<u>First Name</u>	<u>Race/Gender</u>	<u>Rank</u>	<u>Salary</u>	<u>Department</u>
White	Candice	AA/F	AP09	\$42,000.00	Asst VP for Academic Affairs

**Motion Carried.**

## STAFF APPOINTMENTS

### Section 9

Regent Antonini moved and Regent Brandon seconded that the Board approve 14 staff appointments for the period January 1, 2004 through February 29, 2004.

## STAFF APPOINTMENTS

DATE: 3/2/04

## BOARD REPORT

## ALPHABETICAL LISTING WITHIN CLASSIFICATION LEVEL WITHIN EMPLOYEE GROUP

NAME	DEPARTMENT	E CLASS	GRADE	JOB TITLE	HIRE DATE	ANN. SALARY	%	RACE	SEX	REASON
Palka, Joe L	I/C Ath Admin	AC	12	Asst Coach(Ftbl/Mn-Wmn Bsktbl)	02/11/2004	\$45,000.00	100	WH	M	HIRE - NEW STAFF/FACULTY
White, Candice M	Dir Acad Human Res	AP	PFHR2	Acad Aff Empl/Affirm Act Spec	01/26/2004	\$42,000.00	100	BL	F	HIRE - NEW STAFF/FACULTY
Landingham, Bethany	Cont Certification	CS	04	Secretary II	01/02/2004	\$23,113.00	100	WH	F	HIRE - NEW STAFF/FACULTY
Tripp, Rebekah	Office of the Registrar	CS	04	Customer Service Rep	01/15/2004	\$23,113.00	100	WH	F	HIRE - NEW STAFF/FACULTY
Scott, Erin	Office of the Registrar	CS	05	Graduation Auditor/Evalu	01/12/2004	\$26,118.00	100	WH	F	HIRE - NEW STAFF/FACULTY
Thomas, Lolita	Ce Reg Ctr Flint	CS	05	Customer Service Rep II	01/05/2004	\$26,118.00	100	BL	F	HIRE - NEW STAFF/FACULTY
Stentzel, Dawn	The Learning Center	CS	06	Office Supervisor	02/02/2004	\$28,482.00	100	WH	F	HIRE - NEW STAFF/FACULTY
Dykes, Nathan C	Custodial Services	FM	06	Custodian	02/12/2004	\$22,318.40	100	BL	M	HIRE - NEW STAFF/FACULTY
Harris, Veronica	Custodial Services	FM	06	Custodian	01/25/2004	\$22,318.40	100	BL	F	HIRE - NEW STAFF/FACULTY
Holder, Mathew	Hdc Support Services-Housing	FM	06	Custodian	02/04/2004	\$22,318.40	100	WH	M	HIRE - NEW STAFF/FACULTY
Jimpa, Lobsang	Hdc Support Services-Housing	FM	06	Custodian	01/29/2004	\$22,318.40	100	AS	M	HIRE - NEW STAFF/FACULTY
Lowe, Timothy	Hdc Support Services-Housing	FM	06	Custodian	01/29/2004	\$22,318.40	100	WH	M	HIRE - NEW STAFF/FACULTY
Thomas, Pat R	Hdc Support Services-Housing	FM	06	Custodian	02/12/2004	\$22,318.40	100	BL	M	HIRE - NEW STAFF/FACULTY
Duan, Shengyao	Ceita	PT	08	Research Associate II	01/05/2004	\$40,000.00	100	AS	M	HIRE - NEW STAFF/FACULTY

Motion Carried.

## SEPARATIONS/RETIREMENTS

### Section 10

Regent Antonini moved and Regent Brandon seconded that the Board approve 17 separations and retirements for the reporting period January 1, 2004 through February 29, 2004 as shown on the following listings:

## ALPHABETICAL LISTING WITHIN CLASSIFICATION LEVEL WITHIN EMPLOYEE GROUP

NAME	DEPARTMENT	E CLASS	GRADE	JOB TITLE	HIRE DATE	SEPARATION D	ANN. SALARY	%	RACE	SEX	REASON
Hancock, Lee M	ICT-Operations Production	AP	12	Dir IT Operations	1/2/1984	1/2/2004	\$ 80,811.00	100	WH	M	TERM RETIREMENT
Knutson, Gordon	World College-Apa	AP	CDAP3	Asst Dir Eur Cult History Tour	5/24/1990	1/31/2004	\$ 58,624.00	100	WH	M	TERM RETIREMENT
Cart, Catherine M	Accounts Payable Adm	AP	MGIL2	Mgr Accts Payable & Data Cntrl	8/27/1970	1/9/2004	\$ 58,140.00	100	WH	F	TERM RETIREMENT
Havranek, John M	Architect & Eng Sys	AP	MGIL2	Mgr Architec & Struc Systems	10/10/1983	2/29/2004	\$ 68,356.00	100	WH	M	TERM END APPOINTMENT
Byrd, Richard J	ICT-Application Development	AP	MGIT3	Dir IT Enrollment Systems	10/4/1978	1/30/2004	\$ 77,813.00	100	WH	M	TERM RETIREMENT
Roure, Jodie G	Dir Acad Human Res	AP	PFHR2	Acad Aff Empl/Affirm Act Spec	10/6/2003	1/7/2004	\$ 36,000.00	80	HI	F	TERM PERSONAL
Dorr, Frances J	Office of the Registrar	CS	04	Sr Clerk	12/11/2000	1/9/2004	\$ 23,113.00	100	WH	F	TERM RETIREMENT
Miller, Zonna R	Office of the Registrar	CS	05	Graduation Auditor/Evalu	9/29/1980	2/1/2004	\$ 30,201.89	100	WH	F	TERM RETIREMENT
Stanton, Eric	Library-General Account	CS	05	Library Assistant III	5/13/1997	2/20/2004	\$ 26,118.00	100	BL	M	TERM PERSONAL
Bush, Dave	Custodial Services	FM	06	CUSTODIAN	1/14/2002	2/26/2004	\$ 17,388.80	100	WH	M	TERM INVOLUNTARY
Hall, Donald	Custodial Services	FM	06	Custodian	3/16/1998	2/11/2004	\$ 27,726.40	100	BL	M	TERM INVOLUNTARY
Reed, John	Dining Services	FM	06	Cook	9/9/1985	1/6/2004	\$ 29,556.80	100	WH	M	TERM INVOLUNTARY
Owen, Jerry	Grnds Walks Roadways	FM	12	Groundsperson	4/1/1996	1/6/2004	\$ 31,657.60	100	WH	M	TERM INVOLUNTARY
Traskos, Douglas	Grnds Walks Roadways	FM	12	Groundsperson	5/15/1985	2/6/2004	\$ 32,281.60	100	WH	M	TERM INVOLUNTARY
Tipton, Jared	Dining Services	PT	06	Asst Unit Mgr Dining Services	12/13/1999	1/1/2004	\$ 38,558.00	100	WH	M	TERM PERSONAL
Wagner, David	Ce Reg Ctr Detroit	PT	08	Mgr CE/Detroit Programs	2/16/1998	1/2/2004	\$ 36,582.00	100	WH	M	TERM PERSONAL
Ahmed, Anjum S	Institutional Res and Info Manage	PT	10	Sr Programmer/Analyst	1/17/1983	2/5/2004	\$ 35,453.08	80	AS	F	TERM PERSONAL

Motion Carried.

## EMERITUS FACULTY STATUS

### Section 11

Regent Antonini moved and Regent Brandon seconded that the Board grant Emeritus Status to two former faculty members (one posthumously) listed below:

**Katherine Strand Evans**  
Professor, Department of Communications & Theatre Arts  
From 1973 – 2003 (30 yrs.)

**Constantine Nicholas Raphael**  
Professor, Department of Geography & Geology  
From 1967 – 2004 (37 yrs.)

**Motion Carried.**

## STUDENT AFFAIRS COMMITTEE

### Section 12

Regent Brandon moved and Regent Gordon seconded that the Agenda for March 16, 2004, and the Minutes of January 20, 2004, be received and placed on file.

**Motion Carried.**

## EDUCATIONAL POLICIES COMMITTEE

### Section 13

Regent Valvo moved and Regent Griffin seconded that the Agenda for March 16, 2004, and the Minutes of the January 20, 2004 meeting be received and placed on file.

**Motion Carried.**

## **REPORT: FACULTY PERSONNEL PRACTICES**

### **Section 14**

Regent Valvo moved and Regent Griffin seconded that the Report on Faculty Personnel Practices be accepted and placed on file.

**Motion Carried.**

## **NEW ACADEMIC PROGRAM: MASTER'S IN SCHOOLS, SOCIETY AND VIOLENCE**

### **Section 15**

Regent Valvo moved and Regent Morris seconded that the Board approve a new Academic Program: Master's in Schools, Society and Violence.

**Motion Carried.**

## **NEW ACADEMIC PROGRAM: MASTER'S IN HEALTH EDUCATION**

### **Section 16**

Regent Valvo moved and Regent Griffin seconded that the Board approve a new Academic Program: Master's in Health Education.

**Motion Carried.**



**NEW ACADEMIC PROGRAM: MASTER'S IN  
BIOINFORMATICS**

**Section 17**

Regent Valvo moved and Regent Griffin seconded that the Board approve a New Academic Program: Master's in Bioinformatics.

**Motion Carried.**

**NEW ACADEMIC PROGRAM: MASTER'S IN  
CLINICAL RESEARCH ADMINISTRATION**

**Section 18**

Regent Valvo moved and Regent Griffin seconded that the Board approve a New Academic Program: Master's in Clinical Research Administration.

**Motion Carried.**

**CHARTER SCHOOLS BOARD APPOINTMENTS**

**Section 19**

Regent Valvo moved and Regent Griffin seconded that the Board approve Mary Brooks-Walker and Jamal Mohanesh to three-year terms on the Board of Directors of the Academy for Business and Technology; Clifford Lamberg to a three-year term on the Board of Directors of Gaudior Academy; and Kathleen Harris to a three-year term on the Board of Directors of Grand Blanc Academy.

**Motion Carried.**

**REISSUANCE OF CHARTERS:  
EDISON OAKLAND ACADEMY AND  
GRAND BLANC ACADEMY**

**Section 20**

Regent Valvo moved and Regent Griffin seconded in recommending the Board approve the Reissuance of the charters for Edison Oakland Academy and Grand Blanc Academy and authorize the President of the University to execute new contracts to expire on June 30, 2009.

**Motion Carried.**

**REPORT: CURRICULUM REVIEW**

**Section 21**

No Board action was required.

**OFFICIAL REPORTING DATES**

**Section 22**

Regent Valvo moved and Regent Griffin seconded that the Board approve the following Opening of Term and Official Record dates for the 2004-05 fiscal year as determined by University Policy.

	<u>Opening of Term</u>	<u>Official Record</u>
Summer 2004	July 1, 2004	September 17, 2004
Fall 2004	September 13, 2004.	January 21, 2005
Winter 2005	January 14, 2005	May 13, 2005
Spring 2005	May 5, 2005	July 15, 2005

**Motion Carried.**

## **FACULTY AFFAIRS COMMITTEE**

### **Section 23**

Regent Morris moved and Regent Valvo seconded the Board receive and place on file the Faculty Affairs Committee Agenda for March 16, 2004, and the Minutes of the January 20, 2004, meeting.

**Motion Carried.**

## **FINANCE COMMITTEE**

### **Section 24**

Regent Antonini moved and Regent Griffin seconded that the Board receive and place on file the Working Agenda for March 16, 2004, and the Minutes of the January 20, 2004, Finance Committee Meeting.

**Motion Carried.**

## **COLLECTIVE BARGAINING AGREEMENT BETWEEN EMU AND THE INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE, AND AGRICULTURAL IMPLEMENT WORKERS OF AMERICA, TECHNICAL, OFFICE AND PROFESSIONAL LOCAL 1975**

### **Section 25**

Regent Antonini moved and Regent Griffin seconded that the Board approve the collective bargaining agreement between Eastern Michigan University and the International Union, United Automobile, Aerospace and Agricultural Implement Workers of America, Technical, Office and Professional Local 1975 and authorize the President and the University Bargaining Committee to execute the Agreement on behalf of the Board.

**Motion Carried.**

## **AMENDMENT OF BYLAWS**

### **Section 26**

Regent Antonini moved and Regent Valvo seconded that the Board approve the Amendment of article III of the Bylaws of the Board of Regents listed below.

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ARTICLE III  
MEETINGS OF THE BOARD

3.01

The Board shall schedule regular formal meetings as it deems necessary, but not less than four (4) times per year. Said meetings shall be held on dates and at times as the Board may determine, and ordinarily will be held in Welch Hall at Eastern Michigan University in Ypsilanti, Michigan. Public notice shall be given as to the dates, time and place of the regular formal meetings.

3.02

A majority of the members shall constitute a quorum to transact business at formal meetings of the Board, but a smaller number may meet and adjourn to some other time or until a quorum is obtained.

3.03

Special formal meetings of the Board may be called by the Chairperson or upon the request of any three members of the Board in accordance with established rules. Each Board member shall be informed by messenger or telephone at least 24 hours before the scheduled meeting time of the special formal meeting. Only those matters for which the special formal meeting has been called shall receive consideration unless unanimous consent is granted by the total Board.

3.04

A member of the Board may participate in a special formal meeting by means of conference telephone or similar communications equipment so long as all persons participating in the meeting can hear each other. Participation in a special formal meeting pursuant to this provision shall constitute presence in person at the meeting. Provided, however, that more than one-half of the Board members participating in a special formal meeting must be physically present at the meeting.

3.05

The Board shall consider at its regular formal meetings items that have been placed on the agenda. The Board may consider additional items of business at its regular formal meetings only by a majority vote of those present.

3.06

The business at each regular or special formal meeting shall be conducted under general parliamentary rules set forth in Robert's Rules of Order as modified by the rules and regulations of the Board.

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### 3.07

Formal meetings/sessions of the Board shall be open to the public and public notice shall be given as to the time and place. A formal meeting/session is defined as one which is convened for the purpose of memorializing final board action which is binding on the Board.

### 3.08

Emergency action may be taken by the Board between meetings if and when any matter arises which, in the opinion of the Chairperson, the President, or any three members of the Board, requires official action by the Board prior to the next meeting. An affirmative vote by telephone, facsimile, electronic mail or mail from five members is required for action.

### 3.09

Persons wishing to speak before the Board may do so during the Communications portion of the regular formal Board meeting. The Communications portion of the meeting shall be limited to thirty (30) minutes. Persons will be asked to identify themselves as to name, address and organization they represent, if any.

### 3.10

Persons desiring to address the Board must declare their intent on appropriate forms at least twenty-four (24) hours prior to the beginning of the Communications portion of the meeting.

### 3.11

The amount of time allotted for each individual to speak will depend on the number of persons wishing to speak. Normally, no individual should speak more than 15 minutes, but if there are more than two speakers, that time shall be reduced accordingly.

### 3.12

In those instances to which more than three persons wish to present their views to the Board and all represent a single organization or unit, the presentation will be limited to one spokesperson for 15 minutes or three presenters for five minutes each.

### 3.13

The Secretary to the Board of Regents shall be responsible for the preparation of the agenda. The Secretary will be responsible for contacting the President, the Chairpersons of Board Committees and the Chairperson of the Board for items to be placed on the agenda.

## **STATE TUITION RESTRAINT PLEDGE**

### **Section 27**

Regent Antonini moved and Regent Gordon seconded that the Board accept the State tuition pledge by not increasing Michigan resident undergraduate student tuition and fees in the current 2003-2004 academic year after December 1, 2003, and not increasing Michigan resident undergraduate student tuition and fees for the 2004-2005 academic year above the rate of inflation (Detroit Consumer Price Index (CPI) of 2.4%) contingent on the State restoring 3% of the fiscal 2004 appropriation (\$2,366,200) to base and the State imposing no further appropriation reductions in fiscal 2005.

**Motion Carried.**

## **REPORT: CAMPUS CONCEPT PLAN**

### **Section 28**

No Board action required.

## **REPORT: SARBANES-OXLEY ACT OF 2002 COMPLIANCE BRIEFING**

### **Section 29**

Regent Antonini moved and Regent Morris seconded that the Board receive and place on file the Sarbanes-Oxley Act of 2002 Compliance Briefing and the November 20, 2003 National Association of Colleges and University Business Officers' (NACUBO) Advisory Report.

**Motion Carried.**

**RECOMMENDATION: BOARD OF REGENTS  
FINANCE AND AUDIT COMMITTEE**

**Section 30**

Regent Antonini moved and Regent Griffin seconded that the Board approve renaming the Board of Regents Finance Committee to the "Finance and Audit Committee" with specific audit related responsibilities as described in the Sarbanes-Oxley Act of 2002, Sections 301 and 407, and the National Association of College and University Business Officers (NACUBO) recommendations for institutions of higher education, as follows:

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## ARTICLE IV OFFICERS AND ORGANIZATION

### 4.01 Chairperson

The Board shall elect annually, at its first meeting each year, one of its own members to serve as Chairperson. Immediately following the election, the Chairperson shall be the presiding officer. The Chairperson shall perform such duties as may be prescribed by law or by the regulations of the Board.

### 4.02 Vice Chairperson

The Board shall elect annually, at its first meeting each year, one of its own members to serve as Vice Chairperson. The Vice Chairperson will act in the absence of the Chairperson.

### 4.03 President

The Board shall, as often as necessary, elect a President of the University who shall serve at the pleasure of the Board. He or she shall be an ex-officio member of the Board without a right to vote and shall serve as the University's chief executive officer.

### 4.04

As the chief executive officer of the University, the President shall exercise such powers as are inherent in the position in promoting, supporting the interests of the University and in managing and directing all of its affairs. The President may issue directions and executive orders not in contravention of existing Board policies. The President shall be responsible for all business policies as heretofore enacted or modified or hereafter established subject to the general policies established by the Board. The President shall instruct the proper administrative officers to prepare an annual budget which, upon the President's approval, shall be recommended by the President to the Board. The President shall exercise such other powers, duties and responsibilities as are delegated to or required of him or her by the Board of Regents.

### 4.04 Secretary\*

The Board shall appoint a Secretary to the Board who shall serve at the pleasure of the Board. The Secretary shall keep a public record of all actions of the Board. The Secretary shall be the custodian of the corporate seal and shall cause it to be used at the direction of the Board of Regents. The Secretary shall sign all requisitions for transactions directed by the Board and shall receive monthly statements of the appropriate accounts.

\*See Ineligibility – Section 4.13

### 4.06

The Secretary shall perform such other duties as may be required of him or her by the President and the Board of Regents.



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#### **4.07 Treasurer\***

The Board shall appoint a Treasurer to the Board who shall serve at the pleasure of the Board. The Treasurer is charged with the responsibility for the collection, custody and accounting for all monies due the University. The Treasurer is authorized to sign checks for the expenditure of funds approved by the Board of Regents and to refuse expenditures not authorized by the Board or by budgets approved by the Board.

#### **4.08**

The Treasurer shall sign all formal applications for grants of funds for research, extension or other University purposes as directed by the Board prior to the President's signature being placed on such documents.

#### **4.09**

The Treasurer shall prepare an annual financial report at the close of each fiscal year and such other interim reports as the President and Board of Regents may request.

#### **4.10**

The Treasurer shall perform such other duties as may be required by the President and the Board of Regents.

#### **4.11**

The Board shall also appoint an Assistant Treasurer to act in the absence of the Treasurer.

#### **4.12 Internal Auditor**

The Board shall appoint an Internal Auditor who shall report to the Board Finance and Audit Committee and receive supervision from the Treasurer. The Treasurer shall review and sign all requisitions for transactions directed by the Board.

#### **4.13 Ineligibility**

No member of the Board shall be eligible to be appointed as Secretary or Treasurer of the Board as provided in enabling legislations, (Public Act #48 of the Public Acts of 1963 ... Second Extra Session.)

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## ARTICLE V COMMITTEES

### 5.01

The Board may appoint committees and prescribe their duties and functions. There shall be four standing committees of the Board:

1. Educational Policies Committee
2. Faculty Affairs Committee
3. Finance and Audit Committee
4. Student Affairs Committee

### 5.02

After the annual election of officers, the Chairperson of the Board shall appoint Chairpersons of the standing committees and any special committees requested by members of the Board.

### 5.03

Special committees may be authorized or appointed by the Chairperson of the Board at his or her discretion.

### 5.04

All members of the Board serve as members of the standing committees. The Chairperson of the Board and the President of the University shall be ex-officio members of all standing committees.

### 5.05 Educational Policies Committee

The Educational Policies Committee shall be charged with the duty of reviewing and evaluating all existing educational programs. It shall also review all educational grants, requests for new programs, requests for new majors and minors, requests for new degrees and personnel appointments prior to action by the Board of Regents.

### 5.06

The Educational Policies Committee also shall be charged with the responsibility of making final recommendations to the Board on honorary degrees.

### 5.07 Faculty Affairs Committee

The Faculty Affairs Committee shall be charged with the duty of meeting with representatives of the faculty to discuss general concerns of the faculty excluding any matters covered by the collective bargaining agreement. The committee shall share its deliberations with the Board and make appropriate referrals to the other committees when further study on a matter is required.

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**5.08 Finance and Audit Committee**

The Finance and Audit Committee shall be charged with the duty of meeting with the Internal Auditor to discuss his or her operations and to recommend the adoption or revision of such general policies relating thereto as may be found desirable.

**5.09**

The Finance and Audit Committee shall be charged with the duty of reviewing the financial affairs and the property of the University and reporting its findings thereon to the Board. Further, the Finance and Audit Committee shall review all major proposed contracts prior to their being recommended to the Board for action.

**5.10 Student Affairs Committee**

The Student Affairs Committee shall be charged with the duty of meeting with student leaders to discuss programs, policies and general concerns of the students. The committee shall share its deliberations with the Board and make appropriate referrals to the other Board committees when further study on a matter is required. It shall make appropriate recommendations.

**Motion Carried.**

## **RECOMMENDATION: AUDIT ENGAGEMENT LETTERS**

### **Section 31**

Regent Antonini moved and Regent Griffin seconded that the Board approve and place on file the 2004 audit engagement letters from PricewaterhouseCoopers for audits of the University. These include: 1) the Michigan Economic Development Commission (MEDCO) Job Training Program grants, 2) the University's Intercollegiate Athletics Program agreed-upon-procedures, and 3) financial statement audit; audit of compliance with requirements applicable to each major federal program (OMB Circular A-133); the crosswalks for the State of Michigan Comprehensive Annual Financial Report (CAFR); WEMU-FM financial statements and completion of the Corporation for Public Broadcasting's Annual Financial Report and Schedule of Nonfederal Financial Support; and preparation of Form 990T.

**Motion Carried.**

## **POLICY AMENDMENT: SELECTION OF EXTERNAL AUDITOR**

### **Section 32**

Regent Antonini moved and Regent Gordon seconded that the Board amend Policy 11.1.5, Selection of External Auditor.



# Policies, Rules And Regulations

<b>Effective Date</b>	<b>Date of Revision</b>		
11-15-78	12-02-03		
<b>Chapter Name</b>	<b>Chapter No.</b>	<b>Page</b>	
BUSINESS & FINANCIAL OPERATIONS	11.1.5	Page 1 of 2	
<b>Issue</b>			
SELECTION OF EXTERNAL AUDITOR			

## UNIVERSITY POLICY STATEMENT:

External auditors shall be appointed by the Board of Regents to perform the annual financial audits within the following guidelines:

- The external auditor shall report directly to the Board of Regents.
- The Finance and Audit Committee shall be directly responsible for the appointment, compensation and oversight of the external auditor.
- External auditor firms performing audit services are prohibited from performing non-audit services unless expressly approved by the Board of Regents;
- Audit engagement letters must be approved by the Board of Regents.
- The "lead" audit partner must rotate off the audit at a minimum of every seven years with a time-out of two-year.
- The external audit firm cannot have employed the CEO, CFO, Controller, Chief Accountant, or any person in an equivalent position, during the one-year period preceding the audit, without prior approval of the Board of Regents.
- The Finance and Audit Committee shall evaluate the performance of the external audit firm annually.
- External audit services will be competitively bid at a minimum of every five years with presentation to the Board of Regents for final external audit firm acceptance.
- Records related to audits should be stored for a minimum of seven years.

The external audit firm must report to the audit committee:

1. All critical accounting policies and practices used by the client that have been discussed with management;
2. All alternative treatments of financial information, ramifications of such use, and the treatment preferred by the public accounting firm;
3. Other material written communication between the public accounting firm and management, such as the management letter or schedule of unadjusted differences.

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**PRACTICE:**

The policy is based on guidance from the Sarbanes-Oxley Act of 2002 and the National Association of College and University Business Officers (NACUBO) and is to be implemented accordingly.

**RESPONSIBILITY FOR IMPLEMENTATION:**

The Vice President for Business and Finance, or his/her designee(s), has overall responsibility for implementation and administration of this policy and for adopting, amending and/or revising related administrative policies and procedures.

**SCOPE OF POLICY COVERAGE:**

This policy applies to the annual audits of Eastern Michigan University.

Authority for Creation or Revision
Minutes of the Board of Regents, November 15, 1978; para. .2013M
Minutes of the Board of Regents, January 28, 1981; para. .2345M

**Motion Carried.**

**REPORT: MPSERS BRIEFING**

**Section 33**

Regent Antonini moved and Regent Griffin seconded that the Board receive and place on file the Michigan Public School Employees' Retirement System (MPSERS) Briefing dated March 16, 2004.

**Motion Carried.**

**REPORT: INVESTMENT MANAGEMENT BRIEFING**

**Section 34**

Regent Antonini moved and Regent Griffin seconded that the Board Receive and place on file the Investment Management Briefing dated March 16, 2004.

**Motion Carried.**

**NEW BUSINESS: APPOINTMENT OF BOARD OFFICER**

**Section 35**

Regent Antonini moved and Regent Griffin seconded that the Board approve the appointment of Dan Cooper as Interim Assistant Treasurer to the Board of Regents.

**Motion Carried.**

**MEETING ADJOURNED**

Regent Incarnati moved and Regent Antonini seconded that the Regular meeting of the Board of Regents be adjourned at 2:35 p.m.

Respectfully Submitted,

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Dana C. Aymond  
Secretary to the Board of Regents



**COMMUNICATIONS SECTION**

## Women's Basketball Team

Whereas, the Eastern Michigan University women's basketball team compiled a record of 22-8 overall, 12-4 in the Mid-American Conference and won its first Mid-American Conference Tournament Championship in school history.

Whereas, the Eastern Michigan University women's basketball team's MAC Tournament Championship earned an NCAA tournament berth in the Mideast Regional, the program's first NCAA appearance.

Whereas, the Eastern Michigan University women's basketball team won the program's first MAC West Division title. The championship marks the first-ever West title in EMU basketball history, men or women, since the league switched to divisions in the 1997-98 season, and

Whereas, Head Coach Suzy Merchant became the first female coach in any EMU sport to win a MAC title, and

Whereas, senior Marion Crandall led the nation in three-point field goal percentage at 50.7 percent, and

Whereas, junior Ryan Coleman was named first team All-Mid American Conference, and

Whereas, sophomore Nikki Knapp was named second team All-Mid American Conference, and

Whereas, senior Marion Crandall was named honorable mention All-Mid American Conference, and

Whereas, freshman Sarah VanMetre was selected Mid American Conference Sixth Man of the Year, and

Whereas, sophomore Nikki Knapp, and junior Ryan Coleman were both named to the All-Tournament team for the 2004 MAC Women's Basketball Championships and Coleman was named the tournament's Most Valuable Player, and

Whereas, freshman Sarah VanMetre (Dec. 21, 2003), sophomore Nikki Knapp (Dec. 7, 2003), junior Ryan Coleman (Jan 11, 2004) and senior Marion Crandall (Feb. 15, 2004 and Feb. 22, 2004) were named MAC West Division Players of the Week, and

Whereas, the 22 overall victories and 12 conference wins are most in the program's 28-year history, and

Whereas, the Eagles set a school record for most consecutive victories with eight. The previous best had been seven games, which was accomplished two other times, and

Whereas, the Eagles led the conference in scoring offense, scoring defense, scoring margin, field goal percentage, three-point field percentage, three-point field goals made and assists, and

Whereas, Marion Crandall connected on a school-record eight threes breaking the mark of seven set by teammate Sarah VanMetre earlier in the season at Michigan State. The eight treys are also tied for the fourth most in MAC history and tied for the third most in a league contest, and

Whereas, the Eagles set single-season records for most points (2193), three-point field goals (221), and assists (478),

Now, therefore, be it resolved, that the Eastern Michigan University Board of Regents congratulates the Women's Basketball Team for its success and commends the team for the honor and distinction they have brought themselves and Eastern Michigan University.

## Men's Swimming and Diving Team Resolution

Whereas, the Eastern Michigan University men's swimming and diving team compiled an overall record of eight wins and three losses and a Mid-American Conference record of four wins and no losses during the 2003-04 season; and

Whereas, the Eastern Michigan University men's swimming and diving team won its fifth consecutive Mid-American Conference title with a final meet score of 1,010 points, shattering the previous record of 938 points, set by the Eagles in 2003; and

Whereas, the Eastern Michigan University men's swimming and diving team finished undefeated in Mid-American Conference meets for the sixth straight year and for the 19th time in school history; and

Whereas, the Eastern Michigan University men's swimming and diving team won its 24th Mid-American Conference title having been a member of the conference for 30 seasons; and

Whereas, at the 2004 Mid-American Conference Championships, the Eastern Michigan University men's swimming and diving team won 15 of the possible 20 events and the EMU relay teams swept all five events; and

Whereas, freshman Dan Wohl was named Co-Outstanding Swimmer of the Meet, winning three individual titles and swimming on three victorious relay teams. He set three EMU freshman records and two varsity records, posting an NCAA consideration time in the 200 individual medley; and

Whereas, junior Doug Fleming won three individual titles, sweeping the backstroke events, and swimming on four winning relay teams; and

Whereas, freshmen Jason Piercey won the 500 freestyle event and Steven Hill won the 1650 freestyle event. Hill became the 12th straight EMU swimmer to win that event at the conference championships; and

Whereas, senior John Bartlet won his third consecutive 200 breaststroke title and senior Adam Cook was a member of three winning relay teams and John Henikman won the 100 breaststroke event; and

Whereas, Eastern Michigan placed 11 swimmers on the All-MAC first team and two on the All-MAC second team; and

Whereas, Eastern Michigan placed seven members (John Bartlet, Doug Fleming, Kevin Garman, Branislav Hronsky, Ondrej Pekarovic, Alex Schulz and Eric Stanczyk) on the Academic All-MAC team, the most by any MAC school; and

Whereas, the EMU men's swimming and diving team was named an Academic All-America team for the sixth year in a row by the College Swimming Coaches Association of America; and

Whereas, Eastern Michigan Head Coach Peter Linn has an overall record of 125-34 and a Mid-American Conference record of 80-6 in his 16 seasons as the head coach. He has also led the Eastern Michigan University men's swimming and diving team to 14 conference championships during his tenure;

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, Diving Coach Buck Smith, and Assistant Coach David Griffore for their success and commends them for the honor and distinction they have brought themselves and Eastern Michigan University.

Now, therefore, be it resolved, that the Eastern Michigan University Board of Regents congratulates the Men's Swimming and Diving Team for its success and commends the team for the honor and distinction they have brought themselves and Eastern Michigan University.

## Men's Indoor Track and Field Team Resolution

Whereas, the Eastern Michigan University men's indoor track and field team compiled 186 team points to capture its ninth consecutive Mid-American Conference indoor championship in the meet held, Feb. 27-28, 2004, at EMU's Bob Parks Track; and

Whereas, the Eastern Michigan University men's track and field team won seven individual and relay titles at the 2004 Mid-American Conference championships, and

Whereas, senior Jordan Desilets was named the Most Valuable Performer of the MAC championships by breaking two individual MAC records winning both the mile run, and the 3,000-meter run while turning in a runner-up finish in the 5,000-meter run. He was named to the All-MAC first-team, and went on to earn All-American honors with a seventh-place finish in the mile run at the 2004 NCAA Indoor Championships; and

Whereas, senior Gavin Thompson was also a first-team All-MAC performer, breaking MAC records in the mile and 5,000 meter runs. His effort at the MAC championships earned him the Most Outstanding Performance of the event, and a spot in the mile run at the NCAA championships; and

Whereas, junior Brandon Jiles and Tino N'Goy and freshman Dave Adamek were named first team All-MAC and freshman Matt Pinter and sophomore Rob Ellerman were named second team All-MAC; and

Whereas, freshman Dave Adamek was a conference first-teamer after winning the MAC championship in the shot put, the first EMU individual champion in the event since 2001; and

Whereas, freshman Matt Pinter was named to the All-MAC second-team after his runner-up finish in the shot put; and

Whereas, junior Tino N'Goy came away with a first-place finish in the 60-meter hurdle competition, and was named to the first-team; and

Whereas, sophomore Rob Ellerman was a second-place finisher in the high jump at the MAC championships earning second-team All-MAC status; and

Whereas, EMU head coach Brad Fairchild won his fourth Coach of the Year award, leading his team to the second-most points in conference history. A week and a half later, he was named the NCAA Indoor Great Lakes regional Coach of the Year by the United States Track Coaches Association, and

Now, therefore, be it resolved, that the Eastern Michigan University Board of Regents congratulates the Men's Indoor Track and Field Team for its success and commends the team for the honor and distinction they have brought themselves and Eastern Michigan University.

**ORAL REPORT TO BE MADE BY THE PRESIDENT**

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

SECTION: 1

DATE:

June 15, 2004

**RECOMMENDATION**

**REPORT: TREASURER'S**

**ACTION REQUESTED**

It is recommended that the Treasurer's Report for the month of April 2004 be received and placed on file.

**STAFF SUMMARY**

As of April 30, 2004, Cash and Investments totaled \$100,920,797 and were invested to return a total annualized return of 1.73%. Summarized below is Eastern's latest investment performance compared to the established benchmarks.

- |   |       |
|---|-------|
| • Short-Term MMF Weighted Average Total Return        | 0.91% |
| • Benchmark: Money Fund Report's Prime Inst. Average  | 0.72% |
| • Short-Term Bond Funds Weighted Average Total Return | 1.61% |
| • Benchmark: Weighted Average Of Fund's Benchmarks    | 1.03% |
| • Intermediate Duration Government Agency Bonds       | 4.63% |
| • Benchmark: Five Year Treasury Note                  | 3.62% |

Specifics as to the quality, duration, and other related features of the University's investment portfolio are itemized on pages 1 and 2 of this report. In general:

- |   |   |
|---|---|
| • The portfolio has no investments in equities.         | • 0% of the portfolio is in variable rate obligations.                    |
| • The portfolio has no leveraged investments.           | • Average weighted credit quality of the portfolio is AA+.                |
| • The portfolio has no speculative derivatives.         | • Average weighted maturity of the portfolio is approximately 2.16 years. |
| • 100% of the portfolio is in fixed income obligations. |   |

Cash and investments (excluding bond proceeds) as of April 30, 2004 decreased by \$2.3 million when compared to April 2003. This decrease was due primarily to a timing issue involving Pell Grant funding (\$0.9 million), higher accounts receivable (\$0.7 million) and Spring financial aid refunds having been wired to student Higher One accounts instead of being disbursed with a check as they were in 2003 (\$0.7 million).

**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

2.

Eastern Michigan University  
**CASH AND INVESTMENTS**  
 April 30, 2004

	Date Settled	Mature/ Call Date	Account Balance		Annualized YTD Actual Total Return	Prior Month Annual. YTD Total Return
			Dollars	Pct. Total		
<b>Cash</b>						
<b>EMU</b>						
Comerica Bank/U.S. Bank	n/a	n/a	\$22,785,129.49	22.58%	1.0000%	1.0000%
<b>Eagle Crest</b>						
Citizen's Bank	n/a	n/a	\$418,205.68	0.41%	0.0000%	0.0000%
Total Cash			<u>\$23,203,335.17</u>	<u>22.99%</u>		
<b>Investments</b>						
<b>Money Market Funds</b>						
Dreyfus Institutional Preferred	Daily	n/a	\$0.00	0.00%	0.9864%	0.9977%
Banc One Prime Money Market Fund	Daily	n/a	1,313,282.91	1.30%	0.9076%	0.9111%
Total Money Market Funds			<u>\$1,313,282.91</u>	<u>1.30%</u>	0.9076%	0.9111%
<b>Short-Term (0-5 Year) Bond Funds</b>						
DFA One-Year Fixed Income (Ultrashort)	Monthly	n/a	\$19,307,400.86	19.13%	0.8388%	1.4296%
One Group Ultra Short-Term Fund (Ultrashort)	Monthly	n/a	40,402,813.27	40.03%	1.9838%	2.7143%
Vanguard Short-Term Corporate	Monthly	n/a	7,693,964.87	7.62%	1.5977%	3.2807%
Total Short Term Funds			<u>\$67,404,179.00</u>	<u>66.79%</u>	1.6115%	2.4022%
<b>Int. Term (5 Year) Agency Bonds</b>						
Federal Home Loan Bank (6/21/04 Call)	6/21/02	6/21/07	\$3,000,000.00	2.97%	5.0000%	5.0000%
Fed. National Mortgage Assoc. (5/25/04 Call)	2/25/04	8/25/09	6,000,000.00	5.95%	4.4500%	4.4500%
Total Agency Bonds			<u>\$9,000,000.00</u>	<u>8.92%</u>	4.6331%	4.6331%
Total Non-Cash Investments			<u>\$77,717,461.91</u>	<u>77.01%</u>	1.9496%	2.6339%
<b>Total Cash And Investments</b>			<u>\$100,920,797.08</u>	<u>100.00%</u>	1.7272%	2.1643%

**Notes:**

The **Dreyfus Institutional Preferred Money Market Fund** invests in a diversified portfolio of high quality, short-term debt securities. The NAV is fixed at \$1.00/share and the average maturity of the fund approximates 50 days. EMU has access to its funds on a daily basis.

The **Banc One Prime Money Market Fund** invests in corporate money market securities including commercial paper, funding agreements, CD's and Bank Obligations. The NAV is fixed at \$1.00/share and the average maturity of the fund approximates 50 days. EMU has access to its funds on a daily basis.

**Dimensional Fund Advisors' One-Year Fixed Income Fund** invests in high quality corporate commercial paper and notes, bank CD's and notes, and Treasury and Agency Instruments. The average maturity approximates 1 year. EMU has access to its funds on a daily basis.

**Bank One's Ultra Short-Term Bond Fund** invests in all types of debt securities, including mortgage-backed securities, asset-backed securities, and money market instruments. As part of its main investment strategy, the Fund invests in adjustable rate mortgage pass-through securities and other securities representing an interest in or secured by mortgages with periodic interest rate resets. The average maturity approximates 2.0 - 2.5 years. EMU has access to its funds on a daily basis.

The **Vanguard Short-Term Corporate Fund** invests in corporate bonds and U.S. Treasury and government-backed securities. 65% of assets are invested in high-quality instruments, 30% in medium-quality corporate bonds, and 5% in non-investment-grade bonds. The average maturity approximates 2.5 - 3 years. EMU has access to its funds on a daily basis.

Eastern Michigan University

**KEY FUND DATA**

April 30, 2004

	Comerica Concentration Acct.	Dreyfus Inst. Preferred	One Group Prime MM Fund	DFA 1 Yr. Fixed	One Group Ultra Short Fund	Vanguard S/T Corp.	Total Funds At Present Mix
<b>Fund Size/EMU Investment</b>							
Total Fund Net Assets		\$11,388,912,646	\$8,430,330,000	\$1,834,530,000	\$2,265,910,000	\$17,861,720,967	\$41,781,403,613
EMU's Investment		\$0.00	\$1,313,282.91	\$19,307,400.86	\$40,402,813.27	\$7,693,964.87	\$68,717,461.91
EMU Percent Of Total Fund		0.00%	0.02%	1.05%	1.78%	0.04%	0.16%
Memo:							
EMU Investment At 4/30/03		\$7,066,690.09	\$173,040.56	\$34,433,641.16	\$40,729,300.65	\$7,498,200.64	\$89,900,873.10
Present O/(U) 4/30/03 Investment		(7,066,690.09)	1,140,242.35	(15,126,240.30)	(326,487.38)	195,764.23	(21,183,411.19)
EMU Investment At 7/1/03		\$10,092,585.55	\$374,786.85	\$26,197,856.24	\$40,688,489.72	\$7,592,807.67	\$84,946,526.03
Present O/(U) 7/1/03 Investment		(10,092,585.55)	938,496.06	(6,890,455.38)	(285,676.45)	101,157.20	(16,229,064.12)
<b>Inception/Investment Dates</b>							
Fund Inception Date		6/11/97	1/1/87	7/27/83	2/2/93	10/29/82	
EMU Initial Investment Date		1/20/01	3/24/03	1/18/96	2/25/03	1/18/96	
<b>Ratings/Liquidity</b>							
Morningstar		n/a	5 Stars	4 Stars	4 Stars	5 Stars	AA+
Credit Rating Of Holdings		AAA	AAA	AA	AAA	AA	
Liquidity Option		Same Day	Next Day	Next Day	Next Day	Next Day	
<b>Portfolio Mix/Maturity</b>							
Commercial Paper/Promissory Notes		29.84%	62.50%	0.00%	0.00%	0.00%	
Time Deposits		25.09%	0.00%	0.00%	0.00%	0.00%	
Bank CD's/Short Term Bank Notes		32.34%	10.00%	0.00%	0.00%	0.00%	
Bank Repos		0.00%	4.50%	0.20%	0.00%	0.00%	
U.S. Treasuries		0.00%	0.00%	23.10%	0.70%	3.40%	
U.S. Government Agencies		10.10%	7.10%	0.00%	0.00%	0.00%	
Corporate Bonds		2.63%	0.00%	76.70%	1.90%	65.10%	
Mortgage/Asset Backed Securities		0.00%	0.00%	0.00%	96.10%	31.30%	
Variable Rate Demand Instruments		0.00%	0.00%	0.00%	0.00%	0.00%	
Funding Agreements		0.00%	9.10%	0.00%	0.00%	0.00%	
Taxable Municipals		0.00%	3.20%	0.00%	0.00%	0.00%	
Cash/Other		0.00%	3.60%	0.00%	1.30%	0.20%	
Total		100.00%	100.00%	100.00%	100.00%	100.00%	
Weighted Average Maturity		55 Days	64 Days	348 Days	2.7 Years	2.7 Years	Years 2.16



**BOARD OF REGENTS**  
EASTERN MICHIGAN UNIVERSITY

SECTION: 2

DATE:

June 15, 2004

**RECOMMENDATION**

**REPORT: INTERNAL AUDIT**

**ACTION REQUESTED**

It is recommended that the Internal Auditor's activity report for the period March – June 2004 be received and placed on file.

**STAFF SUMMARY**

The reports for the Payroll, Research Grants and Corporate Contracts, and Children's Institute internal audits have been issued. The reports include findings and corresponding recommendations to improve controls. The recommendations have been discussed with the appropriate personnel. Management agrees with the recommendations and is proceeding with actions to implement the recommendations. Andrews Hooper & Pavlik P.L.C. is satisfied that management's responses will satisfy the intent of the recommendations.

Also attached is a report prepared by University management on the status of audit recommendations made from the previous Software Compliance, Snow Health Center and Ticket Sales audits completed in February 2004. As noted in the report, management has agreed with the internal auditor's recommendations and has found that most of the recommendations have been fully implemented or are in progress.

Enclosed is the updated internal audit schedule, including budget and actual hours as well as budget and actual fees billed, for the period ending September 30, 2004.

**FISCAL IMPLICATIONS**

It is expected that fiscal year 2003-2004 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: February 27, 2004

To: Mr. John Beaghan  
Interim VP of Business and Finance

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

Re: **AUDIT REPORT**  
**PAYROLL**

Attached is the report for the internal audit review of the internal control process for Payroll. Revisions based on discussions with Mr. Daniel Cooper, Interim University Controller and Director of Financial Services, and review of support for compensating controls have been incorporated.

If you have any questions, comments, or concerns or would like more details relative to this report, please do not hesitate to call Jeff Fineis at (517) 487-5000 or Bryan Anderson at (248) 340-6050.

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

Attachment

cc: Board of Regents  
Daniel Cooper

**AUDIT REPORT**  
**PAYROLL**

**Background**

In January 2003, EMU went live on the Banner Payroll Module. Regular payroll processing is now done in three separate cycles: Bi-weekly Staff, Bi-weekly Students and Graduate Assistants, and Semi-Monthly which has combined non-bargained for staff and faculty.

***Biweekly Staff***

The biweekly staff payroll is comprised of union employees, employee consultants and temporary employees. Union employees include food service employees, maintenance employees, professional/technical employees, clerical staff, and police. Certain employees are paid on the basis of positive hours and, therefore, must report all hours worked. The remaining employees' hours default to scheduled hours and, therefore, only report exception time (i.e. sick) for the purpose of tracking these hours. The biweekly staff are paid approximately two weeks following the last day of the pay period.

***Biweekly Students and Graduate Assistants***

The biweekly students and graduate assistants payroll is substantially the same as the biweekly staff. They are paid alternating weeks with the biweekly staff. Students are paid on the basis of positive hours so the system defaults in zero hours, therefore, students must report all hours worked.

***Semi-Monthly Staff and Faculty***

The semi-monthly payroll consists of administrative professionals, confidential clericals, employee consultants, athletic coaches, faculty, temporary faculty, and lecturers. Faculty and lecturers are further divided into groups: faculty 16, faculty 24, lecturer 16, and lecturer 24. Faculty/lecturer 16 is used for faculty and lecturers choosing to be paid on an academic year basis (16 semi-monthly pay periods September through April). Faculty/lecturer 24 is used for faculty and lecturers choosing to be paid on a calendar year basis (24 semi-monthly pay periods). All semi-monthly employees are paid to date (i.e., paid on the 15th of the month for hours worked the 1<sup>st</sup>-15<sup>th</sup> of the month).

***Off Cycle Checks***

On a periodic basis, the payroll department issues off cycle checks. Examples include an employee who is due back pay, voiding and replacement of an incorrect check, or some other emergency need.

**Objectives and Scope**

Our objectives were to evaluate the adequacy of internal controls and overall efficiency for payroll processing and review proper recording of payroll in the accounting records.

The scope of our audit included reviewing the policies and procedures in place for accurate and controlled processing of payroll transactions. We did this by reviewing current policies, procedures, and transactions, inquiring of appropriate personnel as to whether the payroll office and the University's policies and procedures were in place and operational, and tested the accuracy, control and timeliness through inquiry, observation, sampling, review, support, and reperformance. Our procedures were designed to review the three payroll cycles and off cycle checks selected for our tests. Our audit covered the period January 1, 2003 through December 31, 2003.

**Conclusion**

We concluded that the University's internal controls appear to be in effect over the Payroll process and recording. We did, however, identify opportunities for strengthening the internal control environment in some areas reviewed and improving operating efficiencies.

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 efficiencies.

We completed our audit fieldwork on February 27, 2004.

This report is intended for the information and use of the 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**

### ***1. Finding - General***

We noted during our testing that one entire department does not show up on the "cost reports," therefore, for this department payroll needs to manually verify each separate check on screen for accuracy. We also noted during our testing that an employee was listed three times on the cost report because the employee was paid out of three different funds, each listing showed the total combined hours appearing as if the employee was paid for 3 times as many hours as worked. However, it should be noted that this employee did receive the correct pay.

#### ***Recommendation***

We recommend that the "cost reports" be modified to include all departments. We also recommend that the Payroll Department change the format of this report to include the separate hours per department instead of total combined hours to be more consistent with other reported items in the cost report and to avoid accidental overpayment of these multi-department employees.

***Management's Response:*** We agree and a new cost report has now been implemented that corrects the reporting issues.

### ***2. Finding - Bi-weekly student and graduate assistants***

We noted during our testing that an employee with overtime hours had their total reported regular hours adjusted by the departmental payroll processor to achieve the correct pay, instead of properly reporting regular and overtime hours and receiving the time and a half pay for overtime worked. However, it should be noted that this employee did receive the correct pay.

#### ***Recommendation***

We recommend that regular and overtime hours be reported as actually incurred.

***Management's Response:*** We agree and we will communicate this to the processors in each department.



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

Date: April 21, 2004

To: Mr. Paul Schollaert  
Provost and VP for Economic Affairs

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

Re: **AUDIT REPORT**  
**RESEARCH GRANTS AND CORPORATE CONTRACTS**

Attached is the report for the internal audit review of the internal control process for Research Grants and Corporate Contracts. Revisions based on discussions with Mr. Brian Anderson, Director of the Office of Research Development, Ms. Pamela Hill, Director of the Center for Organizational Risk Reduction, and Ms. Barbara Hopkins, Director of the Center for Quality, and review of support for compensating controls have been incorporated.

If you have any questions, comments, or concerns or would like more details relative to this report, please do not hesitate to call Jeff Fineis at (517) 487-5000 or Bryan Anderson at (248) 340-6050.

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

Attachment

cc: Board of Regents  
John Beaghan  
Daniel Cooper  
Brian Anderson  
Pamela Hill  
Barbara Hopkins

**AUDIT REPORT**  
**RESEARCH GRANTS AND CORPORATE CONTRACTS**

**Background**

As an integral part of the State-supported, public education system, Eastern Michigan University (the University) is responsible for providing leadership for developing creative, innovative, and collaborative approaches to meet learning and research demands created as a result of a dramatically changing world. The University is dedicating to improving the quality of life within the global community it serves through teaching, contract learning, research, and service. The University accomplishes these objectives through the Office of Research Development and the Centers for Corporate Training.

**Office of Research Development**

The Office of Research Development supports faculty seeking funding for research and special projects from external agencies through contracts or grant awards. Office of Research Development services include:

- Identification of funding sources
- Initiation and coordination of proposal development
- Organization and support to faculty teams developing large projects
- Preparation of proposal development and institutional documents
- Liaison to sponsors
- Interpretation of guidelines and regulations
- Negotiations of grant agreements and contracts
- Monitoring grant awards
- Assistance in project management
- Liaison to Payroll, Personnel, Accounting, Legal Affairs, and Purchasing
- Assurance of University compliance with all applicable laws and government regulations regarding academic integrity, conflict of interest, use of human subjects in research, humane care and treatment of laboratory animals, and radiation safety
- Recommending expenditures for health and safety in research and instructional laboratories
- Free grant-writing workshops for faculty, staff, and graduate students
- Publication of a newsletter announcing new grants and funded projects

For our testing of the Office of Research Development, we selected a sample of non-federal and non-Centers for Corporate Training grant awards and corporate contracts and performed procedures to assess the existence, validity and authorization of grants and corporate contracts, as well as the effectiveness of the policies and procedures related to acquiring, preparing and administering an award or contract.

**Centers for Corporate Training**

The Centers for Corporate Training (the Centers) are dedicated to partnering with professionals, businesses, organizations and other higher education institutions to provide conceptually-based workplace research and education for improving any organization’s quality of work life and global competitive position. The Centers is a self-funded department under the University umbrella and is the “Main Outreach to Business and Industry” for the University. The Centers provide a direct public service to better train employees in business and industry, who cannot (or might not) provide the education to their employees themselves. The Centers also support the University’s college and academic programs through development of research grant proposals, outreach through professional organizations and utilization of faculty for customer consultation. The Centers offer this training to corporations from two different centers and a variety of different formats. The two centers are:

- The Center for Quality
- The Center for Organizational Risk Reduction

The four formats of corporate training offered are Open Enrollment, Small Contracts, Large Contracts, and Grants, which can involve on-site or off-site seminars, conferences, classes, and consultations. The training is performed by independent contractors from either the faculty or an outside consulting firm. The online provider, eHigherEducation, works with the Centers to develop online courses which expands the market potential to anytime, anywhere services.

For our testing of the Centers for Corporate Training, we selected a sample of corporate contracts and performed procedures to assess the existence, validity and authorization of corporate contracts, as well as the effectiveness of the policies and procedures related to acquiring, preparing and administering a contract. In addition, we reviewed the internal audit/assessment reports, Quality Registrar audits, and Michigan Jobs Commission audits for their findings, compliance, recommendations and actions by management, as well as if they were performed in a timely manner.

**Objectives and Scope**

Our objectives were to evaluate the adequacy of internal controls and overall efficiency for Research Grants and Corporate Contracts and review adherence to their policies, procedures and recording.

The scope of our audit included reviewing the policies and procedures in place specific to the acquisition, preparation and administration of grants and corporate contracts for the Office of Research Development and Centers for Corporate Training. We did this by reviewing the current policies, procedures and transactions, inquiring of appropriate personnel as to whether the University’s policies and procedures were in place and operational, and tested the accuracy, control, and documentation through inquiry, observation, sampling, review, support, and reperformance. Our procedures focused on non-federal grants and corporate contracts. Our audit covered the period from January 1, 2001 through March 31, 2004.



**Conclusion**

We concluded that the University's internal controls appear to be in effect over the Research Grants and Corporate Contracts process. We discovered no significant findings and make no recommendations.

We completed our audit fieldwork on April 21, 2004.

This report is intended for the information and use of the 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.



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

Date: May 6, 2004

To: Mr. Jim Vick  
Vice President of Student Affairs

Re: **AUDIT REPORT**  
**CHILDREN'S INSTITUTE**

Attached is the report for the internal audit review of the internal control process for the Children's Institute. Revisions based on discussions with Christine Aris, Associate Director of the Children's Institute, and Beth Kahl, Administrative Assistant of the Children's Institute, and review of support for compensating controls have been incorporated.

If you have any questions, comments, or concerns or would like more details relative to this report, please do not hesitate to call Jeff Fineis at (517) 487-5000 or Bryan Anderson at (248) 340-6050.

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

Attachment

cc: Board of Regents  
John Beaghan  
Daniel Cooper  
Christine Aris  
Beth Kahl

11.

## **AUDIT REPORT** **CHILDREN'S INSTITUTE**

### **Background**

The Children's Institute (the Institute) is a childcare center that is open to children of Eastern Michigan University (the University) students, employees and also to the general public. The Institute is licensed for up to 150 children, ranging in age from 18 months to 7 years old. The Institute usually has approximately 140 children enrolled in the childcare ranging in age from 18 months through kindergarten. They also hold a summer camp for children entering kindergarten through first grade. Children stay at the Institute anywhere from a half a day up to a full day. One stipulation on the length of stay is that the child must be enrolled at least two separate half-days per week.

The Institute must be licensed. In order to have the state license renewed, the Institute is audited by the Michigan Department of Consumer and Industry Services every two years. The audit consists of a health inspection, fire inspection and a licensing inspection in which a series of requirements are tested.

Prior to a child being enrolled in childcare or camp, the parent must fill out a registration form, indicating what times and days they want their children to attend. The times for camp are very flexible, with the parent having the option of enrolling their child in only one weekly session or as many as eight sessions, with their child attending at least three days per week. The camp runs Monday through Friday during the summer semester. During the summer, there is no childcare offered for kindergarteners. The only option for them is camp. The main difference between camp and childcare is that camp is more flexible and includes fieldtrips and swimming lessons.

Fees for the camp currently range from \$20 to \$31 per day. Fees for childcare are based on whether or not the parent is enrolled as a student at the University, the age of the child, if the child is enrolled for half days or full days and fees currently range from \$19 to \$43 per day.

### **Daily Procedures**

When a payment for childcare services is received, a payment receipt (carbonless copy) is completed and validated on the cash register. The payment receipt includes the type of payment (check, credit card or cash), what the payment is for (child care payment or summer camp payment), the amount paid, the child's name, the date and signature of the person who prepared the receipt. The top (white) copy is kept and the bottom (yellow) copy is attached to the register receipt and given to the parent.

At the end of the day, a register tape is run that shows the number of transactions for the day and the dollar total for the day. A tape is also run from the credit card machine to show the number of credit card transactions for the day and the total dollar amount of credit card transactions. The total dollar amount on the tape is reconciled to what is in the drawer and the number of transactions processed that day.

The next day all of the payment receipts are posted to the individual accounts. Then the daily deposit is prepared. A 'Transmittal Sheet for Cash Deposits' is filled out listing the amount of cash, checks and credit cards and the total. The check and credit card totals are reconciled to the total on the register tape.

Once the daily reconciliation is complete, it is placed in to the safe. Bonnie then takes the deposit over to the cashier's office. The Institute keeps a list on a monthly basis of all deposits made. This list is agreed to Banner statements.

### **Financial Aid Options**

There are several financial aid options available to parents who enroll their children in the Institute. Students may apply for childcare financial aid through the University. A financial aid application form must be filled out by the student (parent) each semester and returned to the Institute. Some of the parents are able to get childcare support from the Family Independence Agency.

The Michigan Department of Education has awarded the Institute a grant for children who meet certain criteria. Proper documentation must be maintained by the Institute indicating the reason the family needs the assistance and support for the reasons given (Risk Factors Form). The Michigan Department of Education audits the Institute every three years. During this audit, the State looks at the records of all children covered under the grant to make sure the Institute maintains proper documentation on the eligibility of the children that receive the grants.

There are currently 24 children in the Institute who are part of the MDE program. The State also requires the Institute to file semi-annual reports. These reports contain information on the children receiving the grants and a list of programs that the parents have attended. We performed internal audit procedures over this area during our regulatory internal audit and therefore we did not focus on this area during our current internal audit of the Institute.

The Lincoln Scholarship is another option and is part of the EMU Foundation Endowment Fund, which allows for the interest on the endowment to be awarded each year. Parents are given a copy of the scholarship application to fill out and return. The Institute is responsible for selecting the children who will receive the awards. This scholarship is childcare funding support for minority and/or handicapped children. Its distribution is based on both financial need and race/ethnic designation. This scholarship has a maximum award of \$300 per family.

## **Objectives and Scope**

Our objectives were to evaluate the adequacy of internal controls and overall efficiency of the Children's Institute.

The scope of our audit included reviewing the policies and procedures in place as well as transactions specific to the Children's Institute. We did this by reviewing the current policies, procedures and transactions, inquiring of appropriate personnel as to whether the University's policies and procedures were in place and operational, and tested the accuracy, control, and documentation through inquiry, observation, sampling, review, support, and reperformance. Specifically, we reviewed the daily reconciliation process performed by the Institute for a sample of days and reviewed a sample of children's files to ensure that the proper documentation was in the files and the amount billed to the parents was accurate and properly recorded. Our audit covered the period from January 1, 2003 through March 31, 2004,

## **Conclusion**

We concluded that the University's internal controls appear to be in effect for the Children's Institute. We did, however, identify opportunities for strengthening the University's internal control environment and improving operating efficiencies in some areas reviewed.

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 over the Institute's processes and practices.

We concluded our audit fieldwork on May 6, 2004.

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.

***Finding***

We noted during our testing that the Children's Institute does not have a policies and procedures manual for cash collection and control.

***Recommendation***

We recommend that a cash collection/control policy and procedure manual be developed for the Children's Institute. The manual should address proper separation of duties for cash collection, daily deposit preparation, and record update in the financial system. Document signature and date requirements, review of the daily deposit by a person other than the preparer and overall adherence to the University's deposit guidelines should also be detailed.

***Management Response***

We agree. We will create a fiscal operation manual to insure that employees are properly instructed on the appropriate policies and procedures related to the collection/control of cash.

***Finding***

We noted during our testing that signatures and dates were not present on contracts or other required documents in a timely manner.

***Recommendation***

We recommend that all contracts and other required documents be signed and dated by an authorized person in a timely manner.

***Management Response***

We agree. We will review signature and date requirements with all employees to insure that contracts and documents are signed and dated in a timely manner.

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## STATUS OF AUDIT RECOMMENDATION

June 15, 2004

**Software Compliance  
Snow Health Center  
Ticket Sales**

Prepared by  
Vice President for Business and Finance Office

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**INTERNAL AUDIT RECOMMENDATION STATUS**

**AUDIT PERFORMED: SOFTWARE COMPLIANCE**

**DATE COMPLETED: FEBRUARY 12, 2004**

**1. RECOMMENDATION:**

The University should evaluate the impact of reduced user permissions and server level policies being deployed for all member systems. If an acceptable balance of LAN Administrators permissions and User permissions can be reached, then those permissions should be implemented for all member systems.

**MANAGEMENT'S RESPONSE:**

We agree with the recommendation. ICT staff will investigate the balance between user permissions and server level policies to determine if a better balance can be achieved while respecting organizational culture. In addition, the number of support personnel available will weigh heavily in the final decision.

**IMPLEMENTATION STATUS:**

Investigation to determine the appropriate balance between user permissions and server level policies is in progress.

**VERIFICATION DATE:**

May 12, 2004

**2. RECOMMENDATION:**

EMU should consider the purchase of automated tools that will allow for the automated monitoring of owned member systems. These systems should be able to supply a "Changed" report that could be used to identify abuses of trial software. As an alternative or used in connection with the automated tools, the use of ZenWorks could be expanded to hand out licenses on demand from a shared license pool. This would allow the University to purchase a few licenses and allow many people to use them.

**MANAGEMENT'S RESPONSE:**

We agree. ICT is expanding the use of ZenWorks at every opportunity. Automated tools to assist in the monitoring of systems are desirable and will be investigated.

**IMPLEMENTATION STATUS:**

The investigation of automated tools to assist in the monitoring of systems is in progress.

**VERIFICATION DATE:**

May 12, 2004



**3. RECOMMENDATION:**

The University should consider a mandatory system level policy to prevent known "Spyware" from being installed. This is related to Finding 1 Permissions on PC's. Procedures for the checking and removal of "Spyware" could be made publicly available to all users including Resnet (Residential Dormitory Network) users. The automated tools noted in Finding 2 - Trial Software could be able to assist with detection and removal.

**MANAGEMENT'S RESPONSE:**

We agree. ICT will develop a budget recommendation to purchase a campus license for a spyware removal tool that can be installed on all campus systems - including student-owned computers. We have a similar license for virus software, but budget restraints have prevented purchase of the companion spyware tools.

**IMPLEMENTATION STATUS:**

A budget recommendation to purchase a campus license for a spyware removal tool that could be installed on all campus systems is in progress.

**VERIFICATION DATE:**

May 12, 2004

**4. RECOMMENDATION:**

A communication should be generated periodically, reminding faculty, staff, and students of their responsibility in complying with the University's "Acceptable Use of Information Technology" resources guidelines. The guidelines outline the University's commitment to complying with software licensing agreements.

**MANAGEMENT'S REPOSE:**

We agree. ICT is currently working on a reminder message that will appear when users access the portal. We believe this, along with the printed materials and web site information designed to inform users of their responsibilities will provide an excellent reminder mechanism.

**IMPLEMENTATION STATUS:**

Various mechanisms to remind users of their responsibility to abide by the Acceptable Use Guidelines are in progress and nearing implementation.

**VERIFICATION DATE:**

May 12, 2004

Audit recommendations verified by:

\_\_\_\_\_  
Steve Holda  
Assistant to the Vice President for Business & Finance

18.

**INTERNAL AUDIT RECOMMENDATION STATUS**

**AUDIT PERFORMED: SNOW HEALTH CENTER**

**DATE COMPLETED: JANUARY 12, 2004**

**1. RECOMMENDATION:**

We recommend that necessary interfaces be created to interface Health Center systems with Banner. Month end journals should include an explanation of any differences between the two systems.

**MANAGEMENT'S REPOSE:**

We agree. Two Requests for Service (RFS) have been submitted to ICT to create interfaces between Health Center systems and Banner. One is being worked on by ICT at this time; the other is on hold pending resources and clarification. These interfaces will improve the reconciliation process.

**IMPLEMENTATION STATUS:**

Requests for services (RFS) have been submitted to ICT to develop systems interfaces to upload student charges from the Group Practice Management System (GPMS) to Banner, and also to upload the insurance billing information for International Students into the Banner System. ICT personnel have been assigned to both of these projects and the work is in progress. Both system interfaces are expected to be in place by the beginning of the Fall 2004 semester.

**VERIFICATION DATE:**

May 14, 2004

**2. RECOMMENDATION:**

We recommend that the Risk Management Office and the Health Center better communicate the status of the outstanding worker's compensation claims. If the University's insurance carrier rejects a claim then the Health Center should pursue alternative methods of collection.

**MANAGEMENT'S RESPONSE:**

We agree. Outstanding claims result from rejection of claims by Risk Management, which was not adequately communicated to Snow Health Center. Risk Management will respond monthly to the claims submitted by Snow Health Center. In addition, Snow Health Center staff will meet with Risk Management staff to review the process of claims submission and reimbursement to create more timely and efficient process.

**IMPLEMENTATION STATUS:**

Historically, Snow Health Center (SHC) filed claims directly with Risk Management (RM), RM reviewed and submitted the claims to EMU's third party administrator, Accident Fund Insurance Company of America (AFICA) and RM was responsible for communicating to SHC the resolution of the claim. The communication aspect of this process did not always operate in a timely manner. In response to this audit, RM is making arrangements with EMU's third party

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administrator, AFICA to handle the worker's compensation claims directly from SHC. SHC will send its claims to AFICA who will process the claims from SHC just as it does for any other healthcare provider who treats EMU employees for worker's compensation related health issues. AFICA will communicate directly to SHC if a claim is rejected or if the claim requires additional information, or will notify RM that SHC is entitled to a payment on the claim (whereby RM will make a funds transfer to SHC in Banner). No additional costs will be incurred by having AFICA handle the SHC claims, and the timeliness of communications to SHC is expected to improve.

The recommendation of the Internal Auditor, and supported by Management have been implemented.

**VERIFICATION DATE:**

May 14, 2004

**3. RECOMMENDATION:**

We recommend that the encounter forms be reviewed by a second individual to help ensure correct and accurate billing in accordance with the GPMS rates.

**MANAGEMENT'S RESPONSE:**

We agree. We will implement a second check, which currently occurs for lab charges, to include a review of all charges listed on the encounter form.

**IMPLEMENTATION STATUS:**

Each morning the Medical Technician now checks the previous days' encounter forms that were created by the Customer Service Representatives. This second check should ensure correct and accurate billings. The recommendation of the Internal Auditor, and supported by Management have been implemented.

**VERIFICATION DATE:**

May 14, 2004

**4. RECOMMENDATION:**

We recommend that the person performing this function follow the Health Center's policy of utilizing the control log to reconcile the accounts receivable amounts to the accounts receivable status report and investigate any unreconciled differences.

**MANAGEMENT'S RESPONSE:**

We agree. This process was being followed until early fall 2003, at which time the Administrative Assistant that is responsible for the oversight of the accounts receivable, deposits, month-end and other fiscal tasks went out on medical leave. We have trained another staff member to perform this function and restarted the utilization of the control log to reconcile the accounts receivable.

**IMPLEMENTATION STATUS:**

The Control Log that is completed by the Customer Service Representative is now being input into the Daily System Control Log, which is then compared to the accounts receivable report from the Group Practice Management System. Any discrepancies between the manual roll of the

cumulative accounts receivable and the accounts receivable balance out of the system are investigated.

20.

The recommendation of the Internal Auditor, and supported by Management have been implemented.

**VERIFICATION DATE:**

May 14, 2004

**5. RECOMMENDATION:**

We recommend the Health Center further emphasize and follow the University's depositing procedure policies and that all checks received are restrictively endorsed at the time of receipt.

**MANAGEMENT'S RESPONSE:**

We agree. We are now restrictively endorsing Student Insurance (SI) checks upon receipt. SI checks are held until they can be reconciled with the claims submitted, due to the fact that sometimes there are discrepancies between claims submitted and claims paid, which requires the return of checks and re-issuance of corrected checks. We will target four business days from the date of receipt for reconciliation of claims to checks in order to meet the University depositing requirement based on the volume received on any given date.

**IMPLEMENTATION STATUS:**

All payment checks are being restrictively endorsed by Snow Health Center at the time of receipt. Student payments are being deposited in the Cashier's Office on a daily basis, and insurance checks are being deposited no later than two days after receipt (within the two day limit which affords time to reconcile the insurance payments with the actual claims).

The recommendation of the Internal Auditor, and supported by Management have been implemented.

**VERIFICATION DATE:**

May 14, 2004

**6. RECOMMENDATION:**

We recommend the Health Center further emphasize their policies and that a daily review be performed by a person other than the person performing the daily deposit to help ensure accuracy and that all policies are being properly followed.

**MANAGEMENT'S REPOSENSE:**

We agree. We will re-emphasize and follow our policies and procedures related to performing the daily deposit. It should be noted that four out of the five exceptions occurred with one employee, who has since been relieved of those responsibilities.

21.

**IMPLEMENTATION STATUS:**

The Clinical Administrator now reviews the daily deposit sheet that is prepared by the Customer Service Representative to ensure it is completely and accurately filled out. Once this check has been performed, the deposit is sent to the Cashier's Office.

The recommendation of the Internal Auditor, and supported by Management have been implemented.

**VERIFICATION DATE:**

May 14, 2004

Audit recommendations verified by:

Steve Holda

Assistant to the Vice President for Business & Finance

INTERNAL AUDIT RECOMMENDATION STATUS

22.

AUDIT PERFORMED: TICKET SALES

DATE COMPLETED: FEBRUARY 3, 2004

**1. RECOMMENDATION:**

We recommend that deposits to the Cashier's Office be made in accordance with internal and University policy. In addition, no other stops at other locations should be made until after the deposit is made with the Cashier's Office.

**MANAGEMENT'S RESPONSE:**

We concur. We will get into compliance with the internal policy.

**IMPLEMENTATION STATUS:**

The internal Ticket Office Procedure Manual has been modified to recognize that Ticket Office revenues are collected at both the Convocation Center and at Quirk Theater. Keys points of the policy are as follows:

- a. A deposit to the Cashier's Office may be made by the Ticket Manager, the Assistant Ticket Manager, or a student employee of the Ticket Office.
- b. If receipts need to be picked up at Quirk Theater, the deposit should be made by either the Ticket Manager or the Assistant Ticket Manager, and no other stops except for Quirk should be made enroute to the Cashier's Office.
- c. If a student is making the deposit (which would not include a pick up at Quirk), they will be transported by DPS to and from the Cashier's Office.

Deposits by the Ticket Office are being made in accordance with the revised Ticket Office Procedure Manual. The recommendation of the Internal Auditor, and supported by Management, has been implemented.

**VERIFICATION DATE:**

May 10, 2004

**2. RECOMMENDATION:**

We recommend that all checks received be restrictively endorsed at the time of receipt.

**MANAGEMENT'S RESPONSE:**

We concur. We have started restrictively endorsing checks when they are received.

**IMPLEMENTATION STATUS:**

The Ticket Office has obtained stamps that bear the following restrictive endorsement:

**For Deposit Only  
Eastern Michigan University**

When the Ticket Office receives a check, it is immediately stamped with this restrictive endorsement and the proper account number is written beneath it. This procedure has been added to the Ticket Office Procedure Manual. The recommendation of the Internal Auditor, and supported by Management have been implemented.

**VERIFICATION DATE:**

May 10, 2004

**3. RECOMMENDATION:**

We recommend that the person preparing and the person reviewing the reconciliation sign and date the reconciliation for evidence of review and timeliness.

**MANAGEMENT'S REPOSE:**

We concur. Banner reconciliation is performed but documentation is not kept on file. We will create a file of these documents with appropriate signatures and review dates.

**IMPLEMENTATION STATUS:**

The reconciliation for the month of April 2004 was on file and was signed and dated by both the person who prepared the reconciliation and the person who reviewed the reconciliation.

The recommendation of the Internal Auditor, and supported by Management have been implemented.

**VERIFICATION DATE:**

May 27, 2004

**4. RECOMMENDATION:**

We recommend all returned complimentary tickets be accounted for and reconciled to help ensure they are being properly distributed by the ticket sellers.

**MANAGEMENT'S REPOSE:**

We concur. A procedure for reconciling complimentary tickets will be developed and implemented.

**IMPLEMENTATION STATUS:**

The Ticket Office Procedure Manual has been updated to include a procedure that will ensure complimentary tickets are properly accounted for and reconciled. In conjunction with the procedural update, the ticket consignment check sheet has been modified to include complimentary tickets (in addition to Full General Admission and Youth/Senior tickets). The sheet is given to the ticket sellers when they pick up tickets and they log the tickets sold or distributed during their shift. Upon return of the ticket receipts and unused tickets, the Ticket Manager or Assistant Ticket Manager verifies that the correct number of tickets have been returned. They also verify that the cash receipts tie to the number of tickets sold in each category.

The recommendation of the Internal Auditor, and supported by Management have been implemented.

**VERIFICATION DATE:**

May 10, 2004

24.

**5. RECOMMENDATION:**

We recommend the athletic department keep the ticket office informed as to the specific quantity and type of complimentary tickets being used for each promotion before any complimentary tickets are given out. This would allow the ticket office to perform a reasonableness test on the number of complimentary tickets used and the number given out.

**MANAGEMENT'S RESPONSE:**

We concur. The Athletic Department makes promotional decisions on complimentary tickets. The Athletic Department and Ticket Office have committed to improve the reconciliation of complimentary tickets. The Ticket Office will perform reasonableness tests on the reconciliation.

**IMPLEMENTATION STATUS:**

The Athletics Department and the Ticket Office have agreed to the following points regarding promotional events that are held by the Athletic Department:

- a. The Athletic Department will notify the Ticket Office in advance of any event.
- b. The Ticket Office will print all complimentary tickets for the event.
- c. The Athletic Department will cease using "roll" tickets.
- d. The Ticket Office will reconcile the complimentary tickets printed and distributed as noted in the Implementation Status for Recommendation 4.

This agreement will be implemented with the beginning of the Fall 2004 football season.

**VERIFICATION DATE:**

May 10, 2004

Audit recommendations verified by:

Steve Holda

Assistant to the Vice President for Business & Finance



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**Eastern Michigan University Internal Audit Schedule  
Andrews Hooper & Pavlik  
For Period Ending September 30, 2004**

Timing		Budget Hours	Through 4/30/04	Item
Work Pfm'd	Report		Actual Hours	
Various	Various	100.00	76.40	Planning, Risk Analysis & Administrative Planning/Scheduling Audits Board Meetings, Other Meetings, etc. Risk Assessment for following years
Completed	Dec-03	60.00	48.80	Investments
Completed	Jan-04	40.00		Conflict of Interest Statements Board of Regents, President & Administrative Professionals 10 & above
			14.50	Incurred through 9/30/2003
			17.00	Incurred through 9/30/2004
			<u>31.50</u>	Total
Completed	Mar-04	60.00	81.40	Health Center
Completed	Mar-04	60.00	61.55	Ticket Sales (including special events) Quirk Auditorium Advance Sales At Game Sales
Completed	Mar-04	100.00	101.35	Software Licensing
In Process	Jun-04	200.00	185.55	Payroll
In Process	Jun-04	160.00	136.70	ICT Network Security
In Process	Jun-04	80.00	59.40	Research Grants and Corporate Contracts
In Process	Jun-04	40.00	3.30	Children's Institute
May-04	Sep-04	200.00	1.80	Charter Schools
Jun-04	Sep-04	80.00	0.85	University Apartments
Jul-04	Sep-04	80.00		Physical Plant - Bidding/Selection of Contracts
Jul-04	Sep-04	100.00	4.90	Business/ICT Contingency Planning
Various	Various	160.00		Special Projects
Various	Various	<u>100.00</u>		Contingencies
<b>Total Budgeted Hours</b>		<u>1,620.00</u>	<u>793.50</u>	<b>Total Actual Hours Incurred</b>
		\$ 83.00	\$ 83.00	<b>Contracted Dollar Amount Per Hour</b>
<b>Budgeted Dollars</b>		<u>\$ 134,460.00</u>	<u>\$ 65,860.50</u>	<b>Actual Dollars Billed</b>

**BOARD OF REGENTS**  
EASTERN MICHIGAN UNIVERSITY

SECTION: 3
DATE: June 15, 2004

**RECOMMENDATION**

**REPORT: GRANTS/CONTRACTS**

**ACTION REQUESTED**

It is recommended that 86 grants and contracts totaling \$2,818,910 for the period 03/01/04 through 05/31/04 be accepted.

**SUMMARY**

One-hundred percent sponsor-funded grants and contracts in the amount of \$2,569,181 were awarded to the University during the period 03/01/04 through 05/31/04. Grants and contracts awarded to the University that required EMU cost-sharing and/or in-kind contributions totaled \$249,729.

Summary of Grants and Contracts (pp. 2-7)  
Grants & Contracts Progress Report (p. 8)  
March 2004 Proposal Activity (pp. 9-15)  
April 2004 Proposal Activity (pp. 16-21)  
May 2004 Proposal Activity (pp. 22-27)

**FISCAL IMPLICATIONS**

This action approves allocating University matching funds in the amount of \$20,420 as cash contributions for projects awarded during the period 03/01/04 through 05/31/04, for a fiscal year-to-date total of \$220,881 against a base budget of \$361,652.

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
University Executive Officer

\_\_\_\_\_  
Date

2.

**Eastern Michigan University  
Summary of Grants and Contracts  
06/15/2004**

(Reported for FY 2004)

**100% Sponsored**

<b>Title Grantor/Contractor</b>	<b>Director</b>	<b>Administrator</b>	<b>Amount</b>
Upward Bound, 2004-2005 U.S. Department of Education	Amy Prevo-Johnson	Amy Prevo-Johnson	\$386,711
UAW-Ford NPC Ypsilanti Visteon Plant 2004-2006 Contract Year UAW-Ford National Programs Center	Melanie Ferren	Melanie Ferren	\$334,642
E-Meld Year Four Wayne State University	Helen Aristar-Dry	Helen Aristar-Dry	\$190,722
UAW American Axle Gear Plant 2004 UAW-American Axle Manufacturing	Melanie Ferren	Melanie Ferren	\$176,953
RUI: Elucidating and Manipulating the Role of Malate in the Maintenance of Stomatal Aperture National Science Foundation	Marianne Laporte	Marianne Laporte	\$165,348
RUI: Investigation of interactions between autotrophs and heterotrophs in periphyton attached to emergent plant detritus and their effect National Science Foundation	Steven Francoeur Kevin Kuehn	Steven Francoeur	\$124,975
UAW-DaimlerChrysler UAW-DaimlerChrysler National Training Center	Pamela Hill	Ronald Kerrigan	\$124,000
RUI-Nanotechnology Curriculum Development National Science Foundation	John Texter Denise Pilato Weidian Shen	Ted Provder	\$99,072
EMU School of Police Staff and Command-Northern Michigan Michigan Department of State Police	Gerald Lawver	Gerald Lawver	\$98,556
Race and Family Factors in Adolescent Drug Use Michigan State University	Carol Freedman-Doan	Carol Freedman-Doan	\$84,899
UAW American Axle Forge 2004 UAW-American Axle Manufacturing	Melanie Ferren	Melanie Ferren	\$81,407
Eastern Michigan University School of Police Staff and Command Michigan Department of State Police	Gerald Lawver	Gerald Lawver	\$75,734
Eastern Michigan University School of Cybercrime Investigation Michigan Department of State Police	Gerald Lawver	Gerald Lawver	\$43,286
Mayors Time - Skillman Foundation Youth Connection dba Mayor's Time	Crystal Mills Joan Abbey	Crystal Mills	\$37,000
American Axle & Manufacturing Inc. American Axle & Manufacturing	Barbara Hopkins	Barbara Hopkins	\$36,550
Eastern Michigan University School of Computer Forensics Michigan Department of State Police	Gerald Lawver	Gerald Lawver	\$34,962

Title Grantor/Contractor	Director	Administrator	Amount
Industry/University Cooperative Research Center Coatings at EMU--Visteon 03/04 Membership Visteon Corporation	Theodore Provder	Theodore Provder	\$30,000
Industry/University Cooperative Research Center Coatings at EMU--Exatec 03/04 Membership Exatec	Theodore Provder	Theodore Provder	\$30,000
NSF I/U CRC in Coatings at EMU-U.S. Army TACOM 2004-05 Membership National Science Foundation	Theodore Provder	Theodore Provder	\$28,740
First Line Developmental Program Michigan Department of State Police	Jeffrey Lewis	Jeffrey Lewis	\$26,695
Small testing and analysis contract for LPJ LPJ Research, Inc.	Stephen McGregor	Stephen McGregor	\$20,212
UAW-Ford National Programs Center UAW-Ford National Programs Center	Pamela Hill	Ronald Kerrigan	\$16,400
Severstal North America Severstal North America	Barbara Hopkins	Barbara Hopkins	\$15,300
UAW-Ford Cleveland UAW-Ford National Joint Committee Health & Safety	Pamela Hill	Ronald Kerrigan	\$15,000
ROA Supplement to "RUI: Investigation of Interactions between Autotrophs and Heterotrophs in periphyton attached to emergent plant detritus" National Science Foundation	Steven Francoeur Kevin Kuehn	Steven Francoeur	\$14,814
American Axle & Manufacturing American Axle & Manufacturing	Barbara Hopkins	Barbara Hopkins	\$13,575
UAW-Ford National Programs Center UAW-Ford National Programs Center	Pamela Hill	Ronald Kerrigan	\$13,325
Michigan Space Grant Fellowships, 2004-2005 Michigan Space Grant Consortium	James Sheerin	James Sheerin	\$12,500
DaimlerChrysler Daimler/Chrysler Corporation	Pamela Hill	Ronald Kerrigan	\$12,300
Rowe Inc. subcontract for Shiawassee EDP Rowe, Incorporated	Yichun Xie	Yichun Xie	\$12,126
UAW-Ford National Programs Center UAW-Ford National Programs Center	Pamela Hill	Ronald Kerrigan	\$11,000
Aisin World Corporation Aisin World Corporation	Barbara Hopkins	Barbara Hopkins	\$10,500
UAW-Ford UAW-Ford National Joint Committee Health & Safety	Pamela Hill	Ronald Kerrigan	\$10,000
DaimlerChrysler Daimler/Chrysler Corporation	Pamela Hill	Ronald Kerrigan	\$8,600
Truck Safety Commission Update of Strategic Michigan Truck Safety Commission	Joseph Ohren	Charles Monsma	\$8,500

Title Grantor/Contractor	Director	Administrator	Amount
Ford Motor Company-Fairlane Training & Development	Pamela Hill	Ronald Kerrigan	\$8,200
Ford Motor Company-Fairlane Training & Development			
Cytec Industries	Pamela Hill	Arlene Cook	\$7,250
Cytec Industries			
DaimlerChrysler	Pamela Hill	Ron Kerrigan	\$6,913
Daimler/Chrysler Corporation			
Training for Irvin Automotive	Julie Becker	Julie Becker	\$6,800
Irvin Automotive			
United Methodist Retirement Communities, Amendment One	Elizabeth Schuster	Elizabeth Schuster	\$6,338
United Methodist Retirement Communities			
LinkMichigan Provider Inventory for Washtenaw County	Yichun Xie	Yichun Xie	\$6,140
Washtenaw County Government			
REU Supplement to current NSF project "RUI: Investigation of Interactions between Autotrophs and Heterotrophs in Periphyton attached to National Science Foundation	Steven Francoeur Kevin Kuehn	Steven Francoeur	\$6,000
Thetford Corporation	Pamela Hill	Arlene Cook	\$6,000
Thetford Corporation			
Ann Arbor Roofing	Pamela Hill	Pamela Sidney	\$5,560
Ann Arbor Roofing			
Weyerhaeuser	Pamela Hill	Pamela Sidney	\$5,203
Weyerhaeuser			
UAW-Ford National Programs Center	Pamela Hill	Ronald Kerrigan	\$5,100
UAW-Ford National Programs Center			
Severstal North America	Barbara Hopkins	Barbara Hopkins	\$5,100
Severstal North America			
Masco Corporation	Barbara Hopkins	Barbara Hopkins	\$5,100
Masco Corporation			
Infusing Science into Middle School Media Centers: Obstacles and Strategies	Ellen Hoffman Marcia Mardis	Ellen Hoffman	\$5,000
Kent State University			
DaimlerChrysler	Pamela Hill	Ron Kerrigan	\$5,000
Daimler/Chrysler Corporation			
Detroit Diesel	Barbara Hopkins	Barbara Hopkins	\$4,900
Detroit Diesel Corporation			
Yazaki North America	Barbara Hopkins	Barbara Hopkins	\$4,800
Yazaki North America			
Environmental Quality	Pamela Hill	Arlene Cook	\$4,800
Environmental Quality			
Johnson Corporation-Sterling Plant	Pamela Hill	Ronald Kerrigan	\$4,500
Johnson Corporation			

5.

<u>Title</u> <u>Grantor/Contractor</u>	<u>Director</u>	<u>Administrator</u>	<u>Amount</u>
Training of Interns for Pattern Input for Shield Company. Shield Company, Elkhart, IN	Julie Becker	Julie Becker	\$4,000
Training for Tek Solutions Tek Solutions, Grand Rapids, MI	Julie Becker	Julie Becker	\$3,850
American Axle & Manufacturing Inc. American Axle & Manufacturing	Barbara Hopkins	Barbara Hopkins	\$3,475
Huck Fasteners Huck Fasteners	Barbara Hopkins	Barbara Hopkins	\$3,200
Michigan State Police Motor Carrier STET Evaluation Michigan Department of State Police	Jeffrey Bernstein Joseph Ohren	Charles Monsma	\$3,000
The Musical Tradition of the Eastern European Synagogue Samuel L. Westerman Foundation	Sylvan Kalib	Sylvan Kalib	\$3,000
Monroe County Historical Society Landmark Research Monroe County Historical Society	Theodore Ligibel	Theodore Ligibel	\$3,000
Emrick Plastics Emrick Plastics	Barbara Hopkins	Barbara Hopkins	\$2,950
Yazaki North America Yazaki North America	Barbara Hopkins	Barbara Hopkins	\$2,850
Training for IADT - Detroit employee IADT - Detroit	Julie Becker	Julie Becker	\$2,750
Training in Gerber Technology Software for Oxford Shirtings Employee Oxford Shirtings, Lyons, GA	Julie Becker	Julie Becker	\$2,750
UAW-Ford National Programs Center UAW-Ford National Programs Center	Pamela Hill	Ronald Kerrigan	\$2,250
UAW-Ford UAW-Ford National Programs Center	Pamela Hill	Ron Kerrigan	\$2,250
UAW-Ford UAW-Ford National Programs Center	Pamela Hill	Ron Kerrigan	\$2,250
DaimlerChrysler Daimler/Chrysler Corporation	Pamela Hill	Ronald Kerrigan	\$2,250
Training for Janet Konyha Various Sponsors	Julie Becker	Julie Becker	\$2,200
Agreement Between PDR Consulting and Eastern Michigan University PDR Consulting, LLC	Peggy Wiencek John Benci	Peggy Wiencek	\$2,000
Audio Sound Quality study GedLee LLC, Northville, MI	Lidia Lee	Lidia Lee	\$2,000
Electronic Pattern input - cooperative arrangement graduate and undergraduate courses, ATM & 479 Shield Company, Elkhart, IN	Julie Becker	Julie Becker	\$2,000

6.

<b>Title Grantor/Contractor</b>	<b>Director</b>	<b>Administrator</b>	<b>Amount</b>
National Safety Council-S. Florida Chapter National Safety Council of South Florida	Pamela Hill	Pamela Sidney	\$1,679
Millers Creek Laboratory Sampling Contract Ayres, Lewis, Norris, and May, Inc.	Kevin Blake Gustavson	Kevin Blake Gustavson	\$1,000
Training for Lear Corporation, May 2004 Lear Corporation	Julie Becker	Julie Becker	\$550
Pattern creation for Lloyd Flanders Lloyd Flanders Industries, Inc.	Julie Becker	Julie Becker	\$519
Technical Services in translating and editing CAD drawings for Southbridge, Inc., and Artful Shelter Southbridge, Inc., Asheville, NC	Julie Becker	Julie Becker	\$300

**78 Grants and Contracts for a total of: \$2,569,181**

7.

Eastern Michigan University  
Summary of Grants and Contracts  
06/15/2004

(Reported for FY 2004 )  
Requiring EMU Matching Funds

Title Funding Agency	Director	Administrator	EMU In-kind	EMU Cash	Sponsor	Total
Eastern Michigan Writing Project	William Tucker	William Tucker	\$65,181	\$250	\$43,000	\$108,431
National Writing Project	Rebecca Sipe W Baker Cathy Fleischer					
Japanese School of Detroit - Year Five	Hitomi Oketani	Hitomi Oketani	\$37,881		\$70,332	\$108,213
Japanese School of Detroit						
American Council of Learned Societies Fellowship	Veronica Grondona	Veronica Grondona	\$0	\$17,170	\$60,000	\$77,170
American Council of Learned Societies						
ACIE Citizenship Education Internship Program for Secondary School Educators and Teacher Trainers from Eurasia, Year 2	Joe Bishop Don Staub	Don Staub	\$13,093		\$25,100	\$38,193
American Councils for International Education						
Donation of Equipment by Dow Chemical USA	Kevin Kuehn Steven Francoeur	Kevin Kuehn	\$0	\$3,000	\$34,997	\$37,997
Chemical USA						
Population Ecology and Oviposition Site Selection by Mitchell's Satyr Butterflies	Catherine Bach	Catherine Bach	\$3,300		\$10,000	\$13,300
Michigan Department of Natural Resources						
Youth Initiative Grant for Project Yes Players, Year Two	Anita Rich Kathleen Russell	Anita Rich	\$600		\$6,000	\$6,600
Comm Fund of SE Michigan HOPE Fund						
Raise Your Voice	Peggy Harless	Peggy Harless	\$400		\$300	\$700
Michigan Campus Compact	Alena Frey					
<b>8 Grants/Contracts for a total of:</b>			<b>\$120,455</b>	<b>\$20,420</b>	<b>\$249,729</b>	<b>\$390,604</b>



6.

<u>Title</u> <u>Grantor/Contractor</u>	<u>Director</u>	<u>Administrator</u>	<u>Amount</u>
National Safety Council-S. Florida Chapter National Safety Council of South Florida	Pamela Hill	Pamela Sidney	\$1,679
Millers Creek Laboratory Sampling Contract Ayres, Lewis, Norris, and May, Inc.	Kevin Blake Gustavson	Kevin Blake Gustavson	\$1,000
Training for Lear Corporation, May 2004 Lear Corporation	Julie Becker	Julie Becker	\$550
Pattern creation for Lloyd Flanders Lloyd Flanders Industries, Inc.	Julie Becker	Julie Becker	\$519
Technical Services in translating and editing CAD drawings for Southbridge, Inc., and Artful Shelter Southbridge, Inc., Asheville, NC	Julie Becker	Julie Becker	\$300
		<b>78 Grants and Contracts for a total of:</b>	<b>\$2,569,181</b>

7.

Eastern Michigan University  
Summary of Grants and Contracts  
06/15/2004

(Reported for FY 2004 )

Requiring EMU Matching Funds

Title Funding Agency	Director	Administrator	EMU In-kind	EMU Cash	Sponsor	Total
Eastern Michigan Writing Project	William Tucker	William Tucker	\$65,181	\$250	\$43,000	\$108,431
National Writing Project	Rebecca Sipe W Baker Cathy Fleischer					
Japanese School of Detroit - Year Five	Hitomi Oketani	Hitomi Oketani	\$37,881		\$70,332	\$108,213
Japanese School of Detroit						
American Council of Learned Societies Fellowship	Veronica Grondona	Veronica Grondona	\$0	\$17,170	\$60,000	\$77,170
American Council of Learned Societies						
ACIE Citizenship Education Internship Program for Secondary School Educators and Teacher Trainers from Eurasia, Year 2	Joe Bishop Don Staub	Don Staub	\$13,093		\$25,100	\$38,193
American Councils for International Education						
Donation of Equipment by Dow Chemical USA	Kevin Kuehn Steven Francoeur	Kevin Kuehn	\$0	\$3,000	\$34,997	\$37,997
Chemical USA						
Population Ecology and Oviposition Site Selection by Mitchell's Satyr Butterflies	Catherine Bach	Catherine Bach	\$3,300		\$10,000	\$13,300
Michigan Department of Natural Resources						
Youth Initiative Grant for Project Yes Players, Year Two	Anita Rich Kathleen Russell	Anita Rich	\$600		\$6,000	\$6,600
Comm Fund of SE Michigan HOPE Fund						
Raise Your Voice	Peggy Harless	Peggy Harless	\$400		\$300	\$700
Michigan Campus Compact	Alena Frey					
<b>8 Grants/Contracts for a total of:</b>			<b>\$120,455</b>	<b>\$20,420</b>	<b>\$249,729</b>	<b>\$390,604</b>

**GRANTS AND CONTRACTS  
FY 2004 PROGRESS REPORT**

June 15, 2004

	FY2004 Activity through 5/31		FY2003 Activity through 5/31		FY2002 Activity through 5/31		FY2004 vs. FY2003 Actual to Date Var.	
	No. to Date	Dollar Value to Date	No. to Date	Dollar Value to Date	No. to Date	Dollar Value to Date	No. to Date	Dollar Value to Date
<b>TABLE I: PROPOSALS</b>								
<b>Proposals Sorted by Activity</b>								
Research & Development	126	\$37,913,182	138	\$34,424,205	103	\$12,932,963	(12)	\$3,488,977
Service	82	\$13,573,782	98	\$9,923,211	112	\$9,041,633	(16)	\$3,650,571
Corporate/Community Training	191	\$5,149,664	161	\$5,318,676	182	\$6,211,290	30	(\$169,012)
Instructional Support & Other	31	\$3,486,657	33	\$3,161,816	28	\$1,268,994	(2)	\$324,841
<b>Total Proposals</b>	<b>430</b>	<b>\$60,123,285</b>	<b>430</b>	<b>\$52,827,908</b>	<b>425</b>	<b>\$29,454,880</b>	<b>0</b>	<b>\$7,295,377</b>
<b>Proposals Sorted by Sponsor Type</b>								
Federal	110	\$51,745,487	115	\$41,979,935	89	\$16,652,116	(5)	\$9,765,552
State	23	\$720,166	32	\$1,917,064	33	\$2,170,786	(9)	(\$1,196,898)
Foundations	24	\$1,206,087	21	\$1,289,738	30	\$1,738,995	3	(\$83,651)
Business & Industry	210	\$5,157,456	192	\$4,759,869	208	\$6,736,460	18	\$397,587
Local Govt. & Other Non-Profits	63	\$1,294,089	70	\$2,881,302	65	\$2,156,523	(7)	(\$1,587,213)
<b>Total Proposals</b>	<b>430</b>	<b>\$60,123,285</b>	<b>430</b>	<b>\$52,827,908</b>	<b>425</b>	<b>\$29,454,880</b>	<b>0</b>	<b>\$7,295,377</b>

**TABLE II: AWARDS**

	FY2004		FY2003		FY2002		FY2004 vs. FY2003 Var.	
	No.	Dollar Value	No.	Dollar Value	No.	Dollar Value	No.	Dollar Value
<b>Awards Sorted by Activity</b>								
Research & Development	74	\$5,801,095	75	\$3,695,275	67	\$3,986,670	(1)	\$2,105,820
Service	64	\$3,673,434	76	\$2,917,368	85	\$3,163,930	(12)	\$756,066
Corporate/Community Training	184	\$4,335,883	173	\$4,980,568	173	\$5,515,531	11	(\$644,685)
Instructional Support & Other	11	\$426,370	9	\$809,020	17	\$490,619	2	(\$382,650)
<b>Total Awards</b>	<b>333</b>	<b>\$14,236,782</b>	<b>333</b>	<b>\$12,402,231</b>	<b>342</b>	<b>\$13,156,750</b>	<b>0</b>	<b>\$1,834,551</b>
<b>Awards Sorted by Sponsor Type</b>								
Federal	58	\$7,950,805	55	\$3,974,361	46	\$3,331,571	3	\$3,976,444
State	20	\$832,060	25	\$988,330	30	\$1,874,261	(5)	(\$156,270)
Foundations	12	\$331,992	7	\$537,495	11	\$778,832	5	(\$205,503)
Business & Industry	203	\$4,361,599	191	\$5,332,454	199	\$5,813,277	12	(\$970,855)
Local Govt. & Other Non-Profits	40	\$760,326	55	\$1,569,591	56	\$1,358,809	(15)	(\$809,265)
<b>Total Awards</b>	<b>333</b>	<b>\$14,236,782</b>	<b>333</b>	<b>\$12,402,231</b>	<b>342</b>	<b>\$13,156,750</b>	<b>0</b>	<b>\$1,834,551</b>

	FY2004		FY2003		FY2002		FY2004 vs. FY2003 Var.	
	No.	Dollar Value	No.	Dollar Value	No.	Dollar Value	No.	Dollar Value
<b>TABLE III: PENDING PROPOSALS</b>								
Pending as of May 31	89	\$36,461,913	83	\$19,805,067	116	\$20,666,456	6	\$16,656,846

	FY2004 Projection		FY2004 Proj.-to-Date		FY2004 Actual-to-Date		Actual-Proj. Variance	
	No.	Dollars	No.	Dollars	No.	Dollars	No.	Dollars
<b>TABLE IV: PERFORMANCE VS. PLAN</b>								
Proposals	487	43,986,000	446	40,320,500	430	60,123,285	(16)	19,802,785
Awards	383	15,203,000	351	13,936,083	333	14,236,782	(18)	300,699

	FY2004	FY2003	FY2002	FY2004 vs. FY2003 Var.
<b>TABLE V: GRANT/CONTRACT EXPENDITURES</b>				
Expenditures as of April 30	\$9,541,867	\$8,227,555	\$10,179,087	\$1,314,312

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EASTERN MICHIGAN UNIVERSITY  
OFFICE OF RESEARCH DEVELOPMENT

Report to the Board of Regents: 06/15/2004

Grant/Contract Activity for March 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040949	Aisin World Corporation	Center for Quality	Awarded 03/31/2004	\$10,500	\$10,500
20040945	American Axle & Manufacturing	Center for Quality	Awarded 03/31/2004	\$13,575	\$13,575
20040933	Ann Arbor Roofing	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$5,560	\$5,560
20040909	Daimler/Chrysler Corporation	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$8,600	\$8,600
20040929	Daimler/Chrysler Corporation	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$12,300	\$12,300
20040948	Detroit Diesel Corporation	Center for Quality	Awarded 03/31/2004	\$4,900	\$4,900
20040947	Emrick Plastics	Center for Quality	Awarded 03/31/2004	\$2,950	\$2,950
20040926	Exatec	Coatings Research Institute	Awarded 03/31/2004	\$30,000	\$30,000
20040908	Ford Motor Company-Fairlane Training & Development	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$8,200	\$8,200
20040944	Huck Fasteners	Center for Quality	Awarded 03/31/2004	\$3,200	\$3,200
20040920	IADT - Detroit	Textiles Research & Training Institute	Awarded 03/31/2004	\$2,750	\$2,750
20040901	Irvin Automotive	Textiles Research & Training Institute	Awarded 03/10/2004	\$6,800	\$6,800
20040912	Japanese School of Detroit	Foreign Languages & Bilingual Studies	Awarded 03/22/2004	\$70,332	\$70,332
20040518	Michigan Department of Natural Resources	Biology	Awarded 03/31/2004	\$10,000	\$10,000
20040105	Michigan Department of State Police	Interdisciplinary Technology	Awarded 03/31/2004	\$75,734	\$75,734
20040106	Michigan Department of State Police	Interdisciplinary Technology	Awarded 03/31/2004	\$98,556	\$98,556
20040107	Michigan Department of State Police	Interdisciplinary Technology	Awarded 03/31/2004	\$43,286	\$43,286
20040108	Michigan Department of State Police	Interdisciplinary Technology	Awarded 03/31/2004	\$34,962	\$34,962

GRANTS AND CONTRACTS  
ACTIVITY REPORT FOR MARCH 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040114	Michigan Department of State Police	Interdisciplinary Technology	Awarded 03/31/2004	\$26,695	\$26,695
20040109	National Science Foundation	Biology	Awarded 03/11/2004	\$165,348	\$165,348
20040924	PDR Consulting, LLC	ISCFC	Awarded 03/26/2004	\$2,000	\$2,000
20040812	Rowe, Incorporated	Institute for Geospatial Research & Education (IGRE)	Awarded 03/09/2004	\$12,126	\$12,126
20040818	Samuel L. Westerman Foundation	Music	Awarded 03/10/2004	\$3,000	\$3,000
20040950	Severstal North America	Center for Quality	Awarded 03/31/2004	\$5,100	\$5,100
20040921	Southbridge, Inc., Asheville, NC	Textiles Research & Training Institute	Awarded 03/31/2004	\$300	\$300
20040902	Tek Solutions, Grand Rapids, MI	Textiles Research & Training Institute	Awarded 03/10/2004	\$3,850	\$3,850
20040932	Thetford Corporation	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$6,000	\$6,000
20040934	UAW-DaimlerChrysler National Training Center	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$124,000	\$124,000
20040931	UAW-Ford National Programs Center	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$13,325	\$13,325
20040935	UAW-Ford National Programs Center	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$11,000	\$11,000
20040936	UAW-Ford National Programs Center	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$16,400	\$16,400
20040937	UAW-Ford National Programs Center	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$5,100	\$5,100
20040938	UAW-Ford National Programs Center	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$2,250	\$2,250
20040903	Various Sponsors	Textiles Research & Training Institute	Awarded 03/10/2004	\$2,200	\$2,200
20040925	Visteon Corporation	Coatings Research Institute	Awarded 03/31/2004	\$30,000	\$30,000
20040930	Visteon Corporation	Center for Organizational Risk Reduction	Awarded 03/30/2004	\$4,500	\$4,500
20040946	Yazaki North America	Center for Quality	Awarded 03/31/2004	\$4,800	\$4,800
20040218	National Science Foundation	Sociology, Anthropology and Criminology	Denied 03/29/2004	\$243,121	\$0

GRANTS AND CONTRACTS  
ACTIVITY REPORT FOR MARCH 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040542	Allen Foundation, Midland MI	HECR	Pending	\$290,213	\$0
20040329	American Bird Conservancy	Biology	Pending	\$4,680	\$0
20040612	American Councils for International Education	Teacher Education Office of Collaborative Education	Pending	\$25,100	\$0
20040917	American Councils for International Education	Office of Collaborative Education Economics	Pending	\$22,084	\$0
20031201	American Society of Colleges & Universities	Undergraduate Studies American Humanics	Pending	\$5,500	\$0
20040541	Ayes, Lewis, Norris, and May, Inc.	Geography & Geology	Pending	\$1,000	\$0
20040328	Canadian Embassy	Geography & Geology	Pending	\$9,990	\$0
20040706	Carnegie Mellon University	English Language & Literature	Pending	\$19,803	\$0
20030807	Choice Hotels International Foundation	Campus Life	Pending	\$10,500	\$0
20040410	City of Houston	Center for National & Regional Security	Pending	\$5,100	\$0
20040508	City of Ypsilanti	Political Science	Pending	\$1,200	\$0
20040512	Community Foundation for Southeastern Michigan	Communication & Theatre Arts Lesbian, Gay, Bisexual, Transgender Resource Center	Pending	\$7,500	\$0
20040815	Community Foundation for Southeastern Michigan	Lesbian, Gay, Bisexual, Transgender Resource Center	Pending	\$25,000	\$0
20040112	Construction Industry Institute	Industrial Technology	Pending	\$50,000	\$0
20040225	Council of Graduate Schools, Washington DC	Graduate School	Pending	\$10,000	\$0
20021053	Environmental Protection Agency	CEITA	Pending	\$3,000	\$0
20021111	Environmental Protection Agency	Institute for Geospatial Research & Education (IGRE)	Pending	\$89,917	\$0
20040303	Fdtn for Advancemt of Meso-American Studies, Inc	Sociology, Anthropology and Criminology	Pending	\$7,763	\$0
20040405	Ford Foundation	African American Center for Applied Research & Services Sociology, Anthropology and Criminology	Pending	\$6,000	\$0
20030425	Ford Motor Co.	Office of the Dean of Technology	Pending	\$11,500	\$0
20040927	Fred C. Gloeckner Foundation, Harrison, NY	Biology	Pending	\$22,000	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040719	General Mills Foundation, MN	HPERD	Pending	\$10,000	\$0
20040817	Great Lakes Fisheries Trust	Biology	Pending	\$49,926	\$0
20031250	Hamilton College, NY	Physics & Astronomy	Pending	\$8,580	\$0
20011144	Harry A. & Margaret D. Towsley Foundation	Alzheimer's Education Program	Pending	\$165,784	\$0
20040318	Henry Ford Community College	Mathematics	Pending	\$157,393	\$0
20040520	Individual Inventor	Industrial Technology	Pending	\$9,052	\$0
20040704	Innovative Technical Systems Corp., Northville, MI	Biology	Pending	\$32,998	\$0
20040907	Joseph W. Jones Ecological Research Center, GA	Biology	Pending	\$115,258	\$0
20040816	Jumpstart Americorps	Campus Life	Pending	\$57,884	\$0
20040319	Lesbian Health Fund	Psychology	Pending	\$9,515	\$0
20040506	Michigan Campus Compact	Sociology, Anthropology and Criminology	Pending	\$2,500	\$0
20040722	Michigan Campus Compact	Academic Service-Learning	Pending	\$132	\$0
20021232	Michigan Department of Consumer and Industry Services	Center for Organizational Risk Reduction	Pending	\$46,000	\$0
20040116	Michigan Department of State Police	Interdisciplinary Technology	Pending	\$29,879	\$0
20040906	Michigan Economic Development Corporation	Office of Research Development	Pending		\$0
20040915	Michigan Nonprofit Research Program	American Humanics Political Science	Pending	\$14,279	\$0
20040516	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$4,227	\$0
20040517	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$5,000	\$0
20040521	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$5,000	\$0
20031008	Michigan Technological University	Business & Technology Education	Pending	\$1,238,535	\$0
20040115	National Endowment for the Humanities	Learning Resources & Technologies	Pending	\$152,562	\$0
20041005	National Endowment for the Humanities	English Language & Literature	Pending	\$30,001	\$0

GRANTS AND CONTRACTS  
ACTIVITY REPORT FOR MARCH 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040412	National Institute of Justice	Sociology, Anthropology and Criminology	Pending	\$34,771	\$0
20040711	National Institutes of Health	Psychology	Pending	\$198,580	\$0
20040922	National Institutes of Health	Chemistry Biology	Pending	\$868,963	\$0
20031232	National Science Foundation	Interdisciplinary Technology	Pending	\$75,000	\$0
20040540	National Science Foundation	Textiles Research & Training Institute	Pending	\$139,149	\$0
20040601	National Science Foundation	Chemistry	Pending	\$67,429	\$0
20040604	National Science Foundation	Physics & Astronomy	Pending	\$178,393	\$0
20040613	National Science Foundation	Institute for Geospatial Research & Education (IGRE)	Pending	\$261,489	\$0
20040629	National Science Foundation	Mathematics Teacher Education	Pending	\$11,820,540	\$0
20040701	National Science Foundation	Coatings Research Institute Chemistry	Pending	\$132,784	\$0
20040703	National Science Foundation	Coatings Research Institute	Pending	\$101,309	\$0
20040707	National Science Foundation	Political Science	Pending	\$223,077	\$0
20040708	National Science Foundation	Chemistry	Pending	\$50,000	\$0
20040713	National Science Foundation	Biology	Pending	\$513,241	\$0
20040715	National Science Foundation	Coatings Research Institute	Pending	\$333,357	\$0
20040814	National Science Foundation	English Language & Literature	Pending	\$650,035	\$0
20040821	National Science Foundation	Chemistry ICARD	Pending	\$999,591	\$0
20040824	National Science Foundation	Geography & Geology Institute for Geospatial Research & Education (IGRE)	Pending	\$770,741	\$0
20040928	National Science Foundation	English Language & Literature	Pending	\$2,433,286	\$0
20040939	National Science Foundation	Sociology, Anthropology and Criminology	Pending	\$482,143	\$0
20040940	National Science Foundation	Sociology, Anthropology and Criminology	Pending	\$307,638	\$0

GRANTS AND CONTRACTS  
ACTIVITY REPORT FOR MARCH 2004



Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20041013	National Science Foundation	Coatings Research Institute	Pending	\$28,740	\$0
20040702	National Writing Project	English Language & Literature	Pending	\$43,000	\$0
20030825	Office of Research Integrity	Office of Research Development Physics & Astronomy	Pending	\$25,000	\$0
20041008	Princeton University	Biology	Pending	\$6,600	\$0
20040144	Proctor and Gamble	Coatings Research Institute Biology	Pending	\$50,000	\$0
20040423	Rockefeller Brothers Fund	Business & Technology Education Office of the Dean of Technology	Pending	\$150,000	\$0
20031035	Sam Houston University	Interdisciplinary Technology	Pending	\$69,442	\$0
20040823	Southeast Michigan Community All	Social Work	Pending	\$113,235	\$0
20040522	The Japan Foundation	Foreign Languages & Bilingual Studies	Pending	\$12,170	\$0
20040913	The Liberace Foundation	Music	Pending	\$18,000	\$0
20041001	Tokyo Gakugei University	Business & Technology Education	Pending	\$23,184	\$0
20040630	U.S. Department of Agriculture	Textiles Research & Training Institute	Pending	\$491,734	\$0
20040904	U.S. Department of Education	BBTEP Psychology	Pending	\$748,678	\$0
20041009	U.S. Department of Education	Special Education	Pending	\$1,238,621	\$0
20040611	U.S. Department of State	Sociology, Anthropology and Criminology	Pending	\$149,085	\$0
20040416	UAW-American Axle Manufacturing	Workforce Education	Pending	\$81,407	\$0
20040417	UAW-American Axle Manufacturing	Workforce Education	Pending	\$176,953	\$0
20040820	UAW-Ford National Programs Center	Workforce Education	Pending	\$412,541	\$0
20040942	UAW-Ford National Programs Center	Workforce Education	Pending	\$267,332	\$0
20031113	University of Michigan	Counseling Services	Pending	\$179,880	\$0
20040514	University of Michigan	Psychology	Pending	\$284,188	\$0
20041004	Utah State University	Teacher Education Mathematics	Pending	\$324,888	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040807	Village of Dexter	Biology	Pending	\$15,798	\$0
20040709	Washtenaw County Government	Political Science	Pending	\$5,400	\$0
20040809	Washtenaw County Government	Institute for Geospatial Research & Education (IGRE)	Pending	\$6,140	\$0
20040135	West Virginia University	Biology	Pending	\$26,485	\$0

Quantity of Awards: 37  
Sum of Awards: \$880,199

Quantity of Pending: 90  
Quantity of Denied: 1

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EASTERN MICHIGAN UNIVERSITY  
OFFICE OF RESEARCH DEVELOPMENT

Report to the Board of Regents: 06/15/2004

Grant/Contract Activity for April 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20041025	American Axle & Manufacturing	Center for Quality	Awarded 04/30/2004	\$36,550	\$36,550
20041027	American Axle & Manufacturing	Center for Quality	Awarded 04/30/2004	\$3,475	\$3,475
20041011	American Council of Learned Societies	English Language & Literature	Awarded 04/26/2004	\$60,000	\$60,000
20041022	Comm Fund of SE Michigan HOPE Fund	Communication & Theatre Arts Lesbian, Gay, Bisexual, Transgender Resource Center	Awarded 04/30/2004	\$6,000	\$6,000
20041019	Cytec Industries	Center for Organizational Risk Reduction	Awarded 04/30/2004	\$7,250	\$7,250
20041015	Daimler/Chrysler Corporation	Center for Organizational Risk Reduction	Awarded 04/30/2004	\$6,913	\$6,913
20041016	Daimler/Chrysler Corporation	Center for Organizational Risk Reduction	Awarded 04/30/2004	\$5,000	\$5,000
20041020	Environmental Quality	Center for Organizational Risk Reduction	Awarded 04/30/2004	\$4,800	\$4,800
20041007	GedLee LLC, Northville, MI	Special Education	Awarded 04/26/2004	\$2,000	\$2,000
20040919	Kent State University	Teacher Education	Awarded 04/22/2004	\$5,000	\$5,000
20041012	Lear Corporation	Textiles Research & Training Institute	Awarded 04/30/2004	\$550	\$550
20041002	LPJ Research, Inc.	HPERD	Awarded 04/14/2004	\$20,212	\$20,212
20041024	Masco Corporation	Center for Quality	Awarded 04/30/2004	\$5,100	\$5,100
20040605	Michigan Campus Compact	Campus Life	Awarded 04/30/2004	\$300	\$300
20041006	National Safety Council of South Florida	Center for Organizational Risk Reduction	Awarded 04/28/2004	\$1,679	\$1,679
20040507	National Science Foundation	Coatings Research Institute Interdisciplinary Technology	Awarded 04/22/2004	\$99,072	\$99,072
20040801	National Science Foundation	Biology	Awarded 04/14/2004	\$6,000	\$6,000
20040806	National Science Foundation	Biology	Awarded 04/13/2004	\$14,814	\$14,814

GRANTS AND CONTRACTS  
ACTIVITY REPORT FOR APRIL 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20041026	Severstal North America	Center for Quality	Awarded 04/30/2004	\$15,300	\$15,300
20040941	UAW-Ford National Programs Center	Workforce Education	Awarded 04/13/2004	\$334,642	\$334,642
20041017	UAW-Ford National Programs Center	Center for Organizational Risk Reduction	Awarded 04/30/2004	\$2,250	\$2,250
20041018	UAW-Ford National Programs Center	Center for Organizational Risk Reduction	Awarded 04/30/2004	\$2,250	\$2,250
20041023	Yazaki North America	Center for Quality	Awarded 04/30/2004	\$2,850	\$2,850
20040914	Youth Connection dba Mayor's Time	Social Work	Awarded 04/05/2004	\$37,000	\$37,000
20040819	National Institutes of Health	Biology	Denied 04/29/2004	\$528,097	\$0
20040401	U.S. Department of State	Sociology, Anthropology and Criminology	Denied 04/26/2004	\$135,791	\$0
20040542	Allen Foundation, Midland MI	HECR	Pending	\$290,213	\$0
20040329	American Bird Conservancy	Biology	Pending	\$4,680	\$0
20040612	American Councils for International Education	Teacher Education Office of Collaborative Education	Pending	\$25,100	\$0
20040917	American Councils for International Education	Office of Collaborative Education Economics	Pending	\$22,084	\$0
20031201	American Society of Colleges & Universities	Undergraduate Studies American Humanities	Pending	\$5,500	\$0
20040541	Ayes, Lewis, Norris, and May, Inc.	Geography & Geology	Pending	\$1,000	\$0
20040328	Canadian Embassy	Geography & Geology	Pending	\$9,990	\$0
20040706	Carnegie Mellon University	English Language & Literature	Pending	\$19,803	\$0
20030807	Choice Hotels International Foundation	Campus Life	Pending	\$10,500	\$0
20040410	City of Houston	Center for National & Regional Security	Pending	\$5,100	\$0
20040508	City of Ypsilanti	Political Science	Pending	\$1,200	\$0
20040512	Community Foundation for Southeastern Michigan	Communication & Theatre Arts Lesbian, Gay, Bisexual, Transgender Resource Center	Pending	\$7,500	\$0
20040815	Community Foundation for Southeastern Michigan	Lesbian, Gay, Bisexual, Transgender Resource Center	Pending	\$25,000	\$0

GRANTS AND CONTRACTS  
ACTIVITY REPORT FOR APRIL 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040112	Construction Industry Institute	Industrial Technology	Pending	\$50,000	\$0
20040225	Council of Graduate Schools, Washington DC	Graduate School	Pending	\$10,000	\$0
20021053	Environmental Protection Agency	CEITA	Pending	\$3,000	\$0
20021111	Environmental Protection Agency	Institute for Geospatial Research & Education (IGRE)	Pending	\$89,917	\$0
20040303	Fdtn for Advancemt of Meso-American Studies, Inc	Sociology, Anthropology and Criminology	Pending	\$7,763	\$0
20040405	Ford Foundation	African American Center for Applied Research & Services Sociology, Anthropology and Criminology	Pending	\$6,000	\$0
20030425	Ford Motor Co.	Office of the Dean of Technology	Pending	\$11,500	\$0
20040927	Fred C. Gloeckner Foundation, Harrison, NY	Biology	Pending	\$22,000	\$0
20040719	General Mills Foundation, MN	HPERD	Pending	\$10,000	\$0
20040817	Great Lakes Fisheries Trust	Biology	Pending	\$49,926	\$0
20031250	Hamilton College, NY	Physics & Astronomy	Pending	\$8,580	\$0
20011144	Harry A. & Margaret D. Towsley Foundation	Alzheimer's Education Program	Pending	\$165,784	\$0
20040318	Henry Ford Community College	Mathematics	Pending	\$157,393	\$0
20040520	Individual Inventor	Industrial Technology	Pending	\$9,052	\$0
20040704	Innovative Technical Systems Corp., Northville, MI	Biology	Pending	\$32,998	\$0
20040907	Joseph W. Jones Ecological Research Center, GA	Biology	Pending	\$115,258	\$0
20040816	Jumpstart Americorps	Campus Life	Pending	\$57,884	\$0
20040319	Lesbian Health Fund	Psychology	Pending	\$9,515	\$0
20040506	Michigan Campus Compact	Sociology, Anthropology and Criminology	Pending	\$2,500	\$0
20040722	Michigan Campus Compact	Academic Service-Learning	Pending	\$132	\$0
20021232	Michigan Department of Consumer and Industry Services	Center for Organizational Risk Reduction	Pending	\$46,000	\$0

GRANTS AND CONTRACTS  
ACTIVITY REPORT FOR APRIL 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040116	Michigan Department of State Police	Interdisciplinary Technology	Pending	\$29,879	\$0
20040906	Michigan Economic Development Corporation	Office of Research Development	Pending		\$0
20040915	Michigan Nonprofit Research Program	American Humanics Political Science	Pending	\$14,279	\$0
20040516	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$4,227	\$0
20040517	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$5,000	\$0
20040521	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$5,000	\$0
20031008	Michigan Technological University	Business & Technology Education	Pending	\$1,238,535	\$0
20040115	National Endowment for the Humanities	Learning Resources & Technologies	Pending	\$152,562	\$0
20041005	National Endowment for the Humanities	English Language & Literature	Pending	\$30,001	\$0
20040412	National Institute of Justice	Sociology, Anthropology and Criminology	Pending	\$34,771	\$0
20040711	National Institutes of Health	Psychology	Pending	\$198,580	\$0
20040922	National Institutes of Health	Chemistry Biology	Pending	\$868,963	\$0
20031232	National Science Foundation	Interdisciplinary Technology	Pending	\$75,000	\$0
20040540	National Science Foundation	Textiles Research & Training Institute	Pending	\$139,149	\$0
20040601	National Science Foundation	Chemistry	Pending	\$67,429	\$0
20040604	National Science Foundation	Physics & Astronomy	Pending	\$178,393	\$0
20040613	National Science Foundation	Institute for Geospatial Research & Education (IGRE)	Pending	\$261,489	\$0
20040629	National Science Foundation	Mathematics Teacher Education	Pending	\$11,820,540	\$0
20040701	National Science Foundation	Coatings Research Institute Chemistry	Pending	\$132,784	\$0
20040703	National Science Foundation	Coatings Research Institute	Pending	\$101,309	\$0
20040707	National Science Foundation	Political Science	Pending	\$223,077	\$0

GRANTS AND CONTRACTS  
ACTIVITY REPORT FOR APRIL 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040708	National Science Foundation	Chemistry	Pending	\$50,000	\$0
20040713	National Science Foundation	Biology	Pending	\$513,241	\$0
20040715	National Science Foundation	Coatings Research Institute	Pending	\$333,357	\$0
20040814	National Science Foundation	English Language & Literature	Pending	\$650,035	\$0
20040821	National Science Foundation	Chemistry ICARD	Pending	\$999,591	\$0
20040824	National Science Foundation	Geography & Geology Institute for Geospatial Research & Education (IGRE)	Pending	\$770,741	\$0
20040928	National Science Foundation	English Language & Literature	Pending	\$2,433,286	\$0
20040939	National Science Foundation	Sociology, Anthropology and Criminology	Pending	\$482,143	\$0
20040940	National Science Foundation	Sociology, Anthropology and Criminology	Pending	\$307,638	\$0
20041013	National Science Foundation	Coatings Research Institute	Pending	\$28,740	\$0
20040702	National Writing Project	English Language & Literature	Pending	\$43,000	\$0
20030825	Office of Research Integrity	Office of Research Development Physics & Astronomy	Pending	\$25,000	\$0
20041008	Princeton University	Biology	Pending	\$6,600	\$0
20040144	Proctor and Gamble	Coatings Research Institute Biology	Pending	\$50,000	\$0
20040423	Rockefeller Brothers Fund	Business & Technology Education Office of the Dean of Technology	Pending	\$150,000	\$0
20031035	Sam Houston University	Interdisciplinary Technology	Pending	\$69,442	\$0
20040823	Southeast Michigan Community All	Social Work	Pending	\$113,235	\$0
20040522	The Japan Foundation	Foreign Languages & Bilingual Studies	Pending	\$12,170	\$0
20040913	The Liberace Foundation	Music	Pending	\$18,000	\$0
20041001	Tokyo Gakugei University	Business & Technology Education	Pending	\$23,184	\$0
20040630	U.S. Department of Agriculture	Textiles Research & Training Institute	Pending	\$491,734	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040904	U.S. Department of Education	BBTEP Psychology	Pending	\$748,678	\$0
20041009	U.S. Department of Education	Special Education	Pending	\$1,238,621	\$0
20040611	U.S. Department of State	Sociology, Anthropology and Criminology	Pending	\$149,085	\$0
20040416	UAW-American Axle Manufacturing	Workforce Education	Pending	\$81,407	\$0
20040417	UAW-American Axle Manufacturing	Workforce Education	Pending	\$176,953	\$0
20040820	UAW-Ford National Programs Center	Workforce Education	Pending	\$412,541	\$0
20040942	UAW-Ford National Programs Center	Workforce Education	Pending	\$267,332	\$0
20031113	University of Michigan	Counseling Services	Pending	\$179,880	\$0
20040514	University of Michigan	Psychology	Pending	\$284,188	\$0
20041004	Utah State University	Teacher Education Mathematics	Pending	\$324,888	\$0
20040807	Village of Dexter	Biology	Pending	\$15,798	\$0
20040709	Washtenaw County Government	Political Science	Pending	\$5,400	\$0
20040809	Washtenaw County Government	Institute for Geospatial Research & Education (IGRE)	Pending	\$6,140	\$0
20040135	West Virginia University	Biology	Pending	\$26,485	\$0

Quantity of Awards: 24  
Sum of Awards: \$679,007

Quantity of Pending: 90  
Quantity of Denied: 2



22.

EASTERN MICHIGAN UNIVERSITY  
OFFICE OF RESEARCH DEVELOPMENT

Report to the Board of Regents: 06/15/2004

Grant/Contract Activity for May 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040612	American Councils for International Education	Teacher Education Office of Collaborative Education	Awarded 05/26/2004	\$25,100	\$25,100
20041010	Ayres, Lewis, Norris, and May, Inc.	Geography & Geology	Awarded 05/07/2004	\$1,000	\$1,000
20041133	Daimler/Chrysler Corporation	Center for Organizational Risk Reduction	Awarded 05/25/2004	\$2,250	\$2,250
20041120	Dow Chemical USA	Biology	Awarded 05/25/2004	\$34,997	\$34,997
20041102	Lloyd Flanders Industries, Inc.	Textiles Research & Training Institute	Awarded 05/06/2004	\$519	\$519
20040803	Michigan Department of State Police	Political Science	Awarded 05/06/2004	\$3,000	\$3,000
20041116	Michigan Space Grant Consortium	Physics & Astronomy	Awarded 05/24/2004	\$12,500	\$12,500
20041115	Michigan State University	Psychology	Awarded 05/24/2004	\$84,899	\$84,899
20040804	Michigan Truck Safety Commission	Political Science	Awarded 05/06/2004	\$8,500	\$8,500
20041108	Monroe County Historical Society	Geography & Geology	Awarded 05/21/2004	\$3,000	\$3,000
20041013	National Science Foundation	Coatings Research Institute	Awarded 05/25/2004	\$28,740	\$28,740
20041137	National Science Foundation	Biology	Awarded 05/26/2004	\$124,975	\$124,975
20040702	National Writing Project	English Language & Literature	Awarded 05/25/2004	\$43,000	\$43,000
20041119	Oxford Shirlings, Lyons, GA	Textiles Research & Training Institute	Awarded 05/25/2004	\$2,750	\$2,750
20041117	Transhield Company, Elkhart, IN	Textiles Research & Training Institute	Awarded 05/25/2004	\$2,000	\$2,000
20041118	Transhield Company, Elkhart, IN	Textiles Research & Training Institute	Awarded 05/25/2004	\$4,000	\$4,000
20041136	U.S. Department of Education	Upward Bound	Awarded 05/26/2004	\$386,711	\$386,711
20040416	UAW-American Axle Manufacturing	Workforce Education	Awarded 05/26/2004	\$81,407	\$81,407

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040417	UAW-American Axle Manufacturing	Workforce Education	Awarded 05/26/2004	\$176,953	\$176,953
20041104	UAW-Ford National Joint Committee Health & Safety	Center for Organizational Risk Reduction	Awarded 05/18/2004	\$10,000	\$10,000
20041105	UAW-Ford National Joint Committee Health & Safety	Center for Organizational Risk Reduction	Awarded 05/18/2004	\$15,000	\$15,000
20041124	United Methodist Retirement Communities	Gerontology	Awarded 05/26/2004	\$6,338	\$6,338
20040809	Washtenaw County Government	Institute for Geospatial Research & Education (IGRE)	Awarded 05/06/2004	\$6,140	\$6,140
20041126	Wayne State University	English Language & Literature	Awarded 05/26/2004	\$190,722	\$190,722
20041106	Weyerhaeuser	Center for Organizational Risk Reduction	Awarded 05/18/2004	\$5,203	\$5,203
20040719	General Mills Foundation, MN	HPERD	Denied 05/12/2004	\$10,000	\$0
20040540	National Science Foundation	Textiles Research & Training Institute	Denied 05/17/2004	\$139,149	\$0
20040601	National Science Foundation	Chemistry	Denied 05/24/2004	\$67,429	\$0
20040708	National Science Foundation	Chemistry	Denied 05/17/2004	\$50,000	\$0
20040824	National Science Foundation	Geography & Geology Institute for Geospatial Research & Education (IGRE)	Denied 05/17/2004	\$770,741	\$0
20040913	The Liberace Foundation	Music	Denied 05/13/2004	\$18,000	\$0
20040542	Allen Foundation, Midland MI	HECR	Pending	\$290,213	\$0
20040329	American Bird Conservancy	Biology	Pending	\$4,680	\$0
20041111	American Chemical Society	Chemistry	Pending	\$35,000	\$0
20040917	American Councils for International Education	Office of Collaborative Education Economics	Pending	\$22,084	\$0
20031201	American Society of Colleges & Universities	Undergraduate Studies American Humanics	Pending	\$5,500	\$0
20040541	Ayes, Lewis, Norris, and May, Inc.	Geography & Geology	Pending	\$1,000	\$0
20040328	Canadian Embassy	Geography & Geology	Pending	\$9,990	\$0
20040706	Carnegie Mellon University	English Language & Literature	Pending	\$19,803	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20041021	Child Nutrition Foundation	HECR	Pending	\$2,736	\$0
20030807	Choice Hotels International Foundation	Campus Life	Pending	\$10,500	\$0
20040410	City of Houston	Center for National & Regional Security	Pending	\$5,100	\$0
20040508	City of Ypsilanti	Political Science	Pending	\$1,200	\$0
20040512	Community Foundation for Southeastern Michigan	Communication & Theatre Arts Lesbian, Gay, Bisexual, Transgen der Resource Center	Pending	\$7,500	\$0
20040815	Community Foundation for Southeastern Michigan	Lesbian, Gay, Bisexual, Transgen der Resource Center	Pending	\$25,000	\$0
20040112	Construction Industry Institute	Industrial Technology	Pending	\$50,000	\$0
20040225	Council of Graduate Schools, Washington DC	Graduate School	Pending	\$10,000	\$0
20021053	Environmental Protection Agency	CEITA	Pending	\$3,000	\$0
20021111	Environmental Protection Agency	Institute for Geospatial Research & Education (IGRE)	Pending	\$89,917	\$0
20040303	Fdtn for Advancemnt of Meso-American Studies, Inc	Sociology, Anthropology and Criminology	Pending	\$7,763	\$0
20040405	Ford Foundation	African American Center for Applied Research & Services Sociology, Anthropology and Criminology	Pending	\$6,000	\$0
20030425	Ford Motor Co.	Office of the Dean of Technology	Pending	\$11,500	\$0
20040927	Fred C. Gloeckner Foundation, Harrison, NY	Biology	Pending	\$22,000	\$0
20040817	Great Lakes Fisheries Trust	Biology	Pending	\$49,926	\$0
20031250	Hamilton College, NY	Physics & Astronomy	Pending	\$8,580	\$0
20011144	Harry A. & Margaret D. Towsley Foundation	Alzheimer's Education Program	Pending	\$165,784	\$0
20040318	Henry Ford Community College	Mathematics	Pending	\$157,393	\$0
20040520	Individual Inventor	Industrial Technology	Pending	\$9,052	\$0
20040704	Innovative Technical Systems Corp., Northville, MI	Biology	Pending	\$32,998	\$0
20040907	Joseph W. Jones Ecological Research Center, GA	Biology	Pending	\$115,258	\$0
20040816	Jumpstart Americorps	Campus Life	Pending	\$57,884	\$0

GRANTS AND CONTRACTS  
ACTIVITY REPORT FOR MAY 2004

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20041123	Labor and Economic Growth-MIOSHA	Center for Organizational Risk Reduction	Pending	\$49,396	\$0
20041128	Labor and Economic Growth-MIOSHA	Center for Organizational Risk Reduction	Pending	\$41,335	\$0
20040319	Lesbian Health Fund	Psychology	Pending	\$9,515	\$0
20040506	Michigan Campus Compact	Sociology, Anthropology and Criminology	Pending	\$2,500	\$0
20040722	Michigan Campus Compact	Academic Service-Learning	Pending	\$132	\$0
20040923	Michigan Campus Compact	Campus Life	Pending	\$2,500	\$0
20021232	Michigan Department of Consumer and Industry Services	Center for Organizational Risk Reduction	Pending	\$46,000	\$0
20041103	Michigan Department of Education	ICARD	Pending	\$350,000	\$0
20041127	Michigan Department of Education	Children's Institute	Pending	\$79,200	\$0
20040116	Michigan Department of State Police	Interdisciplinary Technology	Pending	\$29,879	\$0
20040906	Michigan Economic Development Corporation	Office of Research Development	Pending		\$0
20040915	Michigan Nonprofit Research Program	American Humanics Political Science	Pending	\$14,279	\$0
20040516	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$4,227	\$0
20040517	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$5,000	\$0
20040521	Michigan Space Grant Consortium	Physics & Astronomy	Pending	\$5,000	\$0
20031008	Michigan Technological University	Business & Technology Education	Pending	\$1,238,535	\$0
20040115	National Endowment for the Humanities	Learning Resources & Technologies	Pending	\$152,562	\$0
20041005	National Endowment for the Humanities	English Language & Literature	Pending	\$30,001	\$0
20041003	National Inst. for Occupational Safety and Health	Industrial Technology Center for Organizational Risk Reduction	Pending	\$8,234,492	\$0
20040412	National Institute of Justice	Sociology, Anthropology and Criminology	Pending	\$34,771	\$0
20040711	National Institutes of Health	Psychology	Pending	\$198,580	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040922	National Institutes of Health	Chemistry Biology	Pending	\$868,963	\$0
20041122	National Institutes of Health	Chemistry	Pending	\$205,470	\$0
20031232	National Science Foundation	Interdisciplinary Technology	Pending	\$75,000	\$0
20040604	National Science Foundation	Physics & Astronomy	Pending	\$178,393	\$0
20040613	National Science Foundation	Institute for Geospatial Research & Education (IGRE)	Pending	\$261,489	\$0
20040629	National Science Foundation	Mathematics Teacher Education	Pending	\$11,820,540	\$0
20040701	National Science Foundation	Coatings Research Institute Chemistry	Pending	\$132,784	\$0
20040703	National Science Foundation	Coatings Research Institute	Pending	\$101,309	\$0
20040707	National Science Foundation	Political Science	Pending	\$223,077	\$0
20040713	National Science Foundation	Biology	Pending	\$513,241	\$0
20040715	National Science Foundation	Coatings Research Institute	Pending	\$333,357	\$0
20040814	National Science Foundation	English Language & Literature	Pending	\$650,035	\$0
20040821	National Science Foundation	Chemistry ICARD	Pending	\$999,591	\$0
20040928	National Science Foundation	English Language & Literature	Pending	\$2,433,286	\$0
20040939	National Science Foundation	Sociology, Anthropology and Criminology	Pending	\$482,143	\$0
20040940	National Science Foundation	Sociology, Anthropology and Criminology	Pending	\$307,638	\$0
20041107	National Science Foundation	Office of the Dean of Education Teacher Education	Pending	\$491,777	\$0
20030825	Office of Research Integrity	Office of Research Development Physics & Astronomy	Pending	\$25,000	\$0
20041008	Princeton University	Biology	Pending	\$6,600	\$0
20040144	Proctor and Gamble	Coatings Research Institute Biology	Pending	\$50,000	\$0
20041112	Research Corporation	Chemistry	Pending	\$32,684	\$0

Proposal #	Funding Agency	EMU Unit	Award Status Date of Action	Amount Requested	Amount Awarded
20040423	Rockefeller Brothers Fund	Business & Technology Education Office of the Dean of Technology	Pending	\$150,000	\$0
20031035	Sam Houston University	Interdisciplinary Technology	Pending	\$69,442	\$0
20040823	Southeast Michigan Community All	Social Work	Pending	\$113,235	\$0
20040522	The Japan Foundation	Foreign Languages & Bilingual Studies	Pending	\$12,170	\$0
20041001	Tokyo Gakugei University	Business & Technology Education	Pending	\$23,184	\$0
20040630	U.S. Department of Agriculture	Textiles Research & Training Institute	Pending	\$491,734	\$0
20040904	U.S. Department of Education	BBTEP Psychology	Pending	\$748,678	\$0
20041009	U.S. Department of Education	Special Education	Pending	\$1,238,621	\$0
20040611	U.S. Department of State	Sociology, Anthropology and Criminology	Pending	\$149,085	\$0
20040820	UAW-Ford National Programs Center	Workforce Education	Pending	\$412,541	\$0
20040942	UAW-Ford National Programs Center	Workforce Education	Pending	\$267,332	\$0
20031113	University of Michigan	Counseling Services	Pending	\$179,880	\$0
20040514	University of Michigan	Psychology	Pending	\$284,188	\$0
20041004	Utah State University	Teacher Education Mathematics	Pending	\$324,888	\$0
20040807	Village of Dexter	Biology	Pending	\$15,798	\$0
20040709	Washtenaw County Government	Political Science	Pending	\$5,400	\$0
20040135	West Virginia University	Biology	Pending	\$26,485	\$0

Quantity of Awards: 25

Sum of Awards: \$1,259,704

Quantity of Pending: 89

Quantity of Denied: 6

**BOARD OF REGENTS**  
EASTERN MICHIGAN UNIVERSITY

SECTION: 4

DATE:

June 15, 2004

**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 April 31, 2004.

**STAFF SUMMARY**

The Student Center and McKenny Reassignment Use and Finance Statement, which was submitted to the state for approval in September 2003, was approved by the Joint Capital Outlay Subcommittee (JOCS) in April 2004. Project budgets are being evaluated to determine the cost impact resulting from the delay. The Student Center Design Build Team has met and is currently reviewing the Guaranteed Maximum Price (GMP) and related cost increases resulting from material and labor cost increases. Most notable are the high cost increases within the steel industry, other materials and labor rates. Other cost impacts associated with the Owner's costs such as parking/paving, surrounding site water detention requirements, landscaping, anticipated furnishings and infrastructure requirements are also being evaluated. The current projected net cost increase to the project is estimated to be 12% or \$3.8 million. Verification of these costs and program requirements are being completed. The project cannot support an increase of such magnitude. Various options are being developed by the Design Build Team along with the Physical Plant. Analysis of these options will be presented to the core advisory committee.

To maintain a desired construction schedule, preliminary construction phases have begun for the Student Center. The site fence for the Phase I work has been installed. The environmental abatement has begun in nine Pine Grove apartment buildings with completion anticipated by the end of May 2004. Demolition of these units is anticipated to begin in June, 2004.

The McKenny Reassignment team has met and is currently scheduling work identified as necessary to complete exterior masonry repairs, roofing repairs and related repairs, which are required to eliminate deterioration to the interior/exterior building components. Work is scheduled to begin in June 2004 for these repairs. The remaining project scope is also being evaluated to determine cost impacts as they relate to the program; however, cost increases due to the JOCS delay have not yet been determined for the McKenny Reassignment.

The Buell Hall Room/Building Renovation/Upgrade project Use and Finance Statement was approved by the JOCS in May 2004. This self-funded project includes environmental abatement, installing new flooring, new fire suppression system, electrical improvements, removal and replacement of wood partitions with high impact drywall partitions, removal and replacement of ceilings, room lighting upgrades, replacement of data wiring, and furnishings.

The Campus Classroom upgrade project is continuing with bids received for the purchase and installation of classroom furniture. They are currently being reviewed for the final furniture selection. Every effort is being made to use this funding efficiently so that as many classrooms as possible can be refurbished to improve classroom conditions for students and faculty.

**FISCAL IMPLICATIONS**

Every effort by the Physical Plant to keep expenditures and contracted obligations within the budgets of the approved projects.

**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**  
 April 30, 2004

<u>Projects In Progress (Greater Than Or Equal To \$50,000)</u>	<u>Original Budget</u>	<u>Revised Project Budget</u>	<u>Actual Expenditures To Date</u>	<u>Forecast Of Final Cost</u>	<u>Forecast U/(O) Revised Budget</u>
<b><u>Best Fire Alarm Replacement</u></b> Fund Number: U24600 Projected Completion Date: September 2003 Status: Final drawings and documentation received and approved by Physical Plant. Final accounting is in progress.	\$ 197,737.00	\$ 197,737.00	\$ 137,284.33	\$ 146,486.81	\$ 51,250.19
<b><u>Buell Hall Room/Building Renovations &amp; ADA Upgrades 2004</u></b> Fund Number: U31050 Projected Completion Date: August 2004 Status: Demolition work began in May, immediately after the Use and Financing Statement was approved by JCOS. Renovation work expected to begin in June.	\$ 2,301,268.00	\$ 2,301,268.00	\$ -	\$ 2,301,268.00	\$ -
<b><u>Buell Modernization</u></b> Fund Number: U22900 Projected Completion Date: February 2004 Status: Window replacement has been completed.	\$ 682,923.00	\$ 682,923.00	\$ 563,614.02	\$ 563,614.02	\$ 119,308.98
<b><u>Campus Classroom Upgrade 2003</u></b> Fund Number: U25600 Projected Completion Date: September, 2004 Status: Prioritization of project list is being updated and furniture bids have been received and are presently being reviewed. Furniture to be ordered in June.	\$ 700,000.00	\$ 700,000.00	\$ 35,922.73	\$ 700,000.00	\$ -
<b><u>Campus Classroom Upgrade 2004</u></b> Fund Number: TBD Projected Completion Date: September, 2004 Status: Prioritization of the project list is in progress. Budget Revision: The budget for this project has been reduced by \$425,000 in response to the FY 2004 appropriation decrease.	\$ 700,000.00	\$ 275,000.00	\$ -	\$ 275,000.00	\$ -
<b><u>Campus Classroom Instrumentation Upgrades 2004</u></b> Fund Number: U28750 Projected Completion Date: September, 2004 Status: Equipment needs are being finalized, and some equipment has been ordered.	\$ 200,000.00	\$ 200,000.00	\$ 30,869.99	\$ 200,000.00	\$ -

Eastern Michigan University  
**CONSTRUCTION PROJECTS PROGRESS REPORT**  
 April 30, 2004

<u>Projects In Progress (Greater Than Or Equal To \$50,000)</u>	<u>Original Budget</u>	<u>Revised Project Budget</u>	<u>Actual Expenditures To Date</u>	<u>Forecast Of Final Cost</u>	<u>Forecast U/(O) Revised Budget</u>
<b><u>Campus Concept Plan</u></b> Fund Number: U26350 Projected Completion Date: June 2004. Status: Board of Regents approval of the Concept Plan is being requested at the June Board of Regents meeting.	\$ 75,000.00	\$ 75,000.00	\$ 44,176.15	\$ 75,000.00	\$ -
<b><u>CAMP -- Campus Power System</u></b> Fund Number: U28800 Projected Completion Date: June 2005 Status: Essential equipment to provide essential Life Safety needs in the event of a power loss has been identified and specifications are being written. Bids on the equipment will be solicited in June.	\$ 157,000.00	\$ 157,000.00	\$ -	\$ 157,000.00	\$ -
<b><u>Campus Site Preservations &amp; Beautification For West Campus</u></b> Fund Number: U23850 Projected Completion Date: June 2004 Status: Paving and landscaping retainage being held through Spring 2004 for warranty coverage.	\$ 900,000.00	\$ 900,000.00	\$ 818,063.56	\$ 900,000.00	\$ -
<b><u>Cornell Court Apartments Heating Improvements</u></b> Fund Number: U25300 Projected Completion Date: November 2004 Status: Scheduling is being finalized for the replacement of heating units/boilers.	\$ 76,000.00	\$ 76,000.00	\$ -	\$ 76,000.00	\$ -
<b><u>Dining Commons III Fire Alarm Replacement</u></b> Fund Number: U24650 Projected Completion Date: September 2003 Status: Work is complete and EMU is awaiting final drawings and documentation. Final accounting is in progress.	\$ 100,000.00	\$ 100,000.00	\$ 73,901.17	\$ 86,000.00	\$ 14,000.00
<b><u>DC2 -- DDC Controls</u></b> Fund Number: U28050 Projected Completion Date: October 2004 Status: Work is in progress for the Phase I replacement of heating controls.	\$ 71,200.00	\$ 71,200.00	\$ 12,207.89	\$ 71,200.00	\$ -

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Eastern Michigan University  
**CONSTRUCTION PROJECTS PROGRESS REPORT**  
 April 30, 2004

<u>Projects In Progress (Greater Than Or Equal To \$50,000)</u>	<u>Original Budget</u>	<u>Revised Project Budget</u>	<u>Actual Expenditures To Date</u>	<u>Forecast Of Final Cost</u>	<u>Forecast U/(O) Revised Budget</u>
<p><b><u>Downing -- Remove And Replace Original Windows</u></b>                      Fund Number: U25850                      Projected Completion Date: September 2003                      Status: Project Complete</p>	\$ 192,000.00	\$ 192,000.00	\$ 152,506.70	\$ 152,506.70	\$ 39,493.30
<p><b><u>Football Team Meeting Room Renovations</u></b>                      Fund Number: U30950                      Projected Completion Date: September 2004                      Status: The design phase has been completed and approved. Bids have been received and are presently being evaluated.</p>	\$ 250,000.00	\$ 250,000.00	\$ -	\$ 250,000.00	\$ -
<p><b><u>Ford Asbestos Abatement</u></b>                      Fund Number: U30100                      Projected Completion Date: August 2004                      Status: Asbestos abatement work around the windows is complete and miscellaneous construction projects are in progress.</p>	\$ 75,000.00	\$ 75,000.00	\$ 418.85	\$ 75,000.00	\$ -
<p><b><u>Ford Fire Alarm Repair And Replacement</u></b>                      Fund Number: U29750                      Projected Completion Date: December 2004                      Status: The bid process is in progress (bid with Warner).</p>	\$ 90,000.00	\$ 90,000.00	\$ -	\$ 90,000.00	\$ -
<p><b><u>Ford -- Remove And Replace Original Windows</u></b>                      Fund Number: U23900                      Projected Completion Date: September 2004                      Status: The windows are presently out for bid. Work to begin in June.</p>	\$ 297,000.00	\$ 297,000.00	\$ -	\$ 297,000.00	\$ -
<p><b><u>Goddard -- Replace Fire Alarm System</u></b>                      Fund Number: U22650                      Projected Completion Date: May 1, 2003                      Status: Final drawings and documentation received and approved by Physical Plant. Final accounting is in progress.</p>	\$ 190,000.00	\$ 190,000.00	\$ 164,929.27	\$ 190,000.00	\$ -

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Eastern Michigan University  
**CONSTRUCTION PROJECTS PROGRESS REPORT**  
 April 30, 2004

Projects In Progress (Greater Than Or Equal To \$50,000)	Original Budget	Revised Project Budget	Actual Expenditures To Date	Forecast Of Final Cost	Forecast U/(O) Revised Budget
<b><u>Goddard Transformer Replacement</u></b> Fund Number: U24700 Projected Completion Date: May 2004 Status: Engineering design has been started to replace open buss 4800v transformers.	\$ 160,000.00	\$ 160,000.00	\$ 2,695.00	\$ 160,000.00	\$ -
<b><u>KEEC Dormitory Roof Repairs</u></b> Fund Number: U28250 Projected Completion Date: September 2004 Status: New roof panels are on site and are scheduled for Spring installation.	\$ 104,758.00	\$ 104,758.00	\$ 42,198.49	\$ 104,758.00	\$ -
<b><u>Mark Jefferson Cooling Tower Replacement</u></b> Fund Number: U26950 And U29550 Projected Completion Date: June 2004 Status: The cooling towers have been replaced and are functional. The final accounting is in progress. Budget Revision: Due to unforeseen deterioration of the steel infrastructure and required design changes to accommodate the cast concrete columns and tower enclosure, it was necessary to increase the budget by \$221,400 (funded by Asset Preservation).	\$ 280,000.00	\$ 501,400.00	\$ 123,503.86	\$ 501,400.00	\$ -
<b><u>Mark Jefferson Elevator Control Repair</u></b> Fund Number: U09400 Projected Completion Date: September 2004 Status: Project has begun with circuit control repairs in progress.	\$ 60,000.00	\$ 60,000.00	\$ 20,626.59	\$ 60,000.00	\$ -
<b><u>Mark Jefferson Elevator Control And Cable Rebuild</u></b> Fund Number: U27800 Projected Completion Date: September 2004 Status: Work on the first of three elevators has begun.	\$ 270,000.00	\$ 270,000.00	\$ -	\$ 270,000.00	\$ -
<b><u>Mark Jefferson HVAC Unit Coil Replacement</u></b> Fund Number: U26900 Projected Completion Date: September 2004 Status: One air handling unit/cooling coil has been replaced, with the remaining two units to be completed by September 2004.	\$ 430,000.00	\$ 430,000.00	\$ 263,388.60	\$ 430,000.00	\$ -

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Eastern Michigan University  
**CONSTRUCTION PROJECTS PROGRESS REPORT**  
 April 30, 2004

Projects In Progress (Greater Than Or Equal To \$50,000)	Original Budget	Revised Project Budget	Actual Expenditures To Date	Forecast Of Final Cost	Forecast U/(O) Revised Budget
<b><u>Mark Jefferson Lighting Upgrade/Energy Conservation Measures</u></b> Fund Number: U27500 Projected Completion Date: December 2004 Status: The repair and replacement of lighting fixtures will be bid. Replacement of T-12 to T-8 fixtures will be completed.	\$ 245,000.00	\$ 245,000.00	\$ -	\$ 245,000.00	\$ -
<b><u>Mark Jefferson Replace Heating Coils</u></b> Fund Number: U29600 Projected Completion Date: August 2004 Status: Heating Coils have been replaced and the final construction work is being completed.	\$ 120,140.00	\$ 120,140.00	\$ -	\$ 120,140.00	\$ -
<b><u>Olds Rec. Center – Stabilize And Repair Wall</u></b> Fund Number: U17200 Projected Completion Date: September 2004 Status: The wall condition is continually monitored as the design fix is being finalized.	\$ 80,000.00	\$ 80,000.00	\$ 1,901.12	\$ 80,000.00	\$ -
<b><u>Parking And Paving 2003</u></b> Fund Number: U17600 Projected Completion Date: September 2004 Status: The softball field project along with all parking lots started last year have been completed. The South Pease parking lot project will commence in the spring, 2004 Budget Revision: The tabletop parking structure was changed to a surface lot which freed up funding of \$1,200,000 that is now being used to make capital improvements to the University's classroom buildings.	\$ 6,644,000.00	\$ 5,444,000.00	\$ 5,122,475.43	\$ 5,444,000.00	\$ -
<b><u>Pittman Elevator Modernization</u></b> Fund Number: U29800 Projected Completion Date: September 2005 Status: Project design is in progress.	\$ 350,000.00	\$ 350,000.00	\$ -	\$ 350,000.00	\$ -
<b><u>Pittman Fire Alarm Repair And Replacement</u></b> Fund Number: U29900 Projected Completion Date: August 2004 Status: Bids (bid with Wise) have been reviewed and Wiltec has been awarded the contract.	\$ 219,000.00	\$ 219,000.00	\$ -	\$ 219,000.00	\$ -

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Eastern Michigan University

**CONSTRUCTION PROJECTS PROGRESS REPORT**

April 30, 2004

<u>Projects In Progress (Greater Than Or Equal To \$50,000)</u>	<u>Original Budget</u>	<u>Revised Project Budget</u>	<u>Actual Expenditures To Date</u>	<u>Forecast Of Final Cost</u>	<u>Forecast U/(O) Revised Budget</u>
<p><b><u>Pray Harrold -- Repair Southeast Entrance</u></b>                      Fund Number: U27250                      Projected Completion Date: December 2003                      Status: The work has been completed and the final accounting for this project is in progress.</p>	\$ 134,105.00	\$ 134,105.00	\$ 90,243.57	\$ 95,000.00	\$ 39,105.00
<p><b><u>Quirk Elevator/ADA Improvements</u></b>                      Fund Number: U27750                      Projected Completion Date: December 2004                      Status: Review of the design and construction to make Quirk a fully accessible ADA compliant building has begun. Quirk theater ADA seating improvements are complete.</p>	\$ 220,000.00	\$ 220,000.00	\$ 16,170.53	\$ 220,000.00	\$ -
<p><b><u>Quirk Fire Alarm System Replacement</u></b>                      Fund Number: U22500                      Projected Completion Date: June 2003                      Status: Final drawings and documentation received and approved by Physical Plant personnel in May 2004. Final accounting is in progress</p>	\$ 99,000.00	\$ 99,000.00	\$ 86,698.49	\$ 99,000.00	\$ -
<p><b><u>Rackham Children's Institute Renovation</u></b>                      Fund Number: TBD                      Projected Completion Date: August 2004                      Status: Funding has been identified and approval given for a Plant Fund account. Demolition work to begin in June.</p>	\$ 52,000.00	\$ 52,000.00	\$ -	\$ 52,000.00	\$ -
<p><b><u>Rackham HVAC And Electrical System Upgrades</u></b>                      Fund Number: U21150                      Projected Completion Date: August 2004                      Status: The work is complete and the final accounting is in progress.                      Budget Revision: Higher actual costs required additional budget funds for this project.</p>	\$ 93,559.00	\$ 105,559.00	\$ 106,057.02	\$ 105,559.00	\$ -
<p><b><u>Rackham -- Replace Fire Alarm System</u></b>                      Fund Number: U20663                      Projected Completion Date: September 2003                      Status: The work has been completed and the final accounting for this project is in progress.</p>	\$ 100,000.00	\$ 100,000.00	\$ 95,560.64	\$ 100,000.00	\$ -

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Eastern Michigan University

**CONSTRUCTION PROJECTS PROGRESS REPORT**

April 30, 2004

<b>Projects In Progress (Greater Than Or Equal To \$50,000)</b>	<b>Original Budget</b>	<b>Revised Project Budget</b>	<b>Actual Expenditures To Date</b>	<b>Forecast Of Final Cost</b>	<b>Forecast U/(O) Revised Budget</b>
<p><b><u>Sill Hall Roof And Flashing Repairs</u></b>                      Fund Number: U21600                      Projected Completion Date: August 2004                      Status: Scope of work presently being defined.</p>	\$ 65,000.00	\$ 65,000.00	\$ 3,907.99	\$ 65,000.00	\$ -
<p><b><u>Sill Renovation For Rooms 107 &amp; 111</u></b>                      Fund Number: U26300                      Projected Completion Date: October 2003                      Status: The construction phase has been completed with the installation of furniture.                      Installation of telecommunications and data lines are also finished. Final accounting in progress.</p>	\$ 60,000.00	\$ 60,000.00	\$ 39,156.23	\$ 50,000.00	\$ 10,000.00
<p><b><u>Student Center &amp; McKenny Reassignment</u></b>                      Fund Number: U26800                      Projected Completion Date: Late 2007                      Status: JCOS approval has been received and initial demolition/abatement of some Pineview apartments is underway. Cost/content revisions are presently being discussed.</p>	\$45,000,000.00	\$45,000,000.00	\$ 918,209.87	\$45,000,000.00	\$ -
<p><b><u>Technology Infrastructure Enhancement</u></b>                      Fund Number: U28850                      Projected Completion Date: May 2004                      Status: All fiber lines are installed and in operation. Final accounting is in progress.                      Budget Revision: The budget was revised down by \$152,100 because the actual bids came in lower than the estimates provided by EMU's Consultants.</p>	\$ 464,500.00	\$ 312,400.00	\$ 228,362.32	\$ 312,400.00	\$ -
<p><b><u>Transitional Zone Prep.</u></b>                      Fund Number: U23700                      Projected Completion Date: June 2004                      Status: In progress</p>	\$ 150,000.00	\$ 150,000.00	\$ 124,239.80	\$ 150,000.00	\$ -
<p><b><u>Tunnel System -- Repair Condensate And Steam Leaks</u></b>                      Fund Number: U21850                      Projected Completion Date: August 2004                      Status: Final repairs of steam and condensate line leaks are under way.</p>	\$ 50,000.00	\$ 50,000.00	\$ 46,477.60	\$ 50,000.00	\$ -

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Eastern Michigan University  
**CONSTRUCTION PROJECTS PROGRESS REPORT**  
 April 30, 2004

<u>Projects In Progress (Greater Than Or Equal To \$50,000)</u>	<u>Original Budget</u>	<u>Revised Project Budget</u>	<u>Actual Expenditures To Date</u>	<u>Forecast Of Final Cost</u>	<u>Forecast U/(O) Revised Budget</u>
<b><u>Tunnel System -- Repair/Replace Steam Pipe Supports</u></b> Fund Number: U22550 Projected Completion Date: August 2004 Status: Final repairs of structural steam metal supports and standards as required are on-going.	\$ 55,000.00	\$ 55,000.00	\$ 51,385.03	\$ 55,000.00	\$ -
<b><u>University House</u></b> Fund Number: U07150 Projected Completion Date: June 2003 Status: Project has been completed and is in-use. Final accounting in progress. Paving and landscaping retainage being held through Spring 2004 for warranty coverage.	\$ 3,500,000.00	\$ 3,500,000.00	\$ 3,576,017.72	\$ 3,584,345.62	\$ (84,345.62)
<b><u>Utility Duct Bank Installation/DTE</u></b> Fund Number: G00005 126300 Projected Completion Date: April 2003 Status: The project has been completed and is functional. Waiting on final \$50,600 invoice from DTE. Budget Revision: The final agreement letter between EMU and DTE for the duct bank work came in higher than the preliminary budget estimate.	\$ 539,000.00	\$ 581,200.00	\$ 530,600.00	\$ 581,200.00	\$ -
<b><u>Warner Fire Alarm Repair And Replacement</u></b> Fund Number: U29850 Projected Completion Date: December 2004 Status: The bid process is in progress (bid with Ford).	\$ 88,000.00	\$ 88,000.00	\$ -	\$ 88,000.00	\$ -
<b><u>Westview Apts. Heating Maintenance For Fiscal Year 2004</u></b> Fund Number: U25350 Projected Completion Date: August 2004 Status: Scheduling is being finalized for the replacement of heating units/boilers. Budget Revision: The budget was revised down by \$75,000 because the actual bids came in lower than expected.	\$ 184,000.00	\$ 109,000.00	\$ -	\$ 109,000.00	\$ -
<b><u>Wise Fire Alarm Repair And Replacement</u></b> Fund Number: U29950 Projected Completion Date: August 2004 Status: Bids (bid with Pittman) have been reviewed and Wiltec has been awarded the contract.	\$ 155,900.00	\$ 155,900.00	\$ -	\$ 155,900.00	\$ -

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Eastern Michigan University  
**CONSTRUCTION PROJECTS PROGRESS REPORT**  
 April 30, 2004

Projects In Progress (Greater Than Or Equal To \$50,000)	Original Budget	Revised Project Budget	Actual Expenditures To Date	Forecast Of Final Cost	Forecast U/(O) Revised Budget
<b>601 W. Forest Hot Water Heating System</b> Fund Number: U25800 Projected Completion Date: August 2004 Status: Bids have been received and awarded. Project to begin July 2004.	\$ 85,000.00	\$ 85,000.00	\$ -	\$ 85,000.00	\$ -
<b>TOTAL PROJECTS IN PROGRESS</b>	<b>\$67,313,090.00</b>	<b>\$65,736,590.00</b>	<b>\$13,523,770.56</b>	<b>\$65,547,778.15</b>	<b>\$ 188,811.85</b>

**Notes:**

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

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**BOARD OF REGENTS**  
EASTERN MICHIGAN UNIVERSITY

SECTION: 5

DATE:

June 15, 2004

**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, 2004, be received and placed on file.

**STAFF SUMMARY**

The Student Accounts Receivable Ratio Analysis reflects that the April 30, 2004 net receivable balance is \$19,103,000 or 12.85 percent of revenue as compared to \$14,664,000 or 10.82 percent of revenue as of April 30, 2003 which is a 2.03 percent increase. The report shows an increase of 1.38 percent as compared to the five-year average of 11.47 percent.

**FISCAL IMPLICATIONS**

In order to facilitate ease of enrollment and growth for spring, summer and fall 2004 semesters, financial hold limits were temporarily reduced – allowing an additional 4,000 potential students to register. Financial hold limits were reinstated following the March 2004 registration period. Currently, ninety-four percent of student receivables are less than 120 days old. We will continue to closely monitor our receivables, and are confident that the balance will return to historical levels.

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
University Executive Officer

\_\_\_\_\_  
Date

## Student Accounts Receivable Ratio Analysis

2002-03, 2003-04

(thousands of dollars)

	<u>2002-03</u>				<u>2003-04</u>			
	Revenue	Net Receivable	Percent	5 Year Average Percent	Revenue	Net Receivable	Percent	5 Year Average Percent
July	\$ 53,949	\$ 49,708	92.14%	70.61%	\$ 59,893	\$ 65,059	108.63%	68.70%
August	60,783	29,549	48.61%	48.90%	67,734	32,961	48.66%	50.20%
September	63,937	19,313	30.21%	33.44%	71,290	24,673	34.61%	34.34%
October	64,898	12,540	19.32%	20.40%	71,669	14,901	20.79%	20.65%
November	97,391	45,709	46.93%	23.29%	76,078	15,001	19.72%	23.74%
December	116,363	13,239	11.38%	15.47%	131,317	22,159	16.87%	15.12%
January	123,673	15,498	12.53%	13.98%	136,140	18,154	13.33%	13.95%
February	124,215	10,943	8.81%	9.50%	136,567	14,151	10.36%	9.73%
March	124,676	8,654	6.94%	6.96%	137,232	11,143	8.12%	7.29%
April	135,518	14,664	10.82%	11.10%	148,646	19,103	12.85%	11.47%
May	136,195	10,875	7.98%	6.90%				
June	136,428	8,193	6.01%	4.85%				

**Eastern Michigan University**  
**Student Accounts Receivable Reports**  
**For Month Ended April 30, 2004**

**Aging Report**

	Current	60-120 Days	121-180 Days	181-360 Days	Total
Gross Receivable	\$16,910,986	\$1,413,744	\$1,061,664	\$1,212,593	\$20,598,987
Allowance	149,556	224,334	373,890	747,780	1,495,560
Net Receivable	\$16,761,430	\$1,189,410	\$687,774	\$464,813	\$19,103,427
4/30/03 Balance	\$14,663,814	*	*	*	\$14,663,814

\*As of 4/01/03, all outstanding student account balances were converted to our new Banner system. Due to the conversion, all accounts in Banner were deemed current as of the conversion date.

**Revenue Summary**

	Fiscal Year To Date	Prior Year To Date	Variance
<u>General and Designated Fund Revenue</u>			
Tuition & Required Fees	\$121,304,866	\$108,833,899	11.46%
Other Student Fees	3,547,278	3,515,190	0.91%
Total	124,852,144	112,349,089	11.13%
<u>Other Funds Revenue</u>			
Room & Board	21,193,341	21,040,806	0.72%
Miscellaneous	2,600,801	2,128,151	22.21%
Total	23,794,142	23,168,956	2.70%
Total Revenue	\$148,646,286	\$135,518,045	9.69%

# Eastern Michigan University

## Student Accounts Receivable Collection Agency Inventory For Month Ended April 30, 2004

<u>Agency</u>	<u>Cumulative Inventory @ April 2004</u>	<u>Cumulative Inventory @ April 2003</u>
Credit Bureau of Ypsilanti	\$1,384,959	\$1,457,378
Enterprise Recovery	3,789,830	3,471,483
General Revenue Corporation	2,479,361	2,553,564
H. W. Ketchum Collection	1,224	-
Immediate Credit Recovery	-	-
National Enterprise Systems	2,507,126	2,533,966
World Credit, Inc.	684	684
<b>TOTALS</b>	<b>\$10,163,185</b>	<b>\$10,017,075</b>
Five Year Revenue	\$608,053,035	\$551,596,741
Five Year % of Revenue	1.67%	1.82%

**Eastern Michigan University**  
Collection Agency Comparison

**Net Assignments**

Agency	Y-T-D April 2004	Y-T-D April 2003
Credit Bureau of Ypsilanti	\$7,824	(\$391,347)
Enterprise Recovery	626,737	1,152,690
General Revenue Corporation	210,115	1,511,437
H. W. Ketchum Collection	2,897	(966,701)
Immediate Credit Recovery	-	(4,094)
National Enterprise Systems	337,347	2,348,922
World Credit, Inc.	-	722
<b>TOTALS</b>	<b>\$1,184,920</b>	<b>\$3,651,630</b>

**Recoveries**

Agency	Y-T-D April 2004	Y-T-D April 2003
Credit Bureau of Ypsilanti	\$52,781	\$90,866.00
Enterprise Recovery	241,333	404,083
General Revenue Corporation	233,244	332,521
H. W. Ketchum Collection	1,672	21,529
Immediate Credit Recovery	-	2,048
National Enterprise Systems	207,727	237,918
World Credit, Inc.	-	38
<b>TOTALS</b>	<b>\$736,758</b>	<b>\$1,089,003</b>

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**Eastern Michigan University**  
Collection Agency Comparison

**Collection Expense**

<u>Agency</u>	<u>Y-T-D April 2004</u>	<u>Y-T-D April 2003</u>
Credit Bureau of Ypsilanti	\$28,474	\$37,901
Enterprise Recovery	69,929	106,114
General Revenue Corporation	67,444	93,149
H. W. Ketchum Collection	673	6,575
Immediate Credit Recovery	-	456
National Enterprise Systems	71,009	69,918
World Credit, Inc.	-	19
<b>TOTALS</b>	<b>\$237,528</b>	<b>\$314,133</b>

**Eastern Michigan University**  
**Collection Agency Inventory Rollforward**  
**2003-04**

Agency	Beginning Inventory March 2004	+April 2004 Assignments	-April 2004 Recoveries	=Ending Inventory April 2004
Credit Bureau of Ypsilanti	\$1,389,754	\$830	\$5,625	\$1,384,959
Enterprise Recovery	3,600,852	216,110	27,132	3,789,830
General Revenue Corporation	2,842,465	(340,975)	22,136	2,479,361
H. W. Ketchum Collection	1,224	-	-	1,224
Immediate Credit Recovery	-	-	-	-
National Enterprise Systems	2,405,379	112,019	10,272	2,507,126
World Credit, Inc.	684	-	-	684
<b>TOTALS</b>	<b>\$10,240,358</b>	<b>(\$12,015)</b>	<b>\$65,165</b>	<b>\$10,163,185</b>

**2002-03 (Prior Year)**

Agency	Beginning Inventory March 2003	+April 2003 Assignments	April 2003 Recoveries	=Ending Inventory April 2003
Credit Bureau of Ypsilanti	1,465,371	-	7,994	1,457,377
Enterprise Recovery	3,504,296	(489)	32,324	3,471,483
General Revenue Corporation	2,265,303	314,204	25,943	2,553,564
H. W. Ketchum Collection	-	-	-	-
Immediate Credit Recovery	-	-	-	-
National Enterprise System	2,196,992	360,076	23,102	2,533,966
World Credit, Inc.	684	-	-	684
<b>TOTALS</b>	<b>\$9,432,647</b>	<b>\$673,791</b>	<b>\$89,364</b>	<b>\$10,017,075</b>



# **BOARD OF REGENTS**

**EASTERN MICHIGAN UNIVERSITY**

**SECTION: 6**

**DATE:**

June 15, 2004

## **RECOMMENDATION**

### **REPORT: FY 2004 GENERAL FUND INTERIM BUDGET STATUS**

#### **ACTION REQUESTED**

It is requested that the fiscal 2004 General Fund Interim Budget Status Report as of April 30, 2004 be accepted and placed on file.

#### **STAFF SUMMARY**

This report overviews the year-to-date revenues and expenditures versus the operating plan as of April 30, 2004.

General Fund revenues to date total \$160,816,759.

Under executive order # 2003-23, FY 2004 appropriations from the State of Michigan have been reduced by five percent or \$3,943,700. Payments from the state of Michigan now reflect this reduced level. A three percent appropriation rebate is anticipated late in FY04, consistent with the proposed tuition restraint agreement.

Final enrollment for FY04 is projected to be between 568,000 and 570,000 student credit hours (SCH) versus the plan of 574,074 SCH. Tuition and Fee revenues are, as a result of this shortfall to plan, expected to fall \$1,800,000 short of plan.

Other revenue collections from late and installment fees are accumulating slightly ahead of plan with a balance of \$282,500 forecast.

Reductions in spending have been consistent with the loss of appropriation and tuition revenue. General Fund expenditures and transfers to date of \$158,024,449 are accumulating at a rate consistent with this revised plan.

#### **FISCAL IMPLICATIONS**

The reduction in appropriation funding from the State of Michigan and shortfall in tuition revenue have been offset by reductions in spending authorization. As adjusted, revenues and expenditures are generally consistent within the revised operating plan. Under the proposed tuition restraint agreement, the University anticipates a three percent appropriation rebate in FY04 which will be used in FY05 to balance operations. It is anticipated that a balanced FY04 budget will be realized.

#### **ADMINISTRATIVE RECOMMENDATION**

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

**University Executive Officer**

**Date**

**Fiscal 2004 General Fund Interim Budget Status Report  
July 1, 2003 through April 30, 2004**

The General Fund interim budget status report compares budget to actual revenues and expenditures. The data contained within represents posted activity to the Financial System through April 30, 2004. Reported enrollments include official summer, fall, winter and budgeted spring to date.

**Summary**

Through April, expenditures continue to accumulate at the planned rate. Net tuition and registration fee revenue to date is short of the plan by \$1,344,600 which is projected as a tuition shortfall for the year of \$1.8 million. The State of Michigan has reduced the current year appropriation to the University by 5% or \$3,943,700. A contingency plan reducing operating budgets by \$5.8 million has been developed and is being implemented to bring revenues and expenditures into balance.

**REVENUES**

In June of 2003 the Board of Regents approved the General Fund Revenue budget of \$197,207,676. In September the Board approved prior year carryforward of \$5,976,980 (Appendix A).

General Fund Revenue Budget	\$197,207,676
Prior Year Carry forward Authorizations	<u>\$5,976,980</u>
Total Revenue Budget	<b><u>\$203,184,656</u></b>
Appropriation Reduction to Base (5% of Base)	(\$3,943,700)
Tuition/Fee Projected Shortfall	<u>(\$1,800,000)</u>
Revised Revenue Expectation	<b><u>\$197,440,956</u></b>

The appropriation reduction and tuition shortfall is expected to reduce the total revenue to \$197,440,956.

Through the end of this reporting period, \$160.8 million in total current year revenue has been recorded which is consistent with the revised plan.

**Appropriation**

The University's FY2004 appropriation from the State of Michigan, as originally approved in June of this year, totaled \$78,873,480. Executive order 2003-23, proposed by the Governor with legislative approval, reduced the university's base appropriation by 5% or \$3,943,700. The revised FY04 appropriation now totals \$74,929,780.

Through April, \$48.2 million or 64.4% of the revised appropriation budget has been received. Accumulations are consistent with the revised plan.

Under terms of the Governor's proposed tuition restraint, Eastern will qualify for a one time, 3% rebate in the amount of \$2,366,199. It is our plan to carry this rebate forward to assist in balancing the FY05 budget.

**Enrollments/Tuition**

The original Enrollment Plan forecasted 574,074 student credit hours representing \$110,540,174 in tuition and fee revenue net of uncollectables. Current trends suggest that actual credit hours production will be between 568,000 and 570,000.

Tuition and registration fee revenues to date are \$1,344,000 and are projected to be \$1.8 million short of the original plan for the fiscal year. The tuition shortfall is largely a result of international student losses, attributable to geo-political and economic factors and a variance from plan in mix between resident/non-resident, graduate/undergraduate, and on/off campus enrollment.

**Other Revenues**

Other General Fund revenues, including miscellaneous student fees (Installment, late fees, etc.) are accumulating ahead of plan resulting in a forecast balance of \$282,523.

**EXPENDITURES**

The Board of Regents approved the fiscal 2004 General Fund operating budget in June of 2003 totaling \$197,196,980. In September of 2003 the Board authorized carry forwards from the prior year of \$5,976,980, increasing the spending authority to \$203,173,960.

The reduction in appropriation funding and projected tuition shortfalls to plan this year will result in the need for expenditure reductions of \$5.8 Million, reducing the planned spending authorization to \$197.4 million.

General Fund Expenditure Budget	\$197,196,980
Prior Year Carry forward Authorizations	<u>\$5,976,980</u>
<b>Total Expenditure Budget</b>	<b><u>\$203,173,960</u></b>
Planned Expenditure Reductions	(\$5,743,700)
<b>Revised Expenditure Expectation</b>	<b><u>\$197,430,260</u></b>

General Fund expenditures and transfers total \$158 million or 80% of the total revised plan. Planned expenditures through April totaled \$159.9 million, which represents 81.0% of the revised plan. This level of spending is consistent with historical experience.

Overall spending to date is generally consistent with the revised plan.

**Personal Services**

Personal service budgets and authorized positions are centrally controlled and closely monitored. Authorized positions and expenditures for both faculty and staff are within plan. To-date total compensation for faculty, staff and other personal services is consistent with plan at \$121.0 million.

Staff salary savings from vacant positions have been reduced over year-ago levels reflecting planned reductions. Over the first ten months of this fiscal year the university averaged 48 staff vacancies versus 80 a year ago. Staff salary recoupment, including benefits, is expected to meet plan.

**SS&M/Travel/Equipment**

Support expenditures to date are occurring at a rate slightly faster than our historical experience, based upon the revised plan. We anticipate utility costs to exceed budget based upon significant increases in water and fuel costs and electric consumption. Expenditures are generally consistent with the operating plan.

**Financial Aid**

Financial aid expenditures to date total \$ 13.5 million or 95.6% of the funding provided. Distributions for the year are consistent with plan.

**Extended Programs**

Extended programs are largely self-supporting activities. Revenue and expenditure activity to date is consolidated as part of the overall general fund operations as reported above.

Continuing Education/Extended Learning program expenditures total \$10.5 million or 87% of the \$12.0 million budget. Tuition and program fee revenue to-date of \$14.3 million represents 99% of the \$14.4 million revenue plan. Enrollments and operations at this time are consistent with the operating plan.

**Expenditure Reduction Planning**

The funding shortfall in the current fiscal year is forecast at \$5.8 million. Expenditure reductions and revenue enhancements offset this anticipated shortfall. Expenditure reductions have been accomplished using both base and non-recurring sources. These include non-recurring carry forward balances, delays in executing non-revenue enhancing strategic initiatives, use of available reserves and elimination or reduction in funding for SS&M, Equipment and Travel. Base (recurring) actions include personnel reductions and other benefit cost avoidances including reduced MPERS health care.

Departmental Operating Budget Reductions	\$2,800,000
Strategic Initiative Reductions/Cancellation/Delay	1,419,000
Salary Savings and Commitments	730,000
Program Development & Contingency	140,000
MUSIC Rebate	400,000
Incremental Graduation Fee Revenue	140,000
Other	114,700
<b>Total Reduction Plan</b>	<b><u>\$5,743,700</u></b>

\*See accompanying schedule for detail by expenditure type.

**CONCLUSION**

After 10 months, subject to the exceptions previously identified, revenues and expenditures are generally consistent with the revised plan. Actions identified in this report are being taken at this time to reduce spending in line with the anticipated tuition shortfall to plan and appropriation funding reduction. The anticipated appropriation rebate will be used in balancing the FY05 operating budget.

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5/26/2004

EASTERN MICHIGAN UNIVERSITY  
2003-2004 GENERAL FUND BUDGET STATUS REPORT  
JULY-APRIL

	FY2004 Original Budget	FY2004 Budget Revisions*	FY2004 Mid Year Reductions	FY2004 Revised Budget	FY2004 Actual 04/30/04	% of Budget	Experience & Historically Derived % of Budget	FY2004 4/30/2004 YTD Plan	YTD Actual O/U Plan
<b>Revenues</b>									
Appropriation	\$78,873,480		(\$3,943,700)	\$74,929,780	\$48,220,254	64.35%	64.35%	\$48,220,254	\$0
Tuition and Fees	\$110,540,174		(\$1,800,000)	\$108,740,174	\$107,391,796	98.76%	99.00%	\$107,652,772	(\$260,976)
Other Revenue**	\$6,833,522			\$6,833,522	\$5,204,709	76.16%	72.03%	\$4,922,186	\$282,523
Designated Fund Transfer	\$960,500			\$960,500	\$0	0.00%	0.00%	\$0	\$0
<b>Total Revenue</b>	<b>\$197,207,676</b>	<b>\$0</b>	<b>(\$5,743,700)</b>	<b>\$191,463,976</b>	<b>\$160,816,759</b>	<b>83.99%</b>	<b>83.24%</b>	<b>\$160,795,212</b>	<b>\$21,547</b>
Carry-Forward Funding	\$0	\$5,976,980	\$0	\$5,976,980	\$0	0.00%	100.00%	\$0	\$0
<b>Total Approved Funding</b>	<b>\$197,207,676</b>	<b>\$5,976,980</b>	<b>(\$5,743,700)</b>	<b>\$197,440,956</b>	<b>\$160,816,759</b>	<b>81.45%</b>	<b>81.44%</b>	<b>\$160,795,212</b>	<b>\$21,547</b>
<b>Expenditures</b>									
Faculty Salaries***	\$58,999,904	\$421,378	(\$480,000)	\$58,941,282	\$46,338,949	78.62%	79.40%	\$46,799,378	(\$460,429)
Staff Salaries	\$43,395,500	\$983,736	(\$176,363)	\$44,182,873	\$36,845,719	83.39%	84.25%	\$37,224,071	(\$378,352)
Other Personal Services	\$1,648,494	\$83,279	(\$16,705)	\$1,715,068	\$1,733,732	101.09%	120.78%	\$2,071,435	(\$337,703)
Student Help	\$6,809,033	\$366,074	(\$315,813)	\$6,859,294	\$5,984,745	87.25%	89.76%	\$6,156,868	(\$172,123)
Benefits	\$35,476,622	\$492,249	(\$287)	\$35,968,584	\$30,102,652	83.69%	84.58%	\$30,421,721	(\$319,089)
<b>Sub-Total Compensation</b>	<b>\$146,329,553</b>	<b>\$2,326,716</b>	<b>(\$989,168)</b>	<b>\$147,667,101</b>	<b>\$121,005,797</b>	<b>81.94%</b>	<b>84.33%</b>	<b>\$122,673,472</b>	<b>(\$1,667,675)</b>
SS&M/Travel/Equipment	\$28,278,862	\$3,736,509	(\$4,037,248)	\$27,978,123	\$18,232,310	65.17%	66.01%	\$18,468,359	(\$236,049)
Utilities	\$4,781,559	\$157,000		\$4,948,559	\$3,909,180	79.00%	70.30%	\$3,478,764	\$430,416
Financial Aid	\$14,809,453	\$10,236		\$14,819,689	\$13,888,119	93.71%	95.64%	\$14,173,331	(\$285,212)
Distribution to EMU Foundati	\$1,802,336	\$0	(\$52,336)	\$1,850,000	\$1,850,000	100.00%	100.00%	\$1,850,000	\$0
Recharges	(\$2,000,000)	(\$132,678)		(\$2,132,678)	(\$1,770,869)	83.03%	77.53%	(\$1,653,492)	(\$117,377)
Other Transfers*****	\$3,085,217	(\$120,803)	(\$105,887)	\$2,858,727	\$909,912	31.83%	31.83%	\$909,912	\$0
Carry-Forward Balances		\$0	(\$559,261)	(\$559,261)	\$0	0.00%	0.00%	\$0	\$0
<b>Sub-Total</b>	<b>\$50,867,427</b>	<b>\$4,489,871</b>	<b>(\$4,754,532)</b>	<b>\$50,602,766</b>	<b>\$37,018,652</b>	<b>72.37%</b>	<b>73.57%</b>	<b>\$37,226,874</b>	<b>(\$208,222)</b>
<b>Total Expenditures</b>	<b>\$197,196,980</b>	<b>\$5,976,980</b>	<b>(\$5,743,700)</b>	<b>\$197,430,260</b>	<b>\$158,024,449</b>	<b>80.04%</b>	<b>81.02%</b>	<b>\$159,900,346</b>	<b>(\$1,875,897)</b>
<b>Net Funding</b>	<b>\$10,696</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,696</b>	<b>\$2,792,310</b>			<b>\$894,866</b>	<b>\$0</b>

\*Column includes both prior year carryforward balances and categorized budget revisions.

\*\*\*Total YTD Faculty payroll expense has been adjusted to 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.

\*\*\*\* The operating plan generally represents the expected rate of realized revenue and expenses based on the previous years experience. Noteworthy variances are analyzed and reported in the preceeding written report.

2.

**BOARD OF REGENTS**  
EASTERN MICHIGAN UNIVERSITY

SECTION: 7

DATE:

June 15, 2004

**RECOMMENDATION**

**REPORT: Information and Communications Technology Initiatives**

**ACTION REQUESTED**

It is recommended that the Report on the progress of ICT Initiatives and financial status report be accepted and placed on file.

**STAFF SUMMARY**

The attached Executive Overview provides a progress report for each of the ICT Strategic Initiatives currently underway.

All initiatives are currently meeting schedule targets and budgets.

**FISCAL IMPLICATIONS**

The ICT initiatives are funded through a combination of the \$28 million approved by the Board and the ICT General Fund budget.

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
University Executive Officer

\_\_\_\_\_  
Date



## **ICT STRATEGIC INITIATIVES PROGRESS REPORT**

**March 1, 2004 through May 21, 2004**

### **ENTERPRISE NETWORKING INFRASTRUCTURE**

- Fiber optic network upgrade of West Campus in progress.
- Wireless campus project planning in progress.

### **FACULTY, STAFF AND STUDENT LAB PC REFRESHMENT**

- 435 Intel and 85 Apple systems replaced.

### **APPLICATIONS LAYER REPLACEMENT/UPGRADE; PROCESS REINVENTION; and PORTAL, E-MAIL AND CALENDARING PLATFORM**

- Banner implementation progress:
  - Financial Aid
    - Process Improvement Assessment report received March 15.
  - Advancement
    - Conversion of gift and pledge data in progress.
  - Human Resources
    - Process Improvement Assessment report received May 12, 2004.
    - SCT Labor Budgeting through Position Control Using Spreadsheet Budgeting training completed.
- Portal replacement project in progress.

### **WebCT / Campus Pipeline / Banner Integration**

- 67 faculty registered for WebCT Vista training.
- WebCT version upgrade in progress.

### **ASSESSMENT, TRAINING, AND PROFESSIONAL DEVELOPMENT IN ICT SKILLS AND USE**

- 14 new eFellows grants awarded.

EASTERN MICHIGAN UNIVERSITY

ICT INITIATIVE  
APRIL 2004 STATUS

	Actual		FY 2004			FY 2005 - FY 2006 Projected		Total	Total	Total
	FY 2002	FY 2003	Revised Plan	Forecast	Forecast O/(U) Plan	FY 2005	FY 2006	2002 - 2006 Plan	2002 - 2006 Projection	Projection O/(U) Plan
<b>Sources Of Funding</b>										
FY 2000 Supplemental/Other Carryover	\$2,547,092	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$2,547,092	\$47,092
LRT Carry-over	659,032	0	0	0	0	0	0	550,000	659,032	109,032
Gift Revenue	0	0	0	0	0	0	0	190,000	0	(190,000)
Loan (Internal Or External)	0	1,633,535	1,741,374	348,456	(1,392,918)	(759,076)	(1,222,915)	0	0	0
Technology Fee (\$10 Per Credit Hour)	5,290,413	5,449,104	5,093,970	5,448,662	354,692	5,448,662	5,448,662	25,215,151	27,085,503	1,870,352
<b>Total Sources Of Funding</b>	<b>\$8,496,537</b>	<b>\$7,082,639</b>	<b>\$6,835,344</b>	<b>\$5,797,118</b>	<b>\$(1,038,226)</b>	<b>\$4,689,586</b>	<b>\$4,225,747</b>	<b>\$28,455,151</b>	<b>\$30,291,627</b>	<b>\$1,836,476</b>

**Uses Of Funding**

Infrastructure	\$1,233,320	\$1,797,141	\$1,964,539	\$1,918,289	\$(46,250)	\$1,665,000	\$0	\$6,660,000	\$6,613,750	\$(46,250)
Computer Refreshment	770,975	954,722	1,274,303	1,274,303	0	1,000,000	1,000,000	5,000,000	5,000,000	0
Portal/Applications	3,876,877	3,228,370	1,715,831	1,243,584	(472,247)	626,000	13,500	8,678,540	8,988,331	309,791
Tech/Support Staff	0	129,687	0	166,400	166,400	173,056	179,978	0	649,121	649,121
Professional Development/Training	0	155,850	483,150	213,000	(270,150)	213,000	213,000	1,065,000	794,850	(270,150)
Extended Student Lab Hours	31,811	50,948	153,241	81,775	(71,466)	85,100	88,500	409,600	338,134	(71,466)
<b>Sub-Total Non-LRT Uses</b>	<b>\$5,912,983</b>	<b>\$6,316,718</b>	<b>\$5,591,064</b>	<b>\$4,897,351</b>	<b>\$(693,713)</b>	<b>\$3,762,156</b>	<b>\$1,494,978</b>	<b>\$21,813,140</b>	<b>\$22,384,186</b>	<b>\$571,046</b>
Learning Resource Tech. Operations	801,203	727,835	935,298	845,534	(89,764)	879,356	864,530	4,258,222	4,118,458	(139,764)
Learning Resource Technologies Debt	734,215	1,073,970	0	0	0	0	0	1,788,330	1,808,185	19,855
Interest	0	12,252	308,982	54,233	(254,749)	48,074	18,344	595,459	132,903	(462,556)
<b>Total Uses Of Funding</b>	<b>\$7,448,401</b>	<b>\$8,130,775</b>	<b>\$6,835,344</b>	<b>\$5,797,118</b>	<b>\$(1,038,226)</b>	<b>\$4,689,586</b>	<b>\$2,377,852</b>	<b>\$28,455,151</b>	<b>\$28,443,732</b>	<b>\$(11,419)</b>

**Net Sources/Uses**

Net Sources/(Uses) In Fiscal Year	\$1,048,136	\$(1,048,136)	\$0	\$0	\$0	\$0	\$1,847,895			
ICT Initiative Carryforward Reserve	0	1,048,136	0	0	0	0	0			
<b>Reserve Adj. For Net Sources/(Uses)</b>	<b>\$1,048,136</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,847,895</b>			

**Technology Loan**

Approved Technology Loan	\$2,350,000	\$2,475,000	\$(750,000)	n/a		\$(930,000)	\$(3,145,000)	\$0		
Actual/Forecast Technology Loan	0	1,633,535	n/a	348,456		(759,076)	(1,222,915)		\$0	

## **Value on Investment at Eastern Michigan University**

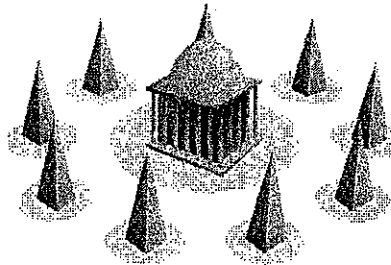
**Donald M. Norris, Ph.D.  
President, Strategic Initiatives, Inc.**

**Margaret Cline  
Chief Information Officer, Eastern Michigan University**

### **Executive Summary**

The ICT initiatives launched in fall 2000 made possible a *value on investment* (VOI) approach at Eastern Michigan University. This white paper reports on how this focus is being used today to track the value created by these initiatives. Moreover, EMU is now positioned to engage in an aggressive program of process reinvention and performance enhancement, enabled by the new ICT infrastructure and the staff's growing capacity to leverage. These efforts can be an integral element of the university's AQUIP and Strategic Planning processes.

Yearly savings of \$2,181,000 have been identified as a result of the ICT initiatives. By reinvesting these savings to produce further enhancements to productivity, increase collaborative activity, and encourage innovation, each EMU division is beginning to recognize substantial gains in their ability to serve students and the EMU community.



**Comprehensive ICT initiatives (2000-2004).** In fall 2000, EMU began planning for a comprehensive reinvention of its information and communications technology (ICT) infrastructure and decision-making processes. The initial vehicle was a set of working groups consisting of mid-level staff. These groups co-created an assessment of the ICT needs at EMU, and forged a comprehensive set of initiatives to address them. From this work, the president advanced six interconnected initiatives:

- Dramatically enhance enterprise network, increasing bandwidth and security;
- Select and implement a new application suite (ERP, LMS, enterprise portal);
- Institute a PC refreshment program for staff and faculty, on a three-year cycle;
- Rationalize and enhance student labs;
- Enhance training and development in ICT for faculty and staff; and
- Restructure the ICT organization, combining academic and administrative computing, reinventing decision making, and creating a CIO position.

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The iconic graphics used in this paper are from Donald M. Norris and Mark A. Olson, *The Business Value Web: Resourcing Business Processes and Solutions in Higher Education*, Washington, D.C.: NACUBO, 2003.

These initiatives were essential to EMU's maintaining **competitive parity** with other institutions in its region. Unable to fund the initiatives through regular budgetary channels, the president and the board managed to utilize a combination of revenue enhancement and allocation strategies to invest \$28 million over a five-year period in the six ICT initiatives, starting in 2001.

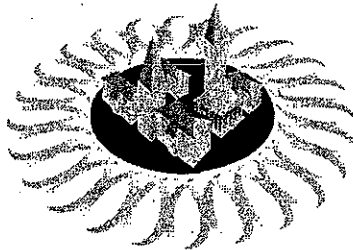
**Focus on Measurement and Value (2001 – onward).** From the start of planning and implementation, the ICT initiatives began to identify and measure process changes as a guiding principle. In fall 2001, the concept of value on investment (VOI) was applied to illustrate the differences between existing EMU processes and practices and those that would be enabled by leveraging the new technology capabilities. The board expressed its keen interest in receiving reports on the VOI from its \$28M ICT initiatives.

The planning, selection, implementation, and leveraging of the enterprise application suite (Banner, WebCT learning management system, Campus Pipeline enterprise portal) has been the primary enabling force and focal point for building and measuring value. We have developed a framework for identifying, measuring and reporting on the value created by using the enterprise application suite to change the efficiency, effectiveness, and dynamics of university processes. This framework is based on three kinds of improvements that are identified and utilized.

**Productivity** gains focus on quantity, doing existing things more efficiently - doing more with less or improving performance with the same resources. **Collaboration** bridges quantity and quality, and involves stakeholders working together to discover new ways of doing things and to create new experiences for stakeholders. **Innovation** has the highest value-creating potential because it discovers new ways doing old things and new programs, services, relationships, and experiences that have the potential to create **competitive advantage** for EMU, not just competitive parity.

Productivity-based value enhancements work with the university's current base of structures, roles, relationships, and processes. Collaboration/innovation-based value enhancements are different. They enable the creation of new organizational structures, roles, relationships, and processes. In a sense, this form of value building will enable EMU to reinvent its base of operations.

EMU has not yet completed implementing all of the elements of the enterprise application suite. Many staff and faculty are still coming up to speed on the new systems and processes and are not at the level of performance they need to be. This will improve significantly over the next 6-12 months. Even so, staff and faculty have already leveraged the capabilities of the new systems to create value, and examples are provided in this white paper. Some of these examples involve a combination of productivity, collaboration, and innovation. As workflow, imaging, enterprise portal, and on-line applications are implemented and leveraged, cascading cycles of value building can be achieved.



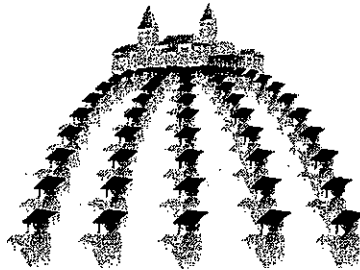
**Linking to Other Organizational Processes: Building Design, Process Reinvention, and Strategic Planning.** ICT is the "solvent" that enables us to dissolve the limitations of old ways of interacting, sharing knowledge, and building processes. While the Division of Information and Communications Technology is the steward of the "I" in VOI, building the "V" in VOI is the responsibility of all of the administrative and academic divisions at EMU. Already this is happening. A Central Services Team from the Division of Enrollment Services is implementing a centralized student services (one-stop shopping) model in Pierce Hall and these principles will be

applied in the design and operation of the new Student Center. Student self-service and portal-based operations are under development. Examples in other Division are enumerated in this whiter paper. The university's AQUIP and Strategic Planning processes can become vehicles for mobilizing and accelerating the pace of process reinvention and value building, leveraging the capabilities made possible by the investment in ICT.

## What Does Value Mean at Eastern Michigan University?

Over the past several years, leaders in higher education have been searching for a different set of measures and metaphors, more suitable to the challenges and opportunities of the times. Gartner introduced the notion of "value on investment", which was initially employed to describe how to leverage investments in ICT to create innovation and strategic differentiation for all kinds of enterprises. VOI has been used in other sectors before appearing in higher education. In fall 2001 we began to use the concept of VOI at Eastern Michigan University to shape and assess the ICT initiatives launched by President Kirkpatrick. This concept was expanded in *The Business Value Web* to suggest that maximizing value could be an effective unifying principle for leveraging all of the resources available to colleges and universities.

**Quality Focuses on Inputs, Not Outcomes and Experiences.** What is value and what does it mean at Eastern Michigan University? Value is different from quality. A focus on *quality* typically seeks more and more resources for enhancing reputation based on traditional measures. In such a setting, greater expenditure of resources is often seen as a surrogate for quality, in itself. Quality measures often emphasize inputs, rather than outcomes. So called quality measures focus on what can be measured and compared easily and aggregated to an institutional total, rather than being guided by what is important to individual and groups of stakeholders. Such measures of quality are typically seen through the eyes of the providers or external assessors of reputation and distinction. Before the year 2000, EMU's perception of its quality was shaped by traditional measures of "quality": faculty salaries, expenditures per student, levels of research funding, peer assessment of programs, selectivity of student body, and so forth. By these standards of measurement, the institution fared poorly.



**Underfunded and Understaffed, Poorly Positioned for Traditional Quality Measures.** EMU has been underfunded, traditionally, in comparison with other comparable public universities in the State of Michigan. EMU is also underfunded in relation to the national group of peer institutions with which we have started to compare the University over the past several years. The size of the administrative staff in many functional areas is small in comparison to our peers. This shortcoming has been exacerbated by the lack of strategic investment in technology and process reinvention before 2000. The budget rollbacks necessitated by the State of Michigan's financial difficulties have worsened this situation. Clearly, EMU is poorly positioned to be judged by traditional quality comparisons based on inputs and levels of resources. Equally telling, the prospects for significantly increasing our relative levels of resource in the future are not promising. EMU will be better served by focusing on how well it fulfills the value propositions expected by its stakeholders.

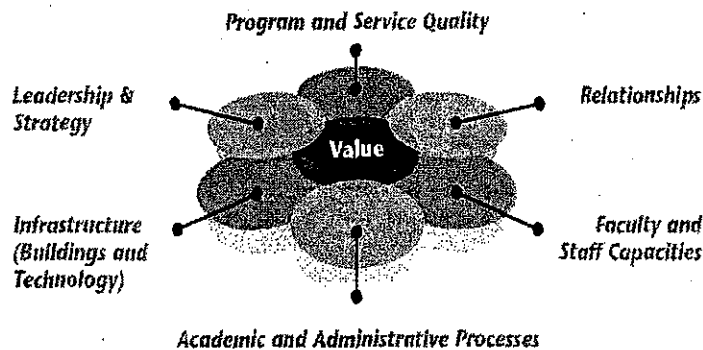
7.

**Value Is Seen Through the Eyes of Stakeholders.** Value is a dialogue between each stakeholder and the institution. Quality is a monologue spoken by the institution or assessors of reputation. Who are EMU's stakeholders? Obviously students are our most important stakeholders and they expect not just a first-rate education but a satisfying, personalized experience. EMU's results on the National Survey of Student Engagement (NSSE) suggest that we must do a better job of engaging our students during their experience at the University. Focusing on value will enable the University to increase retention and improve satisfaction of students. Other stakeholders include faculty, staff, alumni, donors, citizens, policy makers, and others. All of these groups judge their interactions with the University based on the value they derive from them.

**Value Consists of Outcomes, Experiences, and Costs.** Value balances three factors: 1) the nature and quality of outcomes, 2) the essence of the experiences through which the outcomes are achieved, and 3) the cost/price. Like the potential energy in the coils of a spring, latent value resides in the knowledge resources, programs, processes, relationships, infrastructure, and competencies of faculty, staff, students, and other stakeholders. The manner in which these resources are combined and engaged determines the value experienced by each individual stakeholder.

The following graphic from *The Business Value Web* portrays the elements of value that operate at EMU. The academic and administrative processes and relationships are especially important in the value web, since they are the gateways through which stakeholders experience the University's program quality and the capacities of faculty and staff. The capacity of the new ICT infrastructure to facilitate process reinvention and continuous improvement will be a critical element over the next five years.

Elements of Value



**Leveraging the Elements of the Value Web.** EMU's existing processes, programs, and organizational structures are candidates for cascading cycles or reinvention. Focusing on the value web enables leadership to deconstruct sequential processes and enhance value at all stages of relationships and services. Value has limitless potential. Productivity enhancement, innovation, process reinvention, and creative combination of these can always be used to enhance or even radically alter the value proposition that EMU can offer to students and other stakeholders. The value embedded in EMU's assets is a powerful driver of strategic differentiation, growth, and competitive advantage.

8.

Given EMU's likely resource base over the next few years, it will be critical to use imagination instead of merely adding additional resources to existing programs and practices. Rather than simple addition, value maximization during tough times involves identifying, leveraging, repurposing, reusing, and creating new value combinations. EMU staff have made an initial effort to identify stretch goals that identify how ICT could be leveraged to create new experiences and value propositions for learners.

**Emerging Vectors of Value.** The following table enumerates the emerging vectors of value that EMU can use to realign its efforts to meet stakeholder value needs. These vectors of value can be turned into strategies and initiatives.

Traditional Quality Measures	Emerging Vectors of Value
Faculty salaries and compensation (\$ per rank)	Create a campus culture that supports collaboration and innovation, at all levels. Develop leadership's capacity to innovate, from regents to president to grassroots. Use collaboration and innovation to drive greater value.
Program/curriculum quality – peer review	Deconstruct and reinvent academic and administrative processes and business models, penetrating functional and departmental "silos"
Program quality – reputation	Leverage innovation, relationships, and academic and administrative resources. Focus on value propositions.
Level of research funding	Comprehensively and aggressively develop human resources through applied professional development.
Peer evaluations and reputations	Create stretch goals for using technology to generate greater value for stakeholders.
Standing in US News & World Report rankings	Create new experiences for learners, using technology to extend the campus in time and space and make new experiences.
Campus facilities and amenities	Capitalize on newly relevant programs, experiences, and applications.
Selectivity of student body (% applications accepted)	Control costs – and prices – aggressively.
Quality of students (Average SAT, GRE, LSAT)	Create "knowledge exchanges" and "electricity grids" for sharing courses and meeting learning demand with surplus capacity.
Student success (Graduation rates)	Focus on achieving several public performance goals – such as reducing the "total cost of completion" for higher education and/or improving K-12 education and teacher development – in exchange for greater flexibility.
Student developmental experiences (Measured by reputation, Survey of Student Engagement)	
Productivity enhancement measures through process improvements, generating return on investment (.ROI)	

Eastern Michigan University has begun to incorporate these vectors of value in its vision for leveraging ICT to maximize value. The following section describes the development of the current state of ICT

## Value on Investment in ICT at Eastern Michigan University

When the ICT initiatives were launched in fall 2000, the state of ICT at EMU was deplorable. The enterprise network and application systems were fragmented, reliable and integrated management information was limited. Staff were holding processes together with time-consuming work arounds and patches. The university was an archipelago of Balkanized technologies and information.



ICT had never been a strategic priority at EMU, and it showed. Academic and administrative computing were separate functions. Many academics fiercely defended that separation, at the same time that the rest of higher education was moving toward fusion of academic and administrative systems, processes, and practices. E-Learning and the use of technology in the classroom were underdeveloped. The University's technology-supported processes looked cumbersome and clunky compared to many of its peer institutions. EMU was losing competitive ground due to its shortcomings in technology and the capacity to leverage it. The six initiatives addressed this problem.

Elements of ICT Initiatives	Status in 2000	Status in May 2004
<b>Enterprise Network</b>	Incomplete, not robust. Proliferation of isolated servers and network pieces. Unable to support true enterprise applications.	Significant improvement in robustness and extent of enterprise network. Modern vendor-supported network operating system in place.
<b>Enterprise Applications Suite - ERP, LMS, enterprise portal</b>	Obsolete, unintegrated applications software expensive point solutions in imaging that could not be scaled. Separate, inadequate e-mails. No portalization. No enterprise learning management system solution.	Implemented in 2 years an integrated ERP solution suite (typically takes 3-5 years). Will soon have enterprise-wide workflow and imaging. Integrated enterprise application suite. ERP portal. LMS. Dependable reports and management information.
<b>PC refreshment program</b>	Individual departments spent between \$1-2M annually on PC purchases. No standards, no deep discounts, great variation in coverage.	Three years into university-wide program for faculty and staff. Refresh on 3 year cycle, deep discounts, comprehensive coverage.
<b>Student labs</b>	Decentralized, unarticulated, inadequate student labs.	Developed standards for public student labs. Upgraded key labs, more in works.
<b>ICT training for faculty and staff</b>	Fragmented and inadequate training.	300 online courses available for self-paced study of IT subjects. 157 instructor-led training sessions offered with 1,733 attendees during the past year.
<b>Restructure ICT organization</b>	Fragmentation of ICT staff in administrative, academic, and student life.	Created CIO position, consolidated ICT staff and resources, institute enterprise-wide ICT policies, planning, and support.



**Enterprise Application Suite is the Focal Point for VOI.** The first major focal point for VOI was the selection and implementation of a new enterprise application suite (Banner enterprise resource planning, WebCT learning management system, and Campus Pipeline enterprise portal). Since this suite provides the gateway through which learners and other stakeholders will engage the University's processes and resources, it is clearly the lens through which to understand the potentials for leveraging ICT to enhance stakeholder value and create new experiences.

**Evaluation and Selection Process.** Most universities focus on a time-consuming analysis of how enterprise application suites enable them to duplicate their existing applications processes. Instead of following this approach, EMU selected a set of criteria that focused on the viability of the provider firms and their capacity to provide mature processes embedded in their ERP suite that could be accepted as "best practice" solutions for EMU. Customization was only to be allowed when it was needed to establish competitive advantage or to fill a provable gap in an essential functional process. The following criteria and weights were used.

### **Evaluation Criteria for ERP Selection**

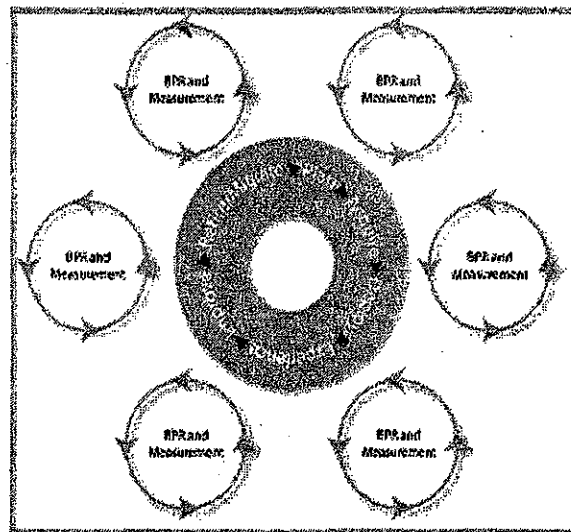
- **Ability to Execute (25%)** - probability that vendor will be able to execute its vision for higher education and be a market leader
- **Vision (20%)** - vendor's strategic plan, direction, and correlation with EMU's needs
- **Functionality (15%)** - meet's business unit and enterprise requirements
- **Technology (15%)** - development and execution environment and applications architecture meet EMU's needs
- **Service & Support (15%)** - pre-implementation and post-implementation

The evaluation and selection process was completed in six months. It emphasized the strategic positioning of the competing technology partners and their capacity to support process reinvention. A process of progressive engagement of broad cross-sections of the campus community was used to discuss the value potential from the new technologies and how they would be used to transform experiences for students, parents, faculty, staff, alumni, donors, and other stakeholders.

**Tying Measurement and Process Reinvention to the Project Life Cycle.** The two-year implementation process is nearly complete. Some modules have gone through a full year of utilizing the new processes and tools. It is expected that a five-year cycle of continuing reinvention will be experienced from this point forward.

This cycle of measurement and process reinvention can be linked to the stages in the life cycle of the ERP implementation, as illustrated by the graphic and the table on the following pages.

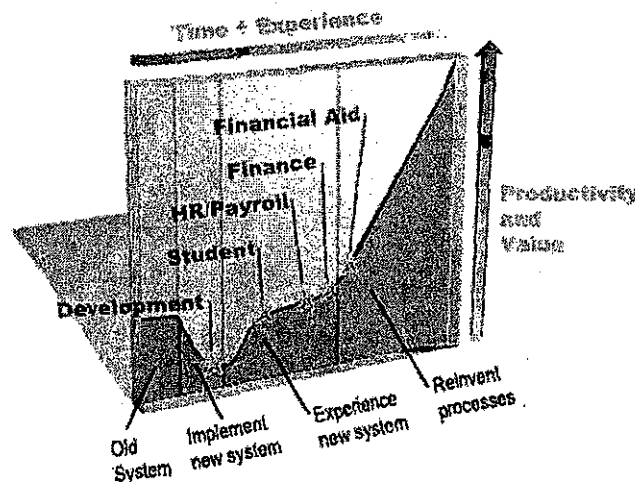
## Tying Measurement and Process Reinvention to the Project Life Cycle



Stage of Project Development	Time Frame and Nature of Stage	Process Reinvention and Measurement-Related Activities
<p><b>PLAN</b> Project Definition: Vision, Goals, and Outcomes</p> <p>EMU: October 2000 – January 2001 FY2001 Q2-Q3</p>	<p>Typical Time Frame: 6-12 months</p> <p>EMU Time Frame: 3 months</p> <p>EMU defines the vision, goals and outcomes for ERP. Engage campus leadership and stewards of key processes and raise the perspective and consciousness of the campus community to the potentials of process reinvention.</p>	<p><b>Process Reinvention:</b> High-level assessment of process flows and understanding of potential for accepting best practice solutions embedded in ERP solution. Also understand potential from business process reinvention. Engage the campus community in understanding process reinventions potential to enhance competitive advantage, improve relationships, and yield efficiencies. Develop commitment to minimal customization. EMU uses working groups and committees.</p> <p><b>Measurement:</b> Define measures of value enhancement that will herald the success of the ERP implementation and resulting process reinvention. Conduct baseline measurement.</p>
<p><b>ACQUIRE</b> Evaluation and Selection of Solution Provider</p> <p>EMU: FY2001 Q2-Q4.</p>	<p>Typical Time Frame: 6-9 months</p> <p>EMU Time Frame: 6 Months</p> <p>EMU makes selection via a targeted due diligence process rather than a formal RFI/RFP process.</p> <p>EMU Contract: June 2001.</p>	<p><b>Process Reinvention:</b> Vendor presentations at EMU introduced the campus to modern systems. Vendor selection is based on solution evaluated score on the following criteria: vision, technology, investment, ability to execute, and service and support. Narrowed to 2 vendors, then final solution was selected. One of the key components of the vendor's vision and ability to execute is the vendor's demonstrated capacity to support process reinvention and measurement during and after implementation.</p> <p><b>Measurement:</b> At this stage of the project, measurement focuses on the evaluation and selection decision.</p>

Stage of Project Development	Time Frame and Nature of Stage	BPR and Measurement-Related Activities
<p><b>DEPLOY</b> Implementation of ERP Suite</p> <p>EMU: FY2002 Q1 through FY 2004 Q2</p>	<p><b>Typical Time frame:</b> 2-5 years to implement full ERP suite. Significant commitment of energy to implementation and data conversion.</p> <p><b>EMU Time Frame:</b> Substantially complete in 2 years. Alumni and Development Module Extended into 2004.</p>	<p><b>Process Reinvention:</b> Participatory implementation at EMU. During implementation, campus users get to experience the processes embedded in the vendor's ERP suite. By accepting these processes as "best practice" and making minimal customizations, campus users begin to reinvent their processes, elevating them to a more efficient and effective plane of operation. The integration, workflow tools, and process efficiencies in the ERP suite will yield an immediate round of improvements.</p> <p><b>Measurement:</b> The first priority of measurement relates to the achieving of implementation milestones – on time, within budget, and to acceptable standards. Implement uncustomized version of ERP to drive immediate process reinvention – begin to measure productivity, collaboration, and innovation contributions to value.</p>
<p><b>EXPERIENCE</b> Experiencing and Reinvigorating Processes</p> <p>EMU: FY2003 – FY 2004 continuing</p>	<p><b>Typical Time Frame:</b> 1 full business cycle (typically 1-2 years) to experience the operation of the full ERP suite and understand the business processes imbedded in the ERP suite.</p> <p><b>EMU Time Frame:</b> One full business cycle per module. Finance – December 2003 one-year mark.</p>	<p><b>Process Reinvention:</b> Users will begin to really understand the reinvention potentials of the ERP suite after they have experienced the processes for one full cycle of operation. After experiencing the new systems and processes for a full cycle, users will have survived the "productivity trough" caused by the unfamiliarity of the new systems. At this stage, significant process reinvention, organizational changes, and adjustments of roles and responsibilities become possible.</p> <p><b>Measurement:</b> Measurement of process performance, customer satisfaction, and enhancement in competitive advantage should be routine.</p>
<p><b>OPTIMIZE</b> Consolidation and Outreach</p> <p>EMU: FY2004 – FY2009</p>	<p><b>Typical Time Frame:</b> Usually 5-7 years of aggressive process reinvention and enhancement.</p> <p><b>EMU Time Frame:</b> Expect 5 years of aggressive process reinvention.</p>	<p><b>Process Reinvention:</b> Process reinvention becomes a continuous process, not a one-time quick fix. Cascading cycles of process reinvention will continue for five years or more. EMU will use process reinvention to leapfrog past competitors and establish competitive advantage.</p> <p><b>Measurement:</b> Becomes a key element of EMU's ongoing, continuous improvement (AQUIP) and Strategic Planning processes.</p>
<p><b>RETIRE</b> Replace or Migrate Systems</p> <p>EMU: FY 2004 onward</p>	<p><b>Typical Time Frame:</b> As needs arise.</p> <p><b>EMU Time Frame:</b> As planned, potential changes in portal product led to need for Luminous product.</p>	<p><b>Process Reinvention:</b> Process reinvention becomes a continuous process not a one-time fix.</p> <p><b>Measurement:</b> Strategic planning for technology through University Technology Advisory Committee (UTAC), Environmental Scan for Technology Developments, Research best practices, Feedback to planning.</p>

**Understanding the Productivity Trough Relating to Project Implementation.** The following graphic portrays how productivity changes during the implementation of the enterprise application suite. This is a standard graphic whose dimensions have been proven in dozens of enterprises implementing application suites, and applied here to EMU. The vertical axis represents the productivity of individuals using the application suite. The horizontal axis represents time and experience with the new enterprise application suite.



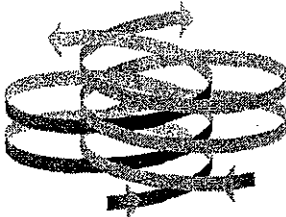
Starting at the left of the graphic, we move through four stages: 1) operate under the old system, 2) implement the new enterprise application suite, 3) experience the new enterprise suite for a full business cycle or more, and 4) operate under the new enterprise suite, leveraging its capabilities to reinvent processes, enhancing productivity and building value. These correspond to several of the stages of project development discussed in the preceding section/table. They illustrate the following characteristics:

- **Old system.** While EMU's application suite was unintegrated and obsolete, staff and faculty understood its elements intimately and were able to operate at an established level of productivity through work arounds and familiarity..
- **Implement new system.** During implementation, productivity actually falls as staff work to understand the new system and the processes embedded in the new software. This is a frustrating time and creates a "productivity trough."
- **Experience new system.** As they experience the new enterprise suite through a full business cycle or more, staff understand how to use the new processes and tools, and productivity springs back to near original levels.
- **Operate under new enterprise suite, leveraging its capabilities to reinvent processes.** The real gains in productivity come as staff and faculty use new capabilities – embedded best practices, integration, reliable knowledge flows, workflow tools – to reinvent processes, roles, responsibilities, and structures. The pace varies among administrative/academic units.

The graphic portrays where EMU is today, in May 2004. Development is still in the implementation stage, at the depths of the productivity trough. Student, HR/Payroll, Finance, and Financial Aid have all passed through the productivity trough and have experienced the new enterprise application suite sufficiently to emerge from the productivity trough. To varying degrees these modules are using and leveraging the capabilities of the new tools to reinvent processes and move up the productivity slope.



**Understanding the Elements of Value on Investment.** As already discussed, value on investment includes measurement of the tangible or "hard" savings resulting from technology-based initiatives, plus the intangible, or "soft savings." ROI and VOI are inextricably linked, like the coils in two intersecting springs. Increases in value eventually are reflected in a solid return, and vice versa.



The intangibles build value in a variety of ways. Consider the following emerging examples at Eastern Michigan University of using technology-based tools to change the dynamics of the organization.

### ***Intangible Elements Build Value***

**Supporting business process reinvention and innovation.** This is occurring, to varying degrees, in the Divisions at EMU. Enrollment Services is using the capabilities in Banner ERP to reshape job descriptions, relationships, and organizational structures in the Division of Enrollment Services. The potential for process reinvention is substantial in all Divisions and can be accelerated through the AQUIP and Strategic Planning processes.

**Enabling collaboration, increasing the capability to learn, and building communities.** EMU brought staff together in teams to work on the implementation and utilization of new Enterprise Application Suite capabilities. Enrollment Services and Student Life are planning to create the capacity for students, faculty, and staff to solve their own problems through self-service via the enterprise portal. The new systems and tools will facilitate communities of practice in administrative areas.

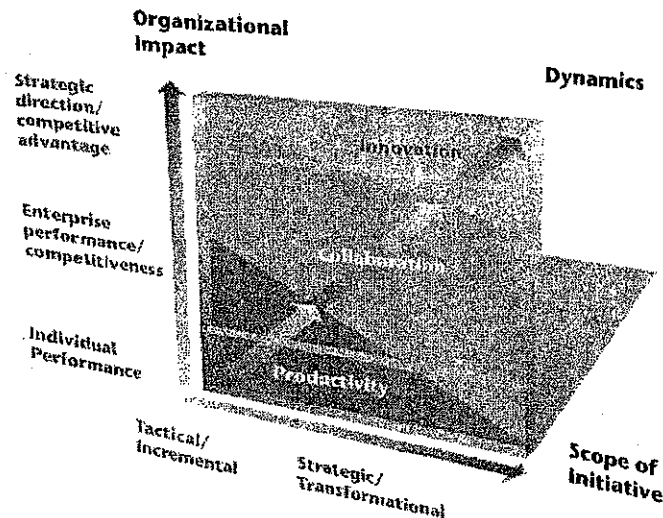
**Formalizing the cultivation, management, and leveraging of knowledge assets.** EMU is in the process of using the LMS/portal/ERP capabilities to make learning resources available digitally and share knowledge resources. As the enterprise portal develops, it will make information on university programs, processes, and services available on-line and engage prospective, enrolled, and dormant students more actively. A greater level of dependable, enterprise-wide management information is already available. Even more will come.

**Increasing individual and organizational competencies.** EMU is exposing staff and faculty to ICT training to develop their competencies in utilizing the new systems and applications. Working with the new systems will develop broader perspectives, greater teamwork, and the capacity of staff and faculty to solve cross-cutting issues that lead to better experiences and outcomes for stakeholders – students, faculty, staff, alumni, and others.

**Enabling and mobilizing new levels of leadership.** At the institutional level, the President and Cabinet are aligned and able to deal with enterprise-wide issues, using management information and an enterprise-wide perspective. In addition, these new systems enable leadership at all levels to identify new ways of serving stakeholders, new experiences, productivity gains, and other enhancements.

**Dimensions of Value on Investment (VOI).** How can the impact of the elements of VOI be described and measured as ICT-based investments are leveraged over time to achieve new levels of productivity, innovate practices, and change organizational dynamics? The following graphic portrays the three dimensions that EMU is using to describe the VOI achievements and potentials of initiatives and activities that leverage ICT-based capabilities:

- **Scope of Initiative.** Does the initiative/activity focus on incrementally improving the operations of parts of the enterprise on strategic, transformative change, or some combination?
- **Organizational Impact.** Does the initiative/activity focus on improving individual performance, enterprise-level performance to achieve competitive parity, or attaining the strategic direction of the enterprise to build competitive advantage?
- **Dynamics.** Does the initiative/activity enhance productivity, doing more with less or achieving high levels of quality and/or safety in existing business processes? Or does the initiative/activity mobilize the forces of collaboration, enabling greater innovation and changes in the way the university conducts its business?



The third dimension on the graphic, Organizational Dynamics, defines three types of VOI:

- **Productivity.** Doing more with the same resources, or reducing resources to do the same things. This is really ROI.
- **Collaboration.** Enhancing quantity and quality. Working together to bridge to new solutions and experiences.
- **Innovation.** Creating new experiences and new ways of doing things.

The following table examines these three dimensions of VOI, offering generic examples of how they could be realized. Some of these sorts of VOI enhancement have been realized at EMU; others are being considered for the future. The following section then maps the current state of value building at EMU, focusing on current achievement productivity, collaboration, innovation and future potentials that have been identified.

**Examples of Dimensions of VOI**

<i>Productivity</i>	<i>Collaboration</i>	<i>Innovation</i>
<b>Value is about greater efficiency, producing greater quantity, doing more with less – basically, this is ROI.</b>	<b>Uses the power of interactivity to improve quality as well as quantity.</b>	<b>Introduces new and better ways of doing things. Reinvents processes, organizational dynamics and culture</b>
<b>Generic Examples</b>	<b>Generic Examples</b>	<b>Generic Examples</b>
<ul style="list-style-type: none"> <li>• Faster transaction processing</li> <li>• Greater efficiencies enable reassigning segments of staff time to other functions</li> <li>• Eliminate unnecessary functions and modes – mailings superseded by online delivery, functions eliminated or streamlined by processes embedded in ERP, other changes</li> <li>• Streamline current processes rather than reinventing</li> </ul>	<ul style="list-style-type: none"> <li>• Use working teams associated with implementation of enterprise application suite</li> <li>• Develop communities of practice in administrative units and academic units</li> <li>• Collaborate in using workflow tools to improve process flows</li> <li>• Share learning resources and use a team approach to course development</li> <li>• Break down barriers between academic and administrative functions – fuse the manner in which students, staff, and faculty experience EMU processes and services</li> </ul>	<ul style="list-style-type: none"> <li>• Reinvent processes, realign functions, job descriptions, organizational structures and relationships</li> <li>• Create new patterns of interactivity with students and parents, and with other stakeholders</li> <li>• New learning experiences</li> <li>• Portalized self-service for students</li> <li>• New approaches to scheduling – multi-semester, block scheduling</li> <li>• “Electricity grid” for learning resources and experiences</li> </ul>

**Applying the Dimensions of VOI to EMU.** The productivity trough graphic illustrated that most units at EMU are just reaching the developmental stage where they can really leverage the new ICT-based systems and tools. Even so, some noteworthy examples of productivity, collaboration and innovation have been achieved at Eastern Michigan University and are reflected in the tables on the next few pages, which yield several insights:

- As they gain experience with the capabilities of the new applications, staff are reinventing their approaches and elevating their understanding of the potentials.
- ICT is the “solvent” that enables us to dissolve the limitations of old ways of interacting, sharing knowledge, and building processes. While the Division of Information and Communications Technology is the steward of the “I” in VOI, building the “V” in VOI is the responsibility of all of the administrative and academic Divisions.
- Productivity gains can be summed and compared to the existing base budget.
- However, gains in collaboration and innovation enable reinvention and restructuring of existing operations in a manner that creates a new base of operations, almost like a zero-based budget approach.

EMU should be able to link this process of reinvention to the AQUIP and strategic planning processes and continue reinvention over a five-year period – or more.

## **Enrollment Services**

### **Productivity**

- Reduced printing and mailing costs for course schedule books, confirmations, grades and unofficial transcripts that are now available through the Web. Savings of \$75,000 per year.
- Reports are available that can profile different populations of students to target for special attention. In January 2004, a report was generated on students who stopped or allowing us to customize communications to encourage them to re-enroll.
- Students can view their financial aid information and accept their awards on the Web. This allows them to satisfy document requests much earlier in the year.
- Undergraduate Transfer Center (UTC) has been transformed into a full enrollment services center. This results in better use of staff time, changes in roles and job descriptions, and improved services for students.
- Ongoing conversion of old imaging to new imaging. New system is more robust and scaleable across entire Enrollment Services Division and is needed in all offices.
- PC refresh assures the capacity to stay up-to-date with administrative software improvements, taking advantage of new capability and enhancing productivity.
- Processing jobs and generating reports is done in real time rather than waiting overnight.
- Letters and correspondence are now produced internally and can be customized for the time of year.
- Reports can now be generated by the users rather than system staff.
- Banner screens are easier to navigate and informative than ISIS and this combined with faster computers from the refresh program has increased the efficiency and productivity of the phone staff who answer 800 GO TO EMU calls.
- Data required by various service vendors who manage the creation and sending of targeted e-mail messages can be more efficiently obtained and transmitted electronically lowering the cost of delivering communications previously sent in more expensive ways.
- Online accounting makes it possible for more than one authorized person to have access to account statements making it easier for individuals with specific budget responsibilities to track their expenditures.

### **Collaboration**

- Collaboration in implementation and deployment of Banner Student Module.
- September 2003, the "Service EMU" team was formed to develop a plan for implementing cross-divisional student services (financial services, financial aid, records and registration, housing and campus life) to be provided at the New Student Center. Team members are responsible for designing and implementing a one-stop-service.



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center to be temporarily housed in McKenny Union.

- Many systems personnel within and across divisions are sharing their resources and helping each other learn new reporting tools. Enrollment Services has a divisional systems team which will allow personnel to share knowledge, cross train and grow professionally. Admissions, in conjunction with ICT has also started an informal reporting group to bring together, from different divisions, personnel (in charge of reporting) to share their knowledge and help each other work towards getting quality reports out of Banner.
- The ability to generate user-defined reports quickly and efficiently allows Admissions to help other academic departments by providing them with lists of prospective students. This facilitates collaboration between Admissions and the academic departments to recruit students.

### **Innovation**

- First-stage self-service Website, e-mail, FAQ, and downloadable departmental forms have been implemented.
- We will be seeing new patterns of interactivity through Banner Self Service Admissions (Web App). Not only will the students be able to apply online but will also be able to check the status of their application at each step. In addition to reducing the number of phone calls, it will also save processing time by eliminating the manual entry of data for online applications.
- Curriculum and Academic Planning Program (CAPP) will be available on the Web in Fall 2004 for students to begin reviewing their academic progress and planning for remaining coursework.
- The Office of Financial Aid and the Office of Records and Registration are leading the way in making changes in roles, job descriptions, and responsibilities using the new tools. Students can see their financial aid information on the Web, thereby satisfying document requests earlier in the year. Support level staff as opposed to professional level. Centralized services in Pierce Hall.
- Announcements on My Emich allow more campus wide awareness of current issues that impact front desk and phone service areas.

### **Planned Future Innovations**

- Plans for student one-stop shopping in new Student Center facility. Online admissions applications are coming soon. Under development: full portalization and self-service and replacement/enhancement of Campus Pipeline portal product with Luminis. Division of enrollment services is the prime candidate for pervasive reinvention and restructuring.

## Student Affairs and Student Life

### Productivity

- PC refresh assures the capacity to stay up-to-date with administrative software improvements, taking advantage of new capability and enhancing productivity.
- In the Career Services Center, with the proper training, staff has the ability to generate real-time reporting which helps us to serve students, employers, faculty, and staff requests more quickly and more accurately. Previously, we wrote a request and waited for a report to be generated by ITC.
- The Banner payroll system will now allow all student employees to work in more than one position. This change has allowed EMU to increase the maximum number of College Work Study (CWS) positions a student may work from one to two. By allowing the student to work a second job, the CWS student who is not able to work enough hours to earn the entire CWS award in the primary job, may now have the opportunity to do so.
- The Career Services Center's student employment staff is now responsible for entering student position information into Banner. Last year, our student employment staff generated over 35,000 changes to student position records (some employment actions generate multiple record changes, such as terminations). This new responsibility has reduced the time student employment staff has to assist students with their job search.
- The division's Business Operations staff have developed a web page to distribute all Student Affairs financial reports. Utilizing on line services for financial reporting has allowed us to reduce paper costs by one half, approximately \$800 per year. It has saved staff time on copying and delivering, we have extended the useful life of the copier from 3 years to 5, over a five year period this saves approximately \$6,000 or \$1,250 per year. It has also allowed us to provide a better service because financial reports are available to any user 24/7.

### Collaboration

- Collaboration through working with teams implementing Student and Finance Modules
- Student Affairs and Enrollment Services collaborated with consultant in assembling working groups to develop stretch goals and scenarios for future leveraging of technology to create new student experiences

### Innovation

- Design of new Union incorporating innovations in processes, roles, relationships, and structures
- This year the DSA Innovation Team will provide \$3,750 to fund a Student Web Development Team. This idea will utilize student expertise to build a team of web developers to assist departments in developing web pages. They could charge the departments for their services. This would be cheaper than an outside consultant and provide students with experience in developing web pages thus making them more marketable upon graduation.

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**Planned Future Innovations**

- Use of Web-based forms and materials and portalization to change the patterns and cadences of engaging prospective and new students in the life of the University.
- Using voice over IP in the residence halls could enable removing existing telephone service in the dorms. Possible annual savings: \$330,000.



### **Academic Affairs/Academic Life**

#### **Productivity**

- Grades submitted online through portal from anywhere, replacing grade submission on bubble sheets delivered by faculty to central location. A higher proportion of faculty delivered grades on-time with fewer errors – better service to students
- Course evaluation replaces 1,200 different evaluation systems with two standard questions and departmental customization of questions, frees energy of faculty to engage in growth
- PC refreshment eliminates haves and have nots. Lowers cost to departments due to bulk purchasing. Improves productivity of individual faculty; enables faculty to produce many things for which they previously depended on departments.
- eFellows provides funding to assist faculty who wish to improve use of technology in teaching
- Replaced VMS servers with Sun UNIX servers, enhancing capabilities and reducing costs
- WebCT Vista enhances capacity of faculty to introduce on-line resources and experiences into their classes.

#### **Collaboration**

- Academic Affairs participated in Student implementation team.
- Collaboration between Academic Affairs and Division of ICT on rationalizing and leveraging different on-line learning platforms

#### **Innovation**

- In the works

#### **Planned Future Innovations**

- Model for use of technology: use technology to enhance quality and control cost in academic programs and experiences
- Develop capacity of faculty to leverage technology in scholarship and learning support. Turn faculty loose to enhance quality and control cost across the curriculum

## Business and Finance

### Productivity

- Totally electronic bill presentment and payment is in place, printing and mailing cost saving of \$120,000 a year in postage, 12 hours per month of staff time, plus savings in paper/envelopes and wrong billing addresses.
- Delivery of financial reports on-line. Paperless. Cost savings of paper and delivery of reports. Plus a productivity increase: managers can go online to check figures at anytime. Cost savings: \$60,000
- Fully on-line registration eliminates telephone banks in Student Business Services. Cost savings: \$40,000
- ACH payments for application fees reduce from two cashiers to one. Exact cost saving being estimated.
- Upgrade of cashiering system enables elimination of lockbox operation at Comerica and all payment come through EMU for high speed processing. \$25,000 annual savings.
- PC refresh assures the capacity to stay up-to-date with administrative software improvements, taking advantage of new capability and enhancing productivity.

### Collaboration

- Finance team collaborated in Banner implementation.

### Innovation

- AP Hiring Redesign. In progress.
- Eagle One Card allows students to choose immediate access to refunds and financial aid by activating an Internet banking relationship. Access through funds achieved through a student ID that is a debit card. 62% of students *chose* to create a banking relationship using this vehicle.

### Planned Future Innovation

- Significant opportunities for process reinvention and restructuring exist in the Division of Business and Finance, leveraging the capabilities of the enterprise application suite.

These two divisions have not reaped substantial benefits from the new enterprise application suite. Development is still in the throes of implementation, and University Relations is an information user, not a transactional user of the new capabilities.

***Development and Institutional Advancement***

**Productivity**

- Still in Implementation Mode
- Cost savings will be realized upon decommissioning of current stand-alone system

**Collaboration**

- Collaboration through implementation team

**Innovation**

- None to date

**Planned Future Innovation**

- Development and Institutional Advancement will be greatly helped by the information integration capabilities provided by the enterprise application suite. They will be able to manage relationships with alumni, donors, and other important stakeholders, changing the efficiency, effectiveness, and very nature of these relationships.

***University Relations***

**Productivity**

- Dependable, regular, and complete management report of students by legislative district

**Collaboration**

- Participation in implementation teams

**Innovation**

- None to date

**Planned Future Innovation**

- University Relations will benefit from information integration and reporting capabilities. It will be able to enhance relationships based on these information flows.



## Enterprise-Level Issues, Leadership, Planning, and Management

### Productivity

1. Redirection of \$1M per year that was spent by departments and divisions on PCs. The PC refreshment program replaced this need with a recurring source of funding, enabling departments and divisions to redeploy those funds elsewhere.
- Centralized purchasing of Microsoft Office, Virus Protection, SPSS, Autocad, ERSI saves EMU departments an estimated \$100,000 a year
  - Online Directory for faculty, staff, and students is now dynamic and stays up to date.
  - Enterprise-wide data and management information – standard and custom reports available across the institution. Enable better service and support decision making

#### Examples

New application and enrollment analyses identify new insights on dynamics of application, admission, registration, and retention.

### Collaboration

- Enterprise-wide collaborative infrastructure for ICT decision making: UTAC (strategic), ERP Tactical Committee (tactical), Business Operations Committee (operational) – representatives from every part of campus. Decisions informed by data and process, not persuasion and logrolling.

### Innovation

- Decision-making processes for ICT investment and leveraging ICT capabilities have been progressively reinvented over the past three years in a process that is continuing.

### Planned Future Innovation

- Strongly leverage availability of integrated, dependable management information to drive decision making.
- Integrate ICT-based value building and value on investment perspective with AQUIP and Strategic Planning processes.

## **Information and Communications Technologies**

### **Productivity**

- Central printing reduced from 1 M pages per month to 300,000 or less, savings of \$48,000 per year
- Telephone registration system decommissioned. Savings: \$19,000 per year
- Mainframe decommissioned – Savings: \$600,000 per year. (Transferred to support new enterprise applications)
- On-line bill presentment saves 360 staff hours per year in Central IT. Savings: \$25,000 per year
- ICT no longer staffs a third shift or weekends. Moved full-time personnel to first and second shifts and eliminated overtime and student workers. Savings of \$60,000 in overtime and \$9,000 in student salaries
- Training and professional development: 300 online courses available for self-paced study of IT subjects; 157 instructor-led training sessions offered with 1,733 attendees during the past year.

### **Collaboration**

- Participation with representatives from functional departments in implementation of all enterprise application suite modules, including Student, Finance, Human Resources, Development, WebCT, Campus Pipeline
- Participation in reorganization and restructuring of Division of ICT

### **Innovation**

- Enhanced enterprise network and enterprise application suite (Banner, WebCT, Campus Pipeline) provides a new level of integrated capabilities and experiences never possible before 2000.

### **Future Planned Innovations**

- Continue to enhance the enterprise application suite, network, and other ICT initiatives. Migrate from Campus Pipeline portal product to Luminus to achieve greater capability
- Wireless campus project underway



## **Possible Stretch Goals for EMU** **Using ICT to Facilitate Innovation and Reinvention**

The following stretch goals were developed in May 2003 by working groups drawn from the Divisions of Enrollment Services, Student Life, and ICT to stimulate thinking about leveraging ICT to drive innovation and reinvention. Great opportunity for strategic improvements lie in the activities and processes while measurements are embedded in each of the goal statements.

<b><u>Activity/Process</u></b>	<b><u>Stretch Goal</u></b>
1. Enable students, faculty, and staff to self-serve problems (portalize access, reinvent processes, simplify and rationalize policies)	In five years, achieve 90-8-2 rule - 90% self-serve - 8% some assistance - 2% substantial assistance
2. On-line application, portalized identity when express interest in EMU	In five years, 95% of applications are received online
3. Students take on-line EMU course while still in high school	In five years, 50% of EMU entering freshmen take at least one online EMU course while still in high school
4. Advising relationship established while students are still in high school	In five years, 100% of entering EMU freshmen receive online advising while still in high school
5. Communicate via e-mail with important people before arriving on campus – roommate, advisor, clubs and activities	In five years, 100% of students engage in online and/or telephone conversations before arriving on campus
6. Enable students to graduate in four years (starting before admission, perpetual degree plans, better access to courses, capacity to pre-commit)	In five years, 100% of students follow degree plan and are in good academic standing can graduate in four years
7. Enable students to pre-register for and commit to multi-semester schedules	In five years, students who wish and are in good standing can commit to multiple semester and multiple year schedules
8. Enable students to register for different learning styles/models of courses (physical, virtual, hybrid/blended)	In five years, students will be able to select from a palette of course options
9. Students will purchase books, supplies and learning materials online	In three years, students will be to purchase all learning materials online
10. In residence halls, technologies will converge (watch TV, use phone, radio, and computing through the network (Beef up enterprise network and residence halls	In five years, all residence halls will support convergence of technology

**Activity/Process**

**Stretch Goal**

- |  |  |
|--|--|
| 11. All versions of each course (physical, virtual, hybrid) will draw on online repositories of text, video, simulation, and interactivity tools. Every course will Have a course Website. | In two years, all courses will use same online platform (WebCT) or its successor. In five years, <u>all</u> courses will use online resources And have course Websites.              |
| 12. Faculty, staff have access to state-of-the art technology and competencies in its use  | In five years, all faculty and staff involved in learning will have appropriate technology and be skilled in its use to the standards of 21 <sup>st</sup> century higher education   |
| 13. Communities of practice for each course will engage faculty, lecturers, adjuncts, and instructional developers   | In two years, pilot projects will demonstrate community of practice for courses. In five years, 50% of courses will have them.   |
| 14. Communities of practice for administrative and academic support staff will enable innovative solutions, professional development, and value enhancement                                | In two years, pilot projects for communities of practice in enrollment services and financial services. In five years, all administrative and academic support units will use a CoP. |
| 15. Personal websites for faculty will showcase professional interests and work in progress  | In two years pilot projects. In five all faculty will have personal Websites   |
| 16. Every faculty and staff member will have access to online development in use of technology.  | In two years have initial online training through outside vendor. In five years, every faculty and staff will have access to extensive online development experiences.               |

These stretch goals were driven by a set of scenarios about how students would experience Eastern Michigan University in 2008. These hypothetical scenarios are attached as Appendix A.

The process of developing future scenarios and then using those scenarios to inform the development of future states and goals represents the new planning methodology that is beginning to be visible at EMU.

## Resources

Carole A. Barone, "The Changing Landscape and the New Academy," *EDUCAUSE Review*, September/October 2003, pgs. 41-47.

James J. Duderstadt, Daniel E. Atkins, and Douglas Van Houweling, *Higher Education in the Digital Age*, Washington: ACE/Praeger Series on Higher Education, 2003.

Alan E. Guskin and Mary B. Marcy. "Dealing with the Future Now: Principles for Creating a Vital Campus in a Climate of Restricted Resources," *Change*. July/August 2003. pgs. 10-21.

Newman, Frank and Lara K. Couturier, *The New Competitive Arena: Market Forces Invade the Academy*. June 2001.

Donald M. Norris, "Value on Investment in Higher Education", *ECAR Research Bulletin*, September 2, 2003.

Donald M. Norris, Jon Mason, and Paul Lefrere. *Transforming e-Knowledge: A Revolution in the Sharing of Knowledge*. Ann Arbor: Society for College and University Planning, 2003.

Donald M. Norris and Mark A Olson. *The Business Value Web: Resourcing Business Processes and Solutions in Higher Education*. Washington, DC: National Association of College and University Business Officers, 2003, pp. 34-47.

Donald M. Norris, Jon Mason, Robby Robson, Paul Lefrere, and Geoff Collier, "A Revolution in Knowledge Sharing," *EDUCAUSE Review*, September/October 2003, pgs. 14-26.

Donald M. Norris and Anne K. Keehn, "IT Planning: Cultivating Value and Innovation," *Syllabus*, November 2003.

Carol A. Twigg, "Improving Learning and Reducing Costs: New Models for Online Learning," *EDUCAUSE Review*, September/October, 2003, pgs. 28-38.

## Appendix A

### ***Tales from the Future*** **Experiencing Eastern Michigan University**

The year is 2008. Eastern Michigan University exists in many shapes and forms in today's profoundly networked world. It is a physical place and a collection of faculty, staff, and students, a university campus that can be visited and experienced face-to-face. EMU is also a reputation and image created by printed materials, the campus view book, and by what people say about the institution. At the same time, Eastern Michigan University is an experience that can be engaged through the university's Website and portal. The University's image and brand is shaped by all of these things. But by 2008, the university's Website and portal reach more stakeholders of the university, more frequently, than the other modes of experiencing EMU. By this time, the Website and portal are *the* manifestation of the university's image and brand. They are the gateway through which the University creates a reputation for responsiveness, effectiveness, timeliness, quality of learning and competency development, and value.

The portal is not just an electronic gateway. It is a platform that enables the deconstruction and reinvention of academic and administrative processes to make them more responsive to the needs of learners and other stakeholders.

Consider the following examples of what it's like to experience Eastern Michigan University in 2008.

**Engaging High School Students.** As part of a collaborative program with the state of Michigan to enhance the senior year for high school students, EMU gives seniors and outstanding juniors the opportunity to take online courses, for credit. Over time, students use these offerings not only to build college credit but to test the offerings and the experiences provided by different institutions, prior to applying for admission. Jacob Steiner is a senior from Farmington Hills who is considering Michigan State, Eastern Michigan, and Western Michigan. He takes a course from each institution in the first semester of his senior year to help him decide between the three universities. He eliminated several institutions because they did not offer an online offering for high school students.

**Prospective Students Engage the University.** Susan Kent is a high school senior from Livonia, who is considering applying to EMU. The first time she accessed the EMU Website and stated her interest, and was assigned a secure transitional ID (her e-mail address). From that point on, whenever Susan accesses the university portal, she logs in, is authenticated, and proceeds to her personalized portal site, which arrays the sets of information she selects. Staff in admissions uses these portal connections to engage in personalized "conversations" with potential applicants about EMU's programs and services. Over time, Susan makes her application via the portal, tracks the status of her application (she also receives "push" e-mails when important action dates are approaching – as do her high school counselors). Susan was accepted within 24 hours of the completion of her complete application. After she is accepted, she is progressively given more information options (a single, consolidated university events calendar, personal scheduling, registration, and orientation information) and reshapes and/or personalizes the contents and look of her portal site. Susan speaks with her roommate, her advisor, and several faculty in the department in which she is interested, prior to coming to campus; the conversations include e-mail, internet telephone and video conference. As an honors student, Susan was able to register for her first year's schedule online (she received a guaranteed schedule contract during the summer). Susan and her parents dealt with arranging housing, fees, technology hookups, and other administrative issues through the portal. Susan's parents were assigned a separate

transitional ID (e-mail address, parents) that enabled them to access their own portal site, with information privileges and configuration appropriate to parents.

**Cultivating Potential Students.** Phil Tong is an enrollment services specialist responsible for cultivating potential undergraduate students. Prospective undergraduate students student pool are carefully identified and contacted by letter and e-mail, with the intent of engaging them through the EMU portal, and assigning them transitional IDs. Transfer students are also attracted to create transitional IDs, which opens the door to interactions that enables prospective students to experience the nature of EMU programs and services prior to applying/enrolling. The portal contains many self-service functions, which enable students to answer many frequently asked questions, and register and pay for housing, parking, and other student services. Push e-mails remind accepted students of incomplete administrative requirements, outstanding fees, and other requirements.

Mr. Tong also assures that entering students are linked up with the services they require, long before they arrive on campus. Financial aid counseling involves a full portfolio of materials and tutorials on college affordability, cost sharing, financial aid eligibility, debt management, need estimators, and the like. Prospective Wade McCree and SIP students are directed to programs and other services they need to gain admission and be assured on success. As an integral part of admission, students/parents enter financial aid information online. The student can always see the full body of information that exists in her records and the status of administrative processing and/or action on that information or related requests.

**Essential to Managing a Student's Life.** Marcus Cantrell is a senior business administration major, living off-campus. As he drives onto campus, he uses his personal digital assistant to access the portal and check the availability of parking in various student lots, and checks the details of his schedule for today. He has a three-hour class block in the morning and two hours in the afternoon, since he has block scheduled his academic program so that he only comes to campus one day a week. He spends another ten hours a week in online interactivity with other learners and faculty in his courses, and another ten hours in solo work assignments. He also notes that interviewers from Andersen Consulting and Accenture will be on campus next week and requests interviews with them, with copies of his requests being sent to his faculty, as well. Marcus also schedules a 15-minute stop at the student health center to refill his prescription for vitamins and several medications to prevent upper respiratory infections and influenza. He shuts off his PDA going into class because classroom protocols prohibit students from network surfing that is not directly related to the class.

Marcus's PDA uses a free wi-fi network that links a 20-mile radius area into an Ypsilanti-based community network. The network serves K-12 schools, the University, and all local services and businesses. Marcus uses the portal tools to manage his academic and personal schedules and to maintain information on his insurance, personal budget, and other personal items.

**One-Stop Student Service and Personal Problem Solving.** Lynn Elias is a rising junior in elementary and secondary education. Three years ago, she applied to the university through the portal, and since then has used the portal to solve almost all of her student service needs and problems. Obviously, financial aid, registration, perpetual degree audit, and counseling are handled online, and much more rapidly and earlier than was possible under the old systems. Last semester Lynn couldn't figure out how to resolve an issue over some special fees, and had to visit the one-stop shop in Pierce Hall. She walked in and was finished in five minutes. Candace Suggs, her Process Service Specialist, walked her through a fairly complicated fix and resolved he problem easily, then used that information to correct a glitch in the University's policies that had caused the error in the first place.

Lynn has just received her guaranteed academic schedule for her final two years, including her student teaching assignments. She has also signed a performance contract identifying the competencies required, standards of performance, and timeframes necessary to stay on track for

her two-year schedule. She has block-scheduled classes so she comes to campus two days a week. Lynn has been engaged with Career Services in planning her schedule and placements and in preparing for her ultimate employment.

**Intensive, Interactive Mentoring and Counseling.** Rojean Perry is an academic counselor who has worked with ICT staff to adapt the portal to create tools that monitor student progress/performance. Students receive continuous feedback through the portal on how they are progressing in comparison with course objects – both when they sign on and through e-mail messages and phone calls when an intervention is necessary. While high-achieving students are given the capacity to block schedule and receive commitments for future schedules, struggling students receive a heavy dose of mentoring and intensive, interactive counseling to increase their level of engagement and performance. Students can work with Ms. Perry or self-help themselves in using portal tools to determine the impact of dropping courses on financial aid, graduation, and other important parameters.

**Communities of Practice and Interest.** The portal enables students to join existing communities or to find like-minded students and form their own. Student clubs and organizations all have created online communities, with "buddy lists", "instant messaging," and access to extensive resources on their organization or area of interest. These items are featured on the portal footprint of participating students. Also, international students are taken into a special community of practice from their first expression of interest in the university. The portal facilitates their access to placement tests, advising, holding classes for them, securing housing, conducting and making available video interviews, and other special services necessary to facilitate a successful transition to university life. The portal can also provide a trail of communication with and for the international student and with sponsoring organizations overseas.

**Course Websites and Communities of Practice.** Every course at EMU has a Website, which includes a repository of digital reference materials – text, video, graphics, simulations, and interactivity with faculty experts. Students can select from a "buffet" of different versions of a particular course – classroom, online, or blended/hybrid learning. Many courses have a "community of practice" associated with them, in which all of the faculty, lecturers, adjuncts, advisors, instructional development staff, and knowledge management staff associated with the course collaborate in the development of learning material and experiences and the continuous improvement of the course experience. Students can offer suggestions to the community for improving the course experience.

**Personalizing Services and Interactions.** Students use the portal to order tickets for events and then to generate maps to the event and identify where their seats are located. Based on past student utilization of campus services and events, students receive e-mails when an upcoming event dovetails with their previously expressed interests (similar to Amazon.com). Staff also uses the portal to facilitate their work and personal activities. Staff in enrollment services has formed a community of practice where they share personal insights and best practices on solving student service issues. Over time, a vast trove of best practices and helpful hints has been assembled and are searchable by staff. Several of the highest performing staff has formal weblogs (blogs) where they daily post their latest insights and observations on effective student service (and self-service)

**Scheduling Rooms, Courses and Sections.** Bill Williams maintains the official university schedule of academic facilities and courses/sections. The portal and automated scheduling tools have made it possible to centrally schedule general-purpose classrooms and to identify who is responsible for scheduling specialized facilities and what openings are available. At any point in time, authorized portal users can access facilities availability. This enables substantially greater effectiveness and efficiency in the utilization of campus facilities. The scheduling of courses/sections is also handled through the portal; Mr. Williams manages the inventory of physical (purely classroom-based), blended (combination of classroom and online meeting), and virtual courses/sections. Through the flexible use of blended and virtual courses and

arrangements with other distance learning providers to handle overflow demand by learners, the University has been able to commit that every student can get the courses that they need to graduate.

**The Residential Experience.** Students in the residence halls at EMU are part of a profoundly networked living and learning experience. All of the technologies have converged through the network – TV, phone, radio, and access to text, graphics, simulation, video and other media all occur through the network and the so-called “computing” device. Students in the residence halls manage their lives, both academic and personal, using the capabilities of the enterprise portal and their personal gateway (myemich). They participate in clubs, organizations, and other communities of practice using these gateways.

**Relationships with Alumni for Life.** Sandra Smith-Lee received a baccalaureate from EMU two years ago. She continues to maintain her portal services through the University, for which she pays a monthly fee. She uses the portal and its calendaring and scheduling to continue to manage her affairs. She plans to start a masters degree program in the fall.

And the list goes on. The portal provides a mechanism for fusing and reinventing administrative and academic support processes in virtually all venues.

SECTION: 8

DATE:

June 15, 2004

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

**RECOMMENDATION**

**DIVISION OF ACADEMIC AFFAIRS ADMINISTRATIVE/PROFESSIONAL**  
**APPOINTMENTS/TRANSFERS**

**ACTION REQUESTED**

It is recommended that the Board of Regents approve (8) new Administrative/Professional appointments and (1) transfer Administrative/Professional appointment at the ranks, salaries, and effective dates shown on the attached listings.

**FISCAL IMPLICATIONS**

The salaries would be absorbed in the 2004-2005 personnel budget.

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
University Executive Officer

\_\_\_\_\_  
Date



## ADMINISTRATIVE PROFESSIONAL HIRING REPORT

<u>Last Name</u>	<u>First Name</u>	<u>Race/Gender</u>	<u>Salary</u>	<u>Department</u>
Brake	Mary	W/F	\$100,000	College of Technology
Busch	Karen	W/F	\$82,500	Faculty Development Ctr
Chao	Paul	A/M	\$120,000	Marketing
Harder	Virginia	W/F	\$100,000	COE – Office of Acad Svcs
Hoskins	Steve	W/M	\$80,000	COB – Dean's Office
Mielke	David	W/M	\$146,000	COB – Dean's Office
Nielsen	Sandi	W/F	\$55,000	Continuing Education
Thomas	Jeanne	W/F	\$131,000	CHHS – Dean's Office

## NEW ADMINISTRATIVE PROFESSIONAL APPOINTMENTS

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

Program Leader of the Directorate in Technology in the College of Technology effective July 1, 2004 at an academic year base salary of \$100000.

### Education

Ph.D. Michigan State University, 1983  
M.S. Michigan State University, 1980  
B.S. Michigan State University, 1978

### Experience

2001-Present Mercy High School  
1983-2001 University of Michigan

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Karen Busch</u>	W	F

Director of the Faculty Development Center effective July 1, 2004 at an academic year base salary of \$82500.

### Education

Ph.D. Michigan State University, 2002  
M.S. Cornell University, 1973  
B.S. University of Minnesota, 1965

### Experience

1997-Present Statewide Campus System (MSUCOM)  
1991-1997 Consortium for Osteopathic Graduate Med. Educ. & Training (MSUCOM)  
1990-1991 James Brandt Co.  
1989-1990 University Associates  
1977-1989 Metro Industries  
1975-1977 Fayette Co. Public Schools  
1972-1974 Cornell University  
1968-1969 Pender Co. Schools

## NEW ADMINISTRATIVE PROFESSIONAL APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Paul Chao</u>	A	M

Marketing Department Head in the College of Business effective July 1, 2004 at an academic year base salary of \$120000.

### Education

Ph.D	University of Washington, 1986
M.B.A.	Washington State University, 1981
M.S.	University of Canterbury, 1977
B.S.	University of Canterbury, 1974

### Experience

2004	University of Adelaide, Australia
2002	University of Northern Iowa, Hong Kong Program
2001	Aarhus School of Business, Denmark
1997	Johannes Kepler University, Austria (also taught there 1998, 2000, 2002, and 2004)
1989-1996	University of Northern Iowa
1984-1989	Oakland University

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Virginia Harder</u>	W	F

Associate Dean in the College of Education effective July 1, 2004 at an academic year base salary of \$100000.

### Education

Ph.D.	University of Florida, 1994
M.Ed.	University of Florida, 1985
B.A.	University of Florida, 1979

### Experience

1992-Present	State University of New York College at Oneonta
1988-1991	University of Florida
1986-1987	Alexandria City Schools
1985-1986	Clay County School System
1980-1983	Sun Banks, N.A.
1979-1980	Orange County School System

## NEW ADMINISTRATIVE PROFESSIONAL APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Steve Hoskins</u>	W	M

Assistant Dean in the College of Business effective May 1, 2004 at an academic year base salary of \$80000.

### Education

Ed.D University of Rochester, (Courses Taken)  
M.B.A. Rochester Institute of Technology, 1976  
B.A. Curry College, 1969

### Experience

2001-Present University of South Carolina  
1988-2000 St. John Fisher College  
1986-1988 Citibank (NYS)  
1984-1986 Computer Consoles, Inc., Div of Nortel  
1982-1984 Aramco Services Company  
1979-1982 Paradyne Corporation Div. AT&T

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

Dean of the College of Business effective July 1, 2004 at an academic year base salary of \$146000.

### Education

Ph.D. University of Wisconsin  
M.B.A. University of Chicago  
B.A. Lawrence University

### Experience

1999-2003 Grand Valley State University  
1980-1999 Marquette University (various positions)  
1978-1980 University of Wisconsin

## NEW ADMINISTRATIVE PROFESSIONAL APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Sandi Nielsen</u>	W	F

Director of the Center for the Development of Business Professionals in the Department of Continuing Education effective July 1, 2004 at an academic year base salary of \$55000.

### Education

M.S. Capella University, (Present)  
B.B.A. Davenport University  
A.S. Schoolcraft College

### Experience

2001-Current Nielsen & Associates Consulting L.L.C  
1981-2001 Michcon Gas Company/DTE Energy

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Jeanne Thomas</u>	W	F

Dean of the College of Health and Human Services effective August 1, 2004 at an academic year base salary of \$131000.

### Education

Ph.D. West Virginia University, 1982  
M.A. West Virginia University, 1981  
B.A. Kenyon College (Summa Cum Laude), 1976

### Experience

2000-Present California State University, Chico  
1996-2000 Southwest Missouri State University  
1983-1996 University of Wisconsin-Parkside (various positions)  
1982-1983 Blackburn College

## **ADMINISTRATIVE PROFESSIONAL TRANSFERS**

<u><b>Name</b></u>	<u><b>Race</b></u>	<u><b>Gender</b></u>
<u><b>Konnie Kustron</b></u>	<b>W</b>	<b>F</b>

Associate Dean of the College of Technology effective May 1, 2004 at an academic year base salary of \$102000.

### **Education**

J.D.            Detroit College of Law, 1978  
B.A.            Michigan State University, 1975

### **Experience**

1992-Present Eastern Michigan University  
1988-1991    Transerv Inc.  
1981-1988    Mead Data Central, Inc.  
1978-1981    Private Practice

## ADMINISTRATIVE PROFESSIONAL TRANSFERS

<u>Last Name</u>	<u>First Name</u>	<u>Race/Gender</u>	<u>Salary</u>	<u>Department</u>
Kustron	Konnie	W/F	\$102,000	COT – Dean's Office

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

<b>SECTION:</b> 9
<b>DATE:</b> 6/15/04

**RECOMMENDATION**

**STAFF APPOINTMENTS**

**ACTION REQUESTED**

It is recommended that the Board of Regents approve 12 staff appointments for the reporting period of March 1, 2004 through April 30, 2004.

**STAFF SUMMARY**

Of the 12 appointments, 9 (75 percent) are females, 3 (25 percent) are males. Demographics of the total group indicate 9 Caucasians (75 percent), 2 African Americans (17 percent) and 1 Hispanic (8 percent).

**FISCAL IMPLICATIONS**

The salaries are part of the University's 2003-2004 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



**EASTERN MICHIGAN UNIVERSITY**

**STAFF APPOINTMENTS**

**DATE: 5/18/04**

**ALPHABETICAL LISTING WITHIN CLASSIFICATION LEVEL WITHIN EMPLOYEE GROUP**

<u>NAME</u>	<u>DEPARTMENT</u>	<u>E CLASS</u>	<u>GRADE</u>	<u>JOB TITLE</u>	<u>HIRE DATE</u>	<u>ANN. SALARY</u>	<u>%</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Schaub, Sara	I A Womens Volleybal	AC	11	Asst Coach Sftb,Cc/Trk,Vol,Bsb	03/17/2004	\$26,000.00	100	WH	F	HIRE - NEW STAFF/FACULTY
Reid, Taryn M	Alumni Relations Ofc	AP	PFSP2	Asst Dir of Advance Activities	04/23/2004	\$40,000.00	100	BL	F	HIRE - NEW STAFF/FACULTY
Ruppel, Kenneth M	Alumni Relations Ofc	AP	PFSP2	Asst Dir Constituent Relations	04/23/2004	\$41,000.00	100	WH	M	HIRE - NEW STAFF/FACULTY
Staugler, Marlene	Cont Certification	CS	04	Secretary II	04/19/2004	\$23,575.00	100	WH	F	HIRE - NEW STAFF/FACULTY
Bolick, Sherie	Academic Programming	CS	05	Sr Secretary	03/15/2004	\$26,640.36	100	WH	F	HIRE - NEW STAFF/FACULTY
Casiano, Elsie	Stu W/Disabil Ser	CS	05	Sr Secretary	03/22/2004	\$26,640.00	100	HI	F	HIRE - NEW STAFF/FACULTY
Blackburn, Mary L	Hdc Support Services-Housing	FM	06	Custodian	03/29/2004	\$22,318.40	100	WH	F	HIRE - NEW STAFF/FACULTY
Johnson, Audrey	Biology	PT	05	Research Assistant I	03/02/2004	\$27,000.00	100	WH	F	HIRE - NEW STAFF/FACULTY
Humphrey, Jerica L	Convocation Center Operation	PT	06	Asst Mgr Ticket Ops	03/02/2004	\$27,631.00	100	BL	F	HIRE - NEW STAFF/FACULTY
Kwasniak, Craig	Cashiers Office	PT	06	Accountant I	04/26/2004	\$31,638.00	100	WH	M	HIRE - NEW STAFF/FACULTY
Longerbeam, Christopher B	Minor Spcl Alteratns	PT	08	Asst Coord Construction Proj	03/18/2004	\$43,000.00	100	WH	M	HIRE - NEW STAFF/FACULTY
Procter, Susan J	ICT-ATCS	PT	09*	Instructional Technologist II	03/22/2004	\$56,000.00	100	WH	F	HIRE - NEW STAFF/FACULTY

2.

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

SECTION: 10

DATE: 6/15/04

**RECOMMENDATION**

**STAFF SEPARATIONS/RETIREMENTS**

**ACTIONS REQUESTED**

It is recommended that the Board of Regents approve 20 separations and retirements for the reporting period March 1, 2004 through April 30, 2004.

**STAFF SUMMARY**

Of the 20 separations and retirements there are 13 (65 percent) females and 7 (35 percent) males. Demographics of the total group indicate 17 Caucasians (85 percent), 2 African Americans (10 percent) and 1 Hispanic (5 percent).

**FISCAL IMPLICATIONS**

None

**DECEASED**

H R Dodge, Professor for the Marketing Department

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
University Executive Officer

\_\_\_\_\_  
Date

**EASTERN MICHIGAN UNIVERSITY**

**SEPARATIONS/RETIREMENTS**

**DATE: 5/18/04**

**BOARD REPORT**

**ALPHABETICAL LISTING WITHIN CLASSIFICATION LEVEL WITHIN EMPLOYEE GROUP**

<u>NAME</u>	<u>DEPARTMENT</u>	<u>E CLASS</u>	<u>GRADE</u>	<u>JOB TITLE</u>	<u>HIRE DATE</u>	<u>SEPARATION DATE</u>	<u>ANN. SALARY</u>	<u>%</u>	<u>RACE</u>	<u>SEX</u>	<u>REASON</u>
Jalet, Samuel T	I A Womens Swimming	AC	15	Head Coach (Swim/Gym/Wres)	6/29/1998	4/15/2004	\$ 43,760.00	100	WH	M	TERM AFTER PAYOUT
Williams, Katrina M	Ce Regional Prgming	AP	CDAP2	Program Director, Off Campus	1/6/2003	4/16/2004	\$ 45,450.00	100	WH	F	TERM PERSONAL
Landingham, Bethany	Cont Certification	CS	04	Secretary II	1/2/2004	3/19/2004	\$ 23,575.00	100	WH	F	TERM PERSONAL
Tongusi, Brenda M	Payroll	CS	04	Data Entry Clerk II	11/11/2003	3/8/2004	\$ 23,113.00	100	WH	F	TERM INVOLUNTARY
Dayney, Diana	Technology Dean	CS	05	Sr Secretary	1/29/2001	4/26/2004	\$ 13,320.00	50	WH	F	TERM PERSONAL
Muschott, Nancy A	Library-General Account	CS	05	Library Assistant III	11/9/1987	4/30/2004	\$ 26,739.00	100	WH	F	TERM RETIREMENT
Stanton, Eric	Library-General Account	CS	05	Library Assistant III	5/13/1997	3/6/2004	\$ 26,118.00	100	BL	M	TERM AFTER PAYOUT
Humbarger, Amy	Financial Aid Office	CS	06	SR ACCOUNT/LOAN PROCES	4/25/2004	4/25/2004	\$ 27,387.00	100	WH	F	TERM PERSONAL
Dodge, H R	Marketing	FA	01	Professor	7/1/1990	3/2/2004	\$ 97,763.00	100	WH	M	TERM DEATH
Basler, Kami M	Custodial Services	FM	06	Custodian	11/30/2003	3/22/2004	\$ 11,159.20	50	WH	F	TERM INVOLUNTARY
Harris, Crystal M	Hdc Support Services-Hou	FM	06	Custodian	12/7/2003	3/24/2004	\$ 22,318.40	100	WH	F	TERM INVOLUNTARY
Morgan, Gregory D	I A Equip Maint	FM	10	Laundry Operator	8/1/2002	4/28/2004	\$ 25,355.20	100	WH	M	TERM INVOLUNTARY
Traskos, Douglas	Grnds Walks Roadways	FM	12	Groundsperson	5/15/1985	3/24/2004	\$ 32,281.60	100	WH	M	TERM INVOLUNTARY
Hirshman, Amy S	Child Care Ctr Suppt	PT	06	TEACHER I	12/4/2000	4/23/2004	\$ 27,902.00	100	WH	F	TERM PERSONAL

2

**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 (two posthumously) listed on 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 Provost and Vice President for Academic Affairs.

**FISCAL IMPLICATIONS**

None.

**ADMINISTRATIVE RECOMMENDATION**

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

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University Executive Officer  
Provost and Vice President for Academic Affairs

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Date

**EASTERN MICHIGAN UNIVERSITY  
EMERITUS FACULTY STATUS RECOMMENDATION  
June 15, 2004**

**Robert Chew (Posthumously)**

Professor, Department of Art 1969-2003  
(33 years)

Masters of Fine Arts: University of Illinois  
Baccalaureate Maryland Institute

**George S. Clark (Posthumously)**

Associate Professor, Department of Accounting & Finance from 1975-1999  
(24 years)

Doctoral Wayne State University  
Masters University of Michigan  
Baccalaureate University of Michigan

**Elton A. Devine**

Professor, Department of Accounting & Finance from 1976-2003  
(27 years)

Doctoral Louisiana State University  
Masters University of S. Mississippi  
Baccalaureate University of S. Mississippi

**Ruth A. Hansen**

Professor, Department of Associate Health Professionals from 1976-2004  
(28 years)

Doctoral Wayne State University  
Masters Wayne State University  
Baccalaureate Ohio State University

**Rachel Brett Harley**

Professor, Department of Music from 1969-2004  
(35 years)

Doctoral University of Michigan  
Masters University of North Carolina  
Baccalaureate University of North Carolina

**Oscar Henry**

Professor, Department of Music from 1968-2002  
(34 years)

Doctoral Ohio State University  
Masters Harvard University  
Baccalaureate Fisk University

**Linda Kurtz**

Professor, Department of Social Work from 1989-2004  
(15 years)

Doctoral University of Georgia  
Masters University of Pittsburgh  
Baccalaureate Washburn University

**Gloria D. Neve**

Assistant Professor, Department of H.P.E.R.D. from 1969-2004  
(35 years)

Specialist of Arts Eastern Michigan University  
Masters Central Michigan University  
Baccalaureate Central Michigan University

**Carl F. Ojala**

Professor, Department of Geography & Geology from 1970-2004  
(34 years)

Doctoral University of Georgia  
Masters University of Georgia  
Baccalaureate Kent State University

**Edward J. Szabo**

Professor, Department of Music from 1968-2004  
(35 ½ years)

Doctoral      Columbia University  
Masters      Columbia University  
Baccalaureate University of Cincinnati &  
Juilliard School of Music

**Louis Thayer**

Professor, Department of Leadership & Counseling from 1969-2004  
(35 years)

Doctoral      University of Illinois  
Masters      Nebraska State University  
Baccalaureate Nebraska State University

EASTERN MICHIGAN UNIVERSITY  
DIVISION OF ACADEMIC AFFAIRS

**EMERITUS FACULTY STATUS RECOMMENDATION**

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

Name of Faculty Member: Professor Robert Chew  
Current Status/Rank at EMU: Deceased  
Date of Hire: 1969 Retirement Date: February, 2003 (DOD)  
Number of Years at EMU: 33

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: 6050 Carpenter Road  
Ypsilanti, MI 49197  
Home Telephone: (734) 434-0341  
Degree(s)/Institution(s): BFA, Maryland Institute, Baltimore, MD, MFA, University of Illinois, Champaign-Urbana, IL  
Name of spouse: Laura

**PLEASE ATTACH A BRIEF STATEMENT OF SUPPORT.**

Upon receipt of Board of Regents' approval of emeritus status for the faculty member noted above, this information will be kept on file in the Provost's Office. Please forward this completed form to:

Associate Vice President for Academic Affairs  
Academic Affairs, 106 Welch Hall

Thomas K. Venner, Department Head, Art	May 24, 2004
Recommended by (please print)	Date
Department Head	Date
Dean	Date
Provost	Date
Date Submitted to Board of Regents	



Emeritus Faculty Nomination Statement for Professor Robert Chew, 1944-2003.

Professor Robert Chew received his bachelor's degree in Fine Arts (BFA) at the Maryland Institute of Art in Baltimore and completed his graduate studies at the University of Illinois where he was awarded a Master of Fine Arts degree (MFA) in 1967. He later studied at the Tamarind Institute, University of New Mexico, attaining the designation of Master Printer in lithography.

Professor Chew taught at Eastern Michigan University for 33 years, during which time he exhibited his work locally, nationally and internationally. His special interests were in drawing, painting and printmaking. He was also extremely knowledgeable in the field of computer technology and he developed one of the first web sites in the College of Arts and Sciences specifically for the Art Department.

Professor Chew died while in service on February 27, 2003 and has been nominated posthumously for the award of Professor Emeritus by his colleagues in the Art Department.



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: George Clark (posthumously) SS# 375-44-0946

Current Status/Rank at EMU: Associate Professor (deceased 10-6-99)

Date of Hire at EMU: 9/2/75 Retirement Date: deceased

Number of Years at EMU: 24 (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: Birthday: (day/month/year)

Degree(s)/Institutions/Year: Baccalaureate: U of M, BBA May 1966

Masters: U of M, MBA August 1970

Doctoral: U of M, JD May 1970 Wayne State Univ.LLM December 1975

Please Attach a Brief Statement of Support and a current Academic Vita 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: Nicki Banush Academic Affairs, 106 Welch Hall

## FACULTY DATA SHEET

**A. NAME: George Clark**

Rank: Associate Professor

**B. DEPARTMENT: Accounting**

Office Address:

Phone Ext:

E-Mail:

Department of Accounting  
440, Owen Building  
Eastern Michigan University  
Ypsilanti, MI 48197

734-487-0075

George.Clark@emich.edu

**C. EDUCATION:**

(1) Doctoral Degree

Degree-granting Institution: University of Michigan

Major Field of Study: Law (Ph.D.)

Minor Field(s) of Study:

Dissertation Title:

(2) Master's or First Professional Degree

Degree-granting Institution: University of Michigan

Major Field of Study: General Business (M.B.A.)

Thesis Title (if any):

**(3) Master's or First Professional Degree**

Degree-granting Institution: Wayne State University

Major Field of Study: Federal Income Tax (L.L.M.)

Thesis Title (if any):

**(4) Bachelor's Degree**

Degree-granting Institution: University of Michigan

Major Field of Study: General Business

**(4) Professional Certification, year attained and state of license:**

Certified Public Accountant, 1973, Michigan

**D. TEACHING EXPERIENCE:**

**(1) Full-Time Teaching Experience**

Number of years at other Institutions: 0

Number of years at Eastern Michigan University: 24

**(2) Courses taught for Eastern Michigan University Fall 1998:**

ACC 344 - Tax Accounting

ACC 544 - Theory of Individual Taxation

ACC 672 - Estate Tax Planning

Possesses Appropriate Doctorate: Yes

**E. PROFESSIONAL EXPERIENCE:**

**F. SCHOLARLY ACTIVITIES:**

**(1) Refereed journal articles:**

**(2) Other journal articles:**

- (3) Papers in a proceedings:
- (4) Abstracts in proceedings:
- (5) Papers presented:
- (6) Textbooks:
- (7) Book reviews: (Requested by the journal editor)
- (8) Conference participation:
- (9) Reports from consulting:
- (10) Other scholarly and creative activity:

"Accounting Information Systems for Nonprofit Organizations,"  
Submitted to *Nonprofit Management & Leadership*, February 1999.  
(Co-author Susan C. Kattelus).

**G. RESEARCH IN PROGRESS:**

- (4) Work in progress

**H. PROFESSIONAL MEMBERSHIPS:**

- (1) Organizations
- (2) Offices held

**DEPARTMENT OF ACCOUNTING AND FINANCE**  
**College of Business**  
**Eastern Michigan University**  
**INTER-OFFICE CORRESPONDENCE**

DATE: April 9, 2004  
TO: Dean Blanchard and Provost Schollaert  
FROM: Sue Kattelus  
RE: Emeritus Faculty Status for Professor George Clark

I recommend and wholeheartedly support granting Professor George Clark, now deceased, Emeritus Faculty Status. Professor Clark was an Associate Professor in the Department of Accounting and Finance for 24 years. He was a lawyer and a CPA who taught thousands of accounting and business majors the principles of tax and business tax planning. Dr. Linda Burilovich and I, now professors in the same department, were students of Professor Clark's in the graduate program here at EMU in the mid-1970s. We both credit him with sparking our interest in tax and to go on and pursue doctorates in that field. He touched so many students in that way—with his deep affection and concern for their well-being—in and out of the classroom. His teaching style was based on his years in law school and as a practicing attorney; that is, he expected his students to stand and articulate the issues and defend their positions. At every alumni event, former students of George's make a point to tell me how much they remembered that class and how valuable those lessons learned are for them still today.

His sudden death after class one day in the Fall of 1999 was a shock that still saddens his colleagues and alumni alike. This honor would be a tribute and one that would certainly be appreciated by his widow and our friend, Georgia Ann Clark, as well as his many former students and colleagues.



**EASTERN MICHIGAN UNIVERSITY**  
 Division of Academic Affairs

**EMERITUS FACULTY STATUS RECOMMENDATION**

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

Name of Faculty Member: Elton A. Devine (Dan) SS # 427 64 5325

Current Status/Rank at EMU: Professor

Date of Hire at EMU: 6-15-76 Retirement Date: 9-05-03

Number of Years at EMU: 27 (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: \_\_\_\_\_ Birthday: (day/month/year) \_\_\_\_\_

Degree(s)/Institutions/Year: Baccalaureate: BS U. of S. Mississippi (Business) 1965

Masters: MBA, U. of S. Mississippi, (Finance) 1967

Doctoral: Ph.D., (Louisiana State Univ., (Accounting) 1973

**Please Attach a Brief Statement of Support and a current Academic Vita 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: **Nicki Banush**  
 Academic Affairs, 106 Welch Hall

**DEPARTMENT OF ACCOUNTING AND FINANCE**  
**College of Business**  
**Eastern Michigan University**  
**INTER-OFFICE CORRESPONDENCE**

DATE: April 9, 2004  
TO: Dean Blanchard and Robert Schellert  
FROM: Sue Kattelus  
RE: Emeritus Faculty Status for Dr. Elton A. (Dan) Devine

I am happy to recommend Dr. Dan Devine, who retired September 5, 2003, for Emeritus Faculty Status. Professor Devine came to Eastern Michigan University in 1976 to become Department Head of the Department of Accounting and Finance. Over his 27 years here at EMU he served as department head from 1976-1981, full professor, and associate Dean of the College of Business from 1987 - 1992. He received the University's Distinguished Faculty Award for Service in 1986. He taught primarily in the financial accounting area and coauthored several papers with EMU colleagues.

Dan and his wife Jo were very involved in EMU life and the Ypsilanti community. Many friends and colleagues, including former EMU President John Porter, came to bid Dan and Jo farewell as his retirement reception in the College of Business in June 2003. The Devines joined with many of these friends and colleagues in setting up a scholarship in their name to benefit undergraduate Accounting majors in the College of Business.



**Eastern Michigan University**  
**Resume of Elton A. Devine**  
**Department of Accounting**

**Education:**

Louisiana State University	1973	Ph.D. Account & Finance
University of Southern Mississippi	1967	M.B.A. Finance
University of Southern Mississippi	1965	B.S. Business
Mississippi	1973	Certified Public Accountant

**Pertinent Employment (Three Maximum):**

1992-99      Professor of Accounting, Eastern Michigan University, Ypsilanti, MI

1987          Associate Dean, College of Business, Eastern Michigan University, Ypsilanti, MI

1981-1987    Faculty Member, Department of Accounting, Eastern Michigan University,  
Ypsilanti, MI

**Courses Taught -- 1995-99 (Five Most Recent Courses):**

ACC 240 - Principles of Accounting  
ACC 341 - Intermediate Accounting  
ACC 501 - Accounting Principles

**Service to Eastern Michigan University -- 1995-99 (Five Maximum):**

Department Finance Committee -- Chair  
Member of the Departmental Personnel Committee  
Member of the Departmental Grade Grievance Committee  
Served as a College representative at the Freshman Orientation Program for incoming freshman,  
February 1999  
Participated in the Explore Eastern and Presidential Scholarship Competition programs,  
December 1998

**Professional Activity (Five Most Recent Activities):**

Served as President of the International Academy of Business Disciplines 1994 - 95  
Member of the Board of Directors of the International Academy of Business Disciplines 1989 -  
present  
Board Member for the Ypsilanti District Library Strategic Planning Committee  
Co-Chair of the Matthaei Botanical Gardens Membership Committee

Elton A. Devine  
Professor

Treasurer of the Matthaei Botanical Gardens Advisory Board

**Professional Publications, Presentations, Performances, Exhibitions (Five Most Recent):**

"The Quantity of Publications as a Surrogate for Quality of Academic Instruction," *Business Research Yearbook*, International Academy of Business Disciplines, Volume VI, 1999. (Co-author Roger C. Gledhill).

"Profile for Computer Disassembly," *Business Research Yearbook*, International Academy of Business Disciplines, Volume IV, 1997, ISBN: 1-889754-00-5. (Co-author Roger C. Gledhill).

"Toward a New Generation of SCSI Software," *Business Research Yearbook*, International Academy of Business Disciplines, Volume IV, 1997, ISBN: 1-889754-00-5. (Co-author Roger C. Gledhill).

"A Comparative Analysis of the Effect of Ethnic Origin, Gender, and Dress on Choice of CPAs," the 80<sup>th</sup> *Annual Meeting of the American Accounting Association*, Orlando, Florida, August 13-16, 1995. (Co-authors S. K. Chawla and Zafar Khan).

"A Multidimensional Study of a Decade of IJAER," *Proceedings of the 1995 Annual Meeting of the International Academy of Business Disciplines*, Redondo Beach, California, April 6-9, 1995. (Co-authors A. Baldwin-Morgan and Zafar Khan).



**EASTERN MICHIGAN UNIVERSITY**  
**Division of Academic Affairs**

**EMERITUS FACULTY STATUS RECOMMENDATION**

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

Name of Faculty Member: Ruth A. Hansen

Current Status/Rank at EMU: Professor

Date of Hire at EMU: June 28, 1976 Retirement Date: August 2004

Number of Years at EMU: 28 (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: \_\_\_\_\_ Birthday: (day/month/year) \_\_\_\_\_

Degree(s)/Institutions/Year: ~~Baccalaureate~~: BS in OT, The Ohio State University 1964

Masters: MS in OT, Wayne State University 1972

Doctoral: PhD, Wayne State University 1984

**Please Attach a Brief Statement of Support and a current Academic Vita 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: **Nicki Banush**  
**Academic Affairs, 106 Welch Hall**



# EASTERN MICHIGAN UNIVERSITY

**To: Paul Schollaert**  
**Provost and Vice President**  
**Academic Affairs**

**From: Betsy Francis**  
**Department Head**  
**Associated Health Professions**

**RE: Emeritus Faculty Recommendation**

**Date: 16 March 2004**

For over twenty seven years, Dr. Ruth Hansen has been a friend, a mentor, a scholar, and an educator to countless occupational therapists here at Eastern Michigan University and across the country.

At Eastern, Ruth developed the post-professional master's degree (MS) in occupational therapy program. She served as Program Coordinator, Graduate Coordinator, and Department Head of Associated Health Professions. She mentored countless graduate students through the research process. Ruth is co-editor of one of the principal textbooks for our profession, *Conditions in Occupational Therapy*, the third edition of which is forthcoming. For her contributions to the University she was named the EMU Distinguished Faculty member in 1994.

Dr. Hansen's contribution to the profession of occupational therapy extends beyond EMU. She served as the President of the Michigan Occupational Therapy Association (MiOTA) from 1985-1987 and received MiOTA's Award of Excellence in 1992. In 1989, she became the first chairperson of the Standards and Ethics Committee serving on the AOTA Executive Board for six years. Internationally she is well-regarded for her scholarship in ethics. Because of her

contributions to occupational therapy, Ruth is one of few people to receive the profession's highest honor, the American Occupational Therapy Association's (AOTA) Award of Merit for "overall achievement and sustained contributions to the profession" in 1996.

Dr. Ruth Hansen's contributions to the Occupational Therapy Program as an educator and a scholar will be sorely missed. Her name is intertwined with the Program. At a recent interview of an OT faculty candidate, the person remarked, "When I think of occupational therapy and ethics, the first person that comes to mind is Ruth Hansen and it would be an honor to work with her at EMU." It has indeed been an honor for me to work with her over the past fifteen years. I hope that you will support my recommendation to award Dr. Ruth Hansen emeritus faculty status.

Cc: P. Buchanan  
J. Olson

# CURRICULUM VITAE

## PERSONAL DATA

Name Ruth Ann Heider Hansen  
Address 706 Oxford Road  
Ypsilanti MI 48197

## PRESENT POSITION

1993-present Full Professor, Occupational Therapy Program, Department of Associated Health Professions, Eastern Michigan University, Ypsilanti MI 48197

## EDUCATION

1984 Ph.D. in Higher Education, Wayne State University, Detroit MI 48201  
1972 M.S. in Occupational Therapy, Wayne State University, Detroit MI 48201  
1964 B.S. in Occupational Therapy, The Ohio State University, Columbus OH 43210

## CERTIFICATION/REGISTRATION TO PRACTICE

1964-1996 National Certification, by examination, Occupational Therapist, Register #056192, American Occupational Therapy Certification Board  
1994-present State Registration, #5201002103, State of Michigan Board of Occupational Therapists

## PAST PROFESSIONAL EXPERIENCE, ACADEMIC

1997-2000 Department Head of Associated Health Professions, Eastern Michigan University, Ypsilanti, MI 48197  
1996-1997 Interim Head of the Department of Associated Health Professions, Eastern Michigan University, Ypsilanti MI 48197  
1986-1993 Associate Professor, Occupational Therapy Program, Eastern Michigan University  
1986-1992 Graduate Coordinator, Occupational Therapy Program, Eastern Michigan University  
1985-1987 Program Director, Occupational Therapy Program, Eastern Michigan University  
1992-1996 University

- 1976-1986 Assistant Professor, Occupational Therapy Program, Eastern Michigan University
- 1979 Part-time Instructor, Occupational Therapy Assistants Program, Wayne County Community College
- 1975-1976 Assistant Professor, Department of Occupational Therapy, University of New Hampshire
- 1973-1974 Instructor & Fieldwork Coordinator, Department of Occupational Therapy, Wayne State University

### **PAST PROFESSIONAL EXPERIENCE, MANAGEMENT**

- 1993 Acting Department Head, Department of Associated Health Professions, Eastern Michigan University
- 1984-1985 Acting Program Director, Occupational Therapy Program, Eastern Michigan University
- 1979 & 1983 Acting Department Head, Occupational Therapy Program/Department, Eastern Michigan University
- 1968 Assistant Director in charge of clinical education, Dodd Hall, The Ohio State University
- 1966-1968 Chief of Occupational Therapist, University Hospitals of Cleveland

### **PAST PROFESSIONAL EXPERIENCE, PRACTICE**

- 1964-1966 Staff and Senior Therapist, Dodd Hall, The Ohio State University

### **PROFESSIONAL ORGANIZATION MEMBERSHIPS & ACTIVITIES, NATIONAL**

- 1965-present American Occupational Therapy Association, Inc.  
 Member, #056192, 1965-present  
 Recognitions Committee, Chair, 1967-1970; Member, 1997-1998.  
 Council on Development, Member, 1967-1970  
 AOTA Fieldwork Assessment Committee, 1980-1982  
 Intercommission Council, Member, 1984-1985  
 Standards and Ethics Commission, Member, 1984-1989  
 Conference Paper Reviewer, 1984-1995  
 Review Board, Member, Occupational Therapy Journal of Research,  
 1986-1988  
 Group Leader, Directions for the Future, 1990  
 Executive Board, Member, 1989-1995  
 Standards and Ethics Commission, Chair, 1989-1995  
 Chair, Task Force on Cross Training, 1995-1996

Executive Board Liaison to the National Center for Health Statistics  
on the revision of the World Health Organization International Classi-  
fication of Impairments, Disabilities, and Handicaps, 1994-present  
Recognitions Committee-member, 1996-1999  
Chair, Taskforce on AOTA and election district collaboration 1997-1999.

1993-present Association for Applied and Professional Ethics, Member

1990-1996 Society for Health and Human Values, Member

1992-present Hastings Center, Member

### **PROFESSIONAL ORGANIZATION MEMBERSHIPS & ACTIVITIES, STATE**

1971- present Michigan Occupational Therapy Association, Inc.  
Nominating Committee, 1988, 1989  
President, 1985-1987  
President-elect, 1984-1985  
Alternate Representative II, 1983-1984  
Vice President, 1981-1982  
Council on Education and Patient Services,  
Committee on Professional Writing, 1973-1974  
Council on Education, 1971-1974  
Committee on Fieldwork Placements, Chair, 1973-1974  
Board Member, 1972-1973, 1981-1982, 1983-1987  
Member, 1971-1975, 1976-present

1975-1976 New Hampshire Occupational Therapy Association  
Member, 1975-1976

1965-1971 Ohio Occupational Therapy Association, Inc.  
Legislation Chair, 1968  
Board Member, 1967-1969  
Member, 1965-1971

1990-present Medical Ethics Resource Network, Member

### **PROFESSIONAL ORGANIZATION MEMBERSHIPS & ACTIVITIES, DISTRICT**

1987-present Huron Valley District Occupational Therapy Association  
Member, 1987-present  
Program Committee, 1989

1971-1987 Detroit District of the Michigan Occupational Therapy Association  
Member, 1971-1976, 1978-1987  
Chair, 1972-1973



- 1965-1966 Columbus District of the Ohio Occupational Therapy Association  
Member, 1965-1966, 1968-1970  
Historian, 1965  
Vice President, 1965-1966
- 1966-1971 Cleveland District of the Ohio Occupational Therapy Association  
Member, 1966-1968, 1971  
President, 1967-1968  
Publicity Co-Chair for Seminar, 1971

### **THESIS DIRECTOR**

- 1992 Gerry Conti, Factors affecting return to employment for persons with traumatic brain injury. M.S., Eastern Michigan University
- 1993 Cynthia Goodwin, Career plan choices and job satisfaction levels of experienced certified occupational therapy assistants. M.S., Eastern Michigan University
- 1993 Ruth Robinson, Oral defensiveness and autism: Identifying characteristic behaviors and involved sensory systems. M.S., Eastern Michigan University.
- 1994 Lisa Goble, Home health care occupational therapy: Maintenance and improvement of achieved self-care gains, M.S., Eastern Michigan University.
- 1994 Patricia Hanson, Effects of deep pressure massage on tactile and fine motor functioning. M.S., Eastern Michigan University.
- 1995 Pamela Hanson, Three women's views. MS, Eastern Michigan University.
- 1998 Joyce Fraker, Eastern Michigan University
- Current Karen Kahn, Linda York, Barbara Samson, and Casey Lambert, Eastern Michigan University

### **GRADUATE ADVISEMENT COMMITTEE, MEMBER**

- 1988 Joanne M. Phillips Estes, Influence of occupational therapy curriculum on students' attitudes toward disabled persons. M.S., Mercy College of Detroit
- 1989 Linda Kamp, A comparative analysis of ethical decision-making processes used by two groups of female professionals. M.S., Western Illinois University
- 1996 Kathy Siler, Toward understanding the experience of relocating to a life-care retirement community. MS, Eastern Michigan University.
- 1997 Lynne Chapman, Analysis of a social group. MS, Eastern Michigan University.

1997 Patricia Kukula Chylinski, Capstone Project, Affordable Health Care for the Uninsured Working Poor, MPA

Current Michelle Rochwiak, Eastern Michigan University  
Mary Morreale, Eastern Michigan University

**PRESENTATIONS** *(all entries with an asterisk (\*) were selected through a review process)*

1999 April Open Forum. Discussion with membership about options for the reorganization of the organization relationship between election districts and AOTA. AOTA Annual Conference, Indianapolis, IN.

1998 April 6 ICIDH Revision Consensus Panel: Contextual Factors, two-hour session, convenor, AOTA Annual Conference, Baltimore MD.

1998 April 5 Everyday Ethics: Issues of Educating Future Occupational Therapy Practitioners, two hour workshop, co-presenter, AOTA Annual Conference, Baltimore MD

1996 Oct 6 Panel discussion on Cross Training, two hours, convenor, AOTA Practice Conference, St. Louis MO

1996 Apr 20 Leader of one hour Open Forum on Cross Training, American Occupational Therapy Association Annual Conference, Chicago IL

1995 Aug 13 Introductory Workshop on ICIDH, two-hour workshop, co-presented with Linas Bieliauskas and Stan Berent, American Psychological Association, New York NY

1995 May 12 Ethical Issues Impacting Service Delivery for Women and Children with HIV, keynote address and coordinator of panel discussion, New York University, Department of Occupational Therapy Symposium

1995 Apr 9 Everyday Ethics: Issues of Inclusion, closing remarks, American Occupational Therapy Association Annual Conference, Denver CO

1995 Apr 7 Ethics and Research, presentation to the Post-Professional Students, American Occupational Therapy Association, Council on Education meeting, Denver CO

1994 Dec 5 Six hour workshop on the International Classification of Impairments, Disabilities, and Handicaps, co-presenter, Social Security Administration, Baltimore MD

1994 Oct 21 Ethical Issues and the Health Professions, co-presenter with Linda Trompetter, one day workshop, Misericordia College, Dallas PA

- 1994 Jul 12 Everyday Ethics: Issues of Fraud and Abuse in Reimbursement, co-presenter with Alan Bateman, Joel Bauman, and Roben Haley, American Occupational Therapy Association Annual Conference, Boston MA
- 1994 Jul 10 \* Three hour workshop on the International Classification of Impairments, Disabilities, and Handicaps, co-presenter, American Occupational Therapy Association Annual Conference, Boston MA
- 1994 Jun 6 \* Two hour workshop on the International Classification of Impairments, Disabilities, and Handicaps, co-presenter, American Physical Therapy Association Annual Conference, Toronto, Canada
- 1993 Oct 1 \* Disciplinary Action: Whose Responsibility? AOTA's Perspective, co-presented with Susan McFadden, Great Southern Occupational Therapy Conference, Charleston WVA
- 1993 Jul 29 Ethical Issues in Occupational Therapy, a one-day workshop presented at the Sepulveda VA Hospital, Sepulveda CA
- 1993 Jul 25 Ethical Issues in Accreditation, three hour ethics workshop, AOTA Accreditation Committee, Minneapolis MN
- 1993 Jun 22 Trialliance Panel on Ethics, 1 1/2 hour session, panelist, AOTA Annual Conference, Seattle WA
- 1993 Jun 21 Ethical Jurisdiction, two hour workshop, co-presenter, AOTA Annual Conference, Seattle WA
- 1992 Apr 4 "Ethics and Rehabilitation," co-presenter with Jim Waun, M.D., Michigan Ethics Network Resource annual conference in Ann Arbor, one hour workshop
- 1991 Jun 2 "Use of non-certified personnel," Administrative Special Interest Section annual meeting, AOTA Conference
- 1990 Nov 10 "Ethical Issues in a Changing World," one hour keynote address and two hour workshop at the Virginia Occupational Therapy Association annual conference, Richmond VA
- 1990 Sep 28 "Ethical Dilemmas in the Allied Health Professions," one day workshop for faculty and students in the School of Allied Health at Texas Tech University, Lubbock TX
- 1990 Sep 14 "Ethical Consideration in Occupational Therapy Practice and Education," one day workshop for the annual Fieldwork Educators Day, Occupational Therapy Program, Eastern Michigan University, Ypsilanti MI

- 1990 Jun 14 \* "Critical Ethical Issues: Autonomy and Informed Consent," 1 1/2 hour workshop conducted at the Third Annual Summer Symposium of the Geriatric Education Center of Michigan
- 1989 Nov 12 Ethics Workshop, three hours, Louisiana Occupational Therapy Association, Monroe LA
- 1989 Oct 27 Panel Presentation on Ethical Dilemmas in Occupational Therapy, 20 minute presentation, Society for Health and Human Values Annual Meeting
- 1989 Jun 2 "Ethical Decision Making in Occupational Therapy Practice, one day workshop, New England Occupational Therapy Educators' Council
- 1989 Apr 16 \* "Light at the End of the Tunnel: Resolving Dilemmas," three hour workshop, co-presenter, American Occupational Therapy Association Annual Conference
- 1989 Apr 16 Ethics Workshop, one hour, co-presenter, Physical Disabilities Special Interest Section of AOTA, 1989 Annual Meeting
- 1988 Jun 16 \* "Ethical Dilemmas Related to AIDS," First World Congress on Allied Health, Elsinore, Denmark
- 1987 Oct 30 \* "Developing a Test of Moral Reasoning on Ethical Dilemmas in Occupational Therapy Practice," an hour presentation and discussion, first annual Deans' Research Day
- 1986 Jun 22 "Occupational Therapy Values Education: How and Why," a 20 minute presentation given by invitation at the 1986 Occupational Therapy Educators' Forum, Target 2000, Nashville TN

Presentation given as a means of disseminating the results of a study on the level of decision-making of occupational therapy students and practitioners about practice dilemmas:

- 1986 Apr 12 \* A 20 minute paper with 10 minutes of discussion to the Michigan Women's Studies Conference, Eastern Michigan University
- 1985 Nov 8 \* "Moral Reasoning and Ethical Decision Making in the Practice of Occupational Therapy," Sixth Annual Woman Researcher Conference, Western Michigan University
- 1985 Oct 19 A one and one-half hour presentation as a general session during the 1985 Annual Conference of the Michigan Occupational Therapy Association
- 1985 Jul 30 A three hour lecture to 30 students in the Advanced Masters Program in Occupational Therapy at New York University
- 1985 May 3 A one-hour presentation to the annual meeting of the Council on Education of the Michigan Occupational Therapy Association

- 1985 Feb 26 Presentation to a meeting of the students and practitioners of the occupational therapy community of the Houston-Galveston area, Texas Women's University
- 1984 Dec 4 Presentation to the staff of the occupational therapy departments at University of Michigan Hospitals
- 1984 Nov 27 Presentation to the monthly meeting of the Detroit District of the Michigan Occupational Therapy Association
- 1984 Nov 1 Presentation to the staff of the Occupational Therapy Department at the Rehabilitation Institute of Detroit
- 1985 Mar 15 \* "Moral Reasoning and Ethical Decision-Making: Implications for Education and Practice," one hour presentation at the First Symposium on the Pursuit of Excellence - Interdisciplinary Presentation, Collegium for Advanced Studies, Eastern Michigan University
- 1984 Oct 16 \* "Ethical Decision-Making in Practice," one hour presentation at a workshop conducted by the Nursing Education Department, Eastern Michigan University
- 1984 May 7 Presentation to the Grant Reviewers of the American Occupational Therapy Foundation on the results of a study of the level of decision-making of students and therapists about occupational therapy practice dilemmas
- 1984 May 10 \* "Beyond a Code of Ethics," short paper presented at the Annual Conference of the American Occupational Therapy Association
- 1982 May 12 \* "Influence of Learning Styles in Occupational Therapy," co-presented with Sherry Sayles-Folks, M.O.T., OTR, at the Annual Conference of the American Occupational Therapy Association
- 1982 Apr 23 "Learning Styles: What are they? How are they measured? How can the information be used in the educational setting? A two hour workshop conducted for the Spring meeting of the Michigan Council on Education
- 1981 Jun 12 \* "A Universal Method of Evaluation and Intervention Using the Occupational Performance Model," a paper presented at the Annual Conference of the Canadian Society of Occupational Therapists
- 1980 Sep 12 \* "How to Determine Individual Student's Learning Preferences," a one hour workshop conducted on two consecutive days at the Fall meeting of the Michigan Occupational Therapy Association
- 1980 Apr 26 "Establishing a Level II Fieldwork Experience in an Extended Care Facility," presented at the Michigan Occupational Therapy Association Spring conference

1980 Apr 13 "Occupational Performance Model," presented as a short paper for the Commission on Education, American Occupational Therapy Association

## RESEARCH COMPLETED

- 1997-1999 Study of the effect of care giving behaviors on the self-care abilities of persons with Alzheimer's disease in collaboration with Dr. Ben Atchison and Dr. Diane Dirette.
- 1984 A study of practice dilemmas in occupational therapy. Practice dilemmas were identified and a test was developed to measure therapist's levels of decision making on such dilemmas. This research was funded in part by a grant from the American Occupational Therapy Foundation.

## GRANT ACTIVITIES

- 1986 Awarded a Spring-Summer Research Award by Eastern Michigan University in the amount of \$4,000 to continue my study of ethical decision-making in occupational therapy practice.
- 1986 Project director for U.S. Department of Education, Rehabilitation Services two year training grant. The purpose of this grant was to train occupational therapy students to work with severely disabled adults. Funded for \$31,000 each year from October 1984 through September 1986.
- 1983-84 Awarded a \$4,700 grant by the American Occupational Therapy Foundation to complete a study of practice dilemmas in occupational therapy.

## PUBLICATIONS

Hansen, R & Atchison, B. (Eds.). (2000). Selected conditions in occupational therapy: Effect on occupational performance. Baltimore, MD: Lippincott, Williams and Wilkins.

Hansen, R. (1998) Ethical implications. In P. Kramer & J. Hinojosa (Eds.), Occupational Therapy Evaluation: Obtaining and Interpreting Data. Bethesda, MD: AOTA.

Hansen, R. & Kyler, P. (1998) Ethics notes. In M. Niestadt and E. Crepeau (Eds.), Willard and Spackman's Occupational Therapy (9<sup>th</sup> ed). Philadelphia: Lippincott.

Hansen, R. (1998) Section on ethics. In E. Crepeau & M. Niestadt (Eds.), Willard and Spackman's Occupational Therapy (9<sup>th</sup> ed). Philadelphia: Lippincott.

Hansen, R. (1993). Section on ethics. In H. Hopkins and H. Smith (Eds.), Willard and Spackman's Occupational Therapy (8th ed). Philadelphia: Lippincott.

Hansen, R. & Atchison, B. (Eds.). (1993). Selected conditions in occupational therapy: Effect on occupational performance. Baltimore, MD: Williams & Wilkins.

Hansen, R. (1992). Ethical dimensions in consultation, In C. Epstein & E. Jaffe (Eds.), Occupational therapy consultation: Theory, principles and practice. Hanover MD: Mosby.

Estes, J. P., Deyer, C. A., Hansen, R. A. & Russell, J. C. Influence of occupational therapy curricula on students' attitudes toward persons with disabilities. American Journal of Occupational Therapy, 45, 156-159.

Hansen, R. (1990). Lesson 10. Ethical considerations. AOTA Self Study Series - Assessing Function. Rockville MD: AOTA.

Hansen, R. (1990). HIV and AIDS: The ethics of caring. American Journal of Occupational Therapy, 44(3), 239-242.

Hansen, R. (1988). Nationally speaking - Ethics is the issue. American Journal of Occupational Therapy, 42(5), 279-281.

Hansen, R. Kamp, L. & Reitz, S. (1988). Two practitioners' analyses of occupational therapy practice dilemmas. American Journal of Occupational Therapy, 42(5), 312-319.

Hansen, R. (1986). Occupational therapy values education: How and why. In Target 2000: Occupational Therapy Education. Rockville MD: AOTA.

Hansen, R. (Ed.). (May 1988). [Special issue on ethics]. American Journal of Occupational Therapy.

## **INSTRUCTIONAL MATERIALS**

1975 Slide-Sound Sequence

1. "Range of Motion: Instrumentation" co-authored with Mildred Etter, 1975

1973-1975 Videotapes

1. "The Etter Principle of Prone Treatment" in collaboration with Mildred Etter and Sharon Lefkofsky, 1973
2. "Introduction to Range of Motion Testing" co-authored with Mildred Etter, 1975

1972 Programmed Instruction Manual on "Activity Analysis," 1972

## **SERVICE**

1976-present **Eastern Michigan University**

Writing Across the Curriculum Advisory Committee 2001

Co-chair, Search Committee for Assistant Deans of Continuing Education, 1999

Search Committee for Dean of Graduate Studies and Research, 1998-1999

Advising Task Force, 1997-1999

Sabbatical Leave and Research Committee, 1994-1995

Graduate Council, 1990-1992

Graduate Academic Dismissal Review Committee, 1990-1991  
Graduate Advisory Committee, 1990-1991  
Academic Policies Committee, 1986-1987  
Human Subjects Review Committee, 1986-1987  
Basic and General Studies Committee, 1985-1986  
Task Force on Student Evaluation of Teaching, Fall Semester 1984,  
Chair of Instrument Subcommittee  
Search Committee for Dean of Continuing Education Division, 1982-1983  
"504" Self Study Task Force Subcommittee, 1980-1981  
Task Force to Review Honors Convocation Policies and Procedures, 1979-1980

**1976-present College of Health and Human Services**

Advisory Committee to Coordinator of the College Services Center, 1986  
CHHS/College of Education Joint Lecture Series, Coordinator and Presenter for  
the initial lecture in the series, January 17, 1985  
Screening Committee for Department Head, Department of Associated Health  
Professions, 1984  
Faculty Development Committee, member, 1983-1984  
Co-chair of Annual College Retreat, 1986  
Program Review Committee, 1982-1983  
Ad Hoc Committee on Undergraduate Education in Public Health, 1981-1982  
Task Force on the Feasibility of a Public Health Baccalaureate Program, 1980-  
1981  
Merit Award Committee, Department of Nursing Education, 1980-1981  
Retention and Recruitment Committee, 1979  
Task Force on Media Services, 1977-1978  
Faculty Advisory Committee, 1976-1978  
Development Committee, 1994-1995

**1981-present Department of Associated Health Professions**

Personnel committee, chair, 2000  
Development Committee, 1992-1995  
Health Administration Faculty Search Committee Chair, 1995  
Finance Committee, 1994-present  
Department Head Faculty Support Team, 1991  
Faculty Development Committee, Member, 1984-1985, 1991  
Personnel Committee, Member, 1979-1981, 1985-1987, 1995-1996  
Chair, 1981-1982, 1985-1986, 1990-1991, 1994

**1976-1995 Occupational Therapy Program**

Graduate Advisory Committee, 1990-1995  
Curriculum Committee, Member, 1976-present; Chair, 1980-1981, 1984-1986, 2000-  
present



Self Study Committee, Chair, 1983-1984  
 Review Committee, Member, 1976-1977, 1984, 1985, 1988-1989; Chair, 1989-1990  
 Screening Committee, Chair, 1877, 1978, 1980, 1984, 1985, 1990-1994  
 Scholarship Committee, Chair, 1976-1979; Member, 2979-1981, 1995  
 Search Committee for Faculty, Member, 1986, 1990; Chair, 1988  
 Review Session Coordinator, June 1979, January 1983, 1985; Member of the  
 Committee, January 1984, June 1984  
 Fieldwork Educators' Day Coordinator, Fall 1981  
 Deans' Research Day Coordinator, Fall 1988

1976

**University of New Hampshire**

Chair, New England Council Meeting Program. 1975-1976  
 Graduation Brunch Chair, School of Health Studies. 1975-1976

1973-1975

**Wayne State University**

Co-Chair of the Curriculum Evaluation Committee, 1973-1974  
 Member of the Ad Hoc Committee for the Study of the Feasibility of the Merger  
 of the College of Pharmacy and the Division of Allied Health, 1972-1974

**HONORS AND AWARDS**

2000-2001 Writing Across the Curriculum Fellow, EMU  
 1997 Induction into the Fairborn Ohio City Schools' Hall of Honor  
 1996 Honorary Doctor of Science degree, University of Indianapolis, Indianapolis, IN  
 1996 The Award of Merit, American Occupational Therapy Association  
 1993 The Distinguished Faculty Service to the University Award, Eastern Michigan  
 University  
 1992 Occupational Therapy Award of Excellence, Michigan Occupational Therapy  
 Association  
 1992 Roster of Fellows, Michigan Occupational Therapy Association  
 1992 Sabbatical leave for Winter semester  
 1989 "Outstanding Faculty Member of the Year" by the Department of Associated  
 Health Professions  
 1988-1989 FCIE "Grant for Teaching Innovations" (\$1200)  
 1985 Roster of Fellows of the American Occupational Therapy Association  
 1985 Outstanding Alumnus Award, Department of Occupational Therapy, Wayne State  
 University  
 1983 Distinguished Service Award, Detroit District of the Michigan Occupational  
 Therapy Association  
 1982, 1983, Josephine Nevins Keal Award  
 & 1990

**CONSULTATION**

1998-1999 Xavier University, Occupational Therapy Department, Development of Entry-level  
 Masters Program, Phase I.

- 1997-1998 Schoolcraft College, Occupational Therapy Assistant Program, Curriculum design
- 1994 Aug 24 University of New England, Occupational Therapy Department, Integrating Ethics into the Professional Curriculum.
- 1993 Georgia State Occupational Therapy Association, consultation on the potential for establishing three new entry level programs in that state.
- 1990 Apr 4-6 Member of a three-person evaluation team selected by the Provost to assess the Occupational Therapy Graduate Program at Temple University. On-site evaluation was conducted and a final report submitted April 20, 1990.
- 1988 Winona State University, consultation on feasibility of establishing a baccalaureate occupational therapy program.
- 1966 Consultant in Occupational Therapy, Columbus State School, Columbus OH  
3-01



EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

RECEIVED
APR 12 2004

COLLEGE OF ARTS & SCIENCES
OFFICE OF THE DEAN

EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: Rachel Brett Harley

Current Status/Rank at EMU: Professor

Date of Hire at EMU: 09/01/69 Retirement Date: 08/31/04

Number of Years at EMU: 35 (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: 568 Terrace Lane
Ypsilanti, MI 48198

Home Telephone: (734) 482-6420 E-Mail Address: RachelBrett.Harley@emich.edu

Name of Spouse: deceased

Degree(s)/Institutions/Year: Baccalaureate: B. Mus in Music Ed, 1960 - UNC-Greensboro

Masters: M. Ed. in Music Ed, 1964 - UNC - Greensboro

Doctoral: Ph.D. in Music Ed. - 1972 - University of Michigan

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 Louise Patrick (please print) Date 3/24/04

Department Head Date Dean Date

Provost Date Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall



# EASTERN MICHIGAN UNIVERSITY

March 24, 2004

Division of Academic Affairs  
106 Welch Hall  
Eastern Michigan University  
Ypsilanti, Michigan 48197

Dear Board of Regents:

Please accept my nomination of Rachel Brett Harley, who is retiring from Eastern Michigan University at the end of August, 2004, for Emeritus Faculty Status. As her colleague for the past fourteen years, I feel that it is only fitting that this exceptional individual receives the commendation she so richly deserves. I sincerely hope that Eastern Michigan University will choose to acknowledge her dedication, hard work and exceptional record of teaching and service by awarding her Emeritus Status.

Dr. Harley exemplifies, in every respect, the qualities associated with the Emeritus designation. She was a faculty member in the Department of Music for thirty-five years, and concurrently worked in the Women's Studies Program for over ten years. During that time, she served twenty years as a faculty advisor for undergraduate students in Music Education, ten years as an advisor for graduate students in Women's Studies, and ten years as the Chairperson of the General Music Education/Music Therapy Area. Other notable contributions to the Department of Music include Chairperson of the Departmental Input Document Revision Committee, and departmental representative on both the University Council on Teacher Education, and the Arts & Sciences Council on Personnel and Finance.

Dr. Harley was also very active across the university community, both through her Women's Studies Program association and activities with the EMU-AAUP. She served as Conference Chair of the 22<sup>nd</sup> Annual Conference of the Michigan Women's Studies Association, she served as Assessment Coordinator of the Graduate Program in Women's Studies, and represented this program on the College Committee on Research and Sabbatical Leaves. Within the EMU-AAUP Dr. Harley served as President, Vice President, as a member of the Executive Committee, Negotiating Team, and on the Grievance Review Board. She was instrumental in

working with James P. Greene, the Executive Director of Human Resources in 1983, on the reorganization of the University's Affirmative Action program.

In addition to the contributions cited above, Dr. Harley was a master teacher. She earned the reputation of being one of the finest teachers on the campus. She inspired her students with her enthusiasm for learning and life and her endless devotion to the fair and equitable treatment and respect of all peoples. She was, not only a respected colleague, but an inspiration and friend. She is truly deserving of Emeritus Status.

Should further information for this nomination be required, I would be happy to provide necessary details. I may be reached by phone (487-1420) or email ([louise.patrick@emich.edu](mailto:louise.patrick@emich.edu)). Thank you for your consideration.

Sincerely,

Louise Patrick, Ph.D.  
Professor of Music



# EASTERN MICHIGAN UNIVERSITY

March 29, 2004

Board of Regents  
Division of Academic Affairs  
106 Welch Hall  
Eastern Michigan University  
Ypsilanti MI 48197

Dear Board of Regents:

It is my pleasure to support the nomination of Dr. Rachel Brett Harley for emeritus status upon her retirement from Eastern Michigan University. Dr. Brett Harley has been a critical component of the Women's Studies Program for many years.

Although I have only directed the Women's Studies Program since July 2003, I immediately realized the centrality of Dr. Brett Harley to the Program. Dr. Brett Harley currently serves as the undergraduate and graduate advisor for the Program, and she does advising better than anyone I have ever known. She greets each student with incredible enthusiasm and warmth, and she provides thorough and correct advice gathered from years of experience in this position. From the point of a student's initial contact to his/her graduation, Dr. Brett Harley encourages, supports, and assists each student. Furthermore, Dr. Brett Harley is an incredible recruiter for the program; if a student walks into her office who has not declared a major yet, the student is likely leave with a decision to major in Women's Studies!

In addition to her advising role, Dr. Brett Harley has taught in the Women's Studies Program. Most often she has taught an honors section of the Introduction to Women's Studies; in fact, from our research, it appears that she taught the first such course in the nation. Dr. Brett Harley is a fabulous teacher and often attracts students to a major in Women's Studies through her class.

Dr. Brett Harley was also one of the founders of the Women's Studies Program at Eastern Michigan University. From the beginning she has helped develop curricula and policy, frequently serving on committees and faithfully attending Women's Studies Program Committee meetings. She also served as Program Director in the days before there was a permanent director. Most of this work was done as a volunteer, beyond the scope of her official appointment as a professor in the Department of Music.

Dr. Brett Harley has been an indispensable component of the Women's Studies Program and will be deeply missed. I hope you will recognize her incredible contribution to the Program, and to the University as a whole, and confer emeritus status upon her.

Cordially,

Linda Schott  
Director, Women's Studies Program



EASTERN MICHIGAN UNIVERSITY  
Division of Academic Affairs

RECEIVED  
APR 21 2004

EMERITUS FACULTY STATUS RECOMMENDATION  
OFFICE OF THE DEAN

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

Name of Faculty Member: DR. OSCAR HENRY

Current Status/Rank at EMU: Retired Professor of Music

Date of Hire at EMU: August, 1968 Retirement Date: June 30, 2002

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:

E-Mail Address: \_\_\_\_\_

Name of Spouse: \_\_\_\_\_

Degree(s)/Institutions/Year: Baccalaureate: B.A. in Music, Fisk Univ., 1949

Masters: M.A. in Music, HARVARD Univ., 1951

Doctoral: Ph.D. in Music, OHIO STATE UNIV., 1961

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 \_\_\_\_\_

June 10, 2004  
Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush  
Academic Affairs, 106 Welch Hall

**To Whom It May Concern:**

**It is a pleasure for me to nominate my colleague and friend, Dr. Oscar Henry, for Emeritus Faculty Status.**

**Dr. Henry and I came to EMU in the Fall of 1968. Dr. Henry came as a full professor having had enjoyed a successful career as a university professor and as a tenor soloist and recitalist.**

**Dr. Henry appeared as a tenor soloist and recitalist giving concerts nationally and in Europe, South America and Africa. He appeared as soloist with the Boston, Buffalo and Pittsburgh Symphony Orchestras in Igor Stravinsky's, "Oedipus Rex" and Benjamin Britten's, "Serenade for Tenor, Horn, and Strings with the Nashville, TN and EMU-Civic Symphony orchestras. Dr. Henry was tenor soloist with the Harvard Glee Club while studying for the M.A. degree at Harvard University.**

**During his career at EMU, Dr. Henry served in many capacities: Chairman of the Local area for 12 years; Director of the Male Glee Club for 4 years; taught courses in Choral Conducting, Music Appreciation, and applied voice for 34 years. During his tenure at EMU, Dr. Henry appeared as soloist with the EMU Opera Workshop and EMU-Civic Symphony Orchestra under my direction in "Die Fledermaus" of Johann Strauss, "Faust" of Gounod and Cantatas of J.S. Bach. He also performed several solo recitals.**

**Dr. Henry also appeared in recital and as soloist at the University of Michigan and in Detroit in works of J.S. Bach, Mozart, Berlioz and Brahms.**

**Dr. Henry traveled extensively and with much success in recruiting graduate students for EMU, especially in music. He taught graduate courses over and above the regular teaching load in order to launch the EMU Graduate Program in Music in 1969-71.**

**Dr. Henry has served EMU with distinction and has earned the Emeritus Faculty Status.**





**EASTERN MICHIGAN UNIVERSITY**  
Division of Academic Affairs

**EMERITUS FACULTY STATUS RECOMMENDATION**

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

Name of Faculty Member: Dr. Linda Kurtz

Current Status/Rank at EMU: Professor Tenured in Social Work

Date of Hire at EMU: 1989 Retirement Date: April 30, 2004

Number of Years at EMU: 15 (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: 1235 Bardstown Trail  
Ann Arbor, Michigan 48105

Home Telephone: \_\_\_\_\_ E-Mail Address: \_\_\_\_\_

Masters: 1964 - MSW- University of Pittsburgh  
Doctoral: 1983 DPA University of Georgia

Please Attach a Brief Statement of Support to this Form See Attached Statement

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: Nicki Banush  
Academic Affairs, 106 Welch Hall

Dr LINDA FARRIS KURTZ  
SCHOOL OF SOCIAL WORK  
EMERITUS FACULTY – SUPPORT STATEMENT

On March 5, 2004 the faculty of the School of Social Work voted 9 yeas  
0 nays and 0 abstentions to support the nomination of Dr. Linda Farris  
Kurtz to achieve emeritus faculty status. See attached minutes.

Dr. Kurtz has had a distinguished professional career covering 39 years. She received the MSW degree from the University of Pittsburg in 1965 and her doctoral degree was awarded in 1983 from University of Georgia. Prior to her work as a Professor at EMU she taught at the University of Georgia, the University of Chicago and at the Indiana University. Initially, Dr. Kurtz was recruited to EMU to help develop the MSW program. Dr. Kurtz' most recent position at EMU is as Director of the undergraduate and graduate field education program. Dr Kurtz has been an active researcher and scholar publishing 2 books, 7 book chapters, 22 articles and making 15 presentations at regional, national and international conferences. Dr Kurtz is also active in service activities within the School of Social Work and the University. She is also active in community activities as the Vice President of the Board of Advisors for the Ann Arbor Housing Bureau for Seniors and as a member of the Washtenaw County Alliance for the Mentally Ill. Dr. Kurtz's honors have included EMU faculty research awards and the awarding of a sabbatical leave while at EMU.

In sum by both merit and distinction the faculty of the EMU School of Social Work strongly supports Dr. Linda Kurtz's application for Emeritus status.

**Eastern Michigan University**  
**School of Social Work**  
**Faculty Meeting Minutes**  
**3/5/04**

Present: Claudette Braxton, Tana Bridge, Eve Taylor, Bonnie Miller, Marilyn Wedenoja, Sylvia Weinberg, Harrison Smith, Laura Davis, Mark Ragg, Linda Kurtz, Elizabeth Schuster, Marjorie Ziefert, John Gunther, Enos Massie, Linda Kurtz

Absent: Ron Lewis, Betty Brown-Chappell, Marti Bombyk, Elvia Krajewski-Jaime, Crystal Mills, Sylvia Sims-Gray

The meeting was called to order at 10:20 a.m. Minutes were approved with corrections (Marjorie Ziefert, absent and removal of first sentence of Instructional Committee).

**Instructional Committee:** Lynn Nybell informed faculty that she spoke with Pat Metz and it appears the State will sign off and approve the School Social Work Certificate requirements. She also noted that P. Metz was pleased with the enthusiasm that students currently taking this class, have shown. Dr. Lynn Nybell also noted the Detroit MSW program was moving ahead. Also mentioned was the plan to have an entire year of courses entered and approved in grids with correct faculty assignments and course titles. Dr. Nybell brought to the faculty the request of approval of, Social Work with Groups. Marjorie Ziefert motioned to move forward with Social Work with Groups as proposed by the Instructional Committee, Harrison Smith seconded the motion. Motion was discussed with the approval of a 500 level class and to adjust the adjunct language linkage. Motion passed with 10 yeas and one abstention. Instructional Committee was unable to locate the vote for the Edna Gates Conference course (466). Lynn asked the faculty to vote again. The motion was made by Dr. Lynn Nybell to go forward with the Edna Gates Conference class as proposed by Jo Campbell. Motioned seconded by Marjorie Ziefert. Motion discussed. Motioned carried by 11 yeas. 0 opposed 1 abstention. The Instructional committee also introduced proposals to the BSW curriculum and request for discussion followed. Harrison Smith asked the Chair abbreviate remainder of meeting due to lack of time.

**Finance Committee:** Sylvia Weinberg informed the faculty that the committee has not met since last mentioned and would not meet as of this date. She informed the faculty that the status of travel dollars have been spoken for. There are also 4 research proposals put forward and she acknowledged that approximately ten thousand dollars had been received from Mark Raggs Oregon grant. Discussion followed regarding the procedure of spending research dollars. Dr. Gunther noted that his communication with Dr. Weinberg about the travel budget was an approximation and that he had asked for a meeting with the finance committee to do some scenario planning.

**Personnel Committee:** Laura Davis informed the faculty of the completion of a promotion recommendation and that has gone forward. A search committee has been established with Mark Ragg as chair with Harrison Smith, Marilyn Wedenoja, Bonnie

Miller and Enos Massie as committee members. Laura included in her report, the personnel committee was working on the DED, lecture review document, and contractual agreements as well as handling confidential personnel matters. The personnel committee suggested that should Jeanne Thomas be selected as the choice for the Dean replacement that she be granted tenure in Social Work.

**BSW Report:** Marjorie Ziefert reported that she and Eva Taylor had been making visits to various community colleges and that the 2 plus 2 phase is almost complete with Schoolcraft. This activity is in the testing stage, offering 120 for fall and 222 and 251 for winter. Marjorie and Eva also plan to go to Monroe Community College and negotiate a parallel agreement with Schoolcraft in April. This also helps to pull in students to our program.

**MSW Report:** Claudette Braxton reported that 101 admissions have been logged with 15-20 received daily. 52 students have had offers. Eight assigned to advanced standing, 5 full program and one declined.

**Dr. Linda Kurtz Emeritus Status:** All faculty present, constituting a faculty quorum; voted unanimously to approve and recommend Dr. Linda Kurtz for Emeritus status by a vote of 9-0.

Meeting adjourned at 12:14 p.m.

Respectfully Submitted

Gloria Klught  
Local 1975



EASTERN MICHIGAN UNIVERSITY  
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department of H.P.E.R.D. recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: Gloria D. Neve

Current Status/Rank at EMU: Assistant Professor

Date of Hire at EMU: 9/1/1969 Retirement Date: 8/31/2004

Number of Years at EMU: 35 (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: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ .edu

Name of Spouse: \_\_\_\_\_

Degree(s)/Institutions/Year: Baccalaureate: of science 1964 C.M.U.

Masters: of Arts 1968 C.M.U.

Doctoral: Specialist & Arts 1987 E.M.U.

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: Nicki Banush  
Academic Affairs, 106 Welch Hall



# EASTERN MICHIGAN UNIVERSITY

7 April 2004

## Recommendation for Gloria D. Neve to Emeritus Faculty Status:

Ms. Gloria Neve was hired as an Instructor in the Department of Health, Physical Education, Recreation and Dance in 1969. She continued her education at Eastern Michigan University receiving the Specialist Degree and was promoted to Assistant Professor.

At that time, I was the Assistant Department Head in charge of the Physical Education program which had been expanded. The Selection Committee was given the charge of finding a professional faculty member with a generalist background in various areas to fit our needs. As such, she taught a variety of different activity classes, as well as coaching two Women's sports and directing an Intramural program. As the Department grew and more specialists were hired she was asked to become certified in some areas where there were needs. She willingly used her own time and funds to become Instructor Certified in CPR and Advanced First Aid, Water Safety Instructor, and Small Craft Instructor. She has taught and volunteered her time in these activities to certify students for their professional preparation, as well serving community organizations.

As a faculty member, Ms. Neve has performed the ancillary duties of advising students, both in the Department, as well as others who sought her help. She has been involved with a number of University committees at all levels, and has sustained her membership in some of these over a long period of time, lending her expertise to make good decisions. Likewise, she has served her Professional Organizations at the State, Midwest and National levels, and continues to do so in those roles.

I would recommend Ms. Gloria Dawn Neve as a retiring faculty member who has served the University well for the past 35 years and has earned the honor of Emeritus Faculty.

Dr. John E. Sheard, Professor  
Retired

DATE: \_\_\_\_\_

**EASTERN MICHIGAN UNIVERSITY**  
**DIVISION OF ACADEMIC AFFAIRS**

**EMERITUS FACULTY STATUS**  
**RECOMMENDATION**

The Department of Geography & Geology recommends the awarding of Emeritus Faculty Status for the following retiring faculty member:

NAME OF FACULTY MEMBER: Carl F. Ojala

STATUS/RANK: Professor

NUMBER OF YEARS AT EASTERN: 34 RETIREMENT DATE: August 31, 2004

BRIEF STATEMENT OF SUPPORT: Dr. Ojala has had a very distinguished and productive year. He is an extremely popular yet demanding teacher, and he has won numerous awards including EMU's Distinguished Faculty Award for Teaching. He was named an "Environmental Hero" by the National Oceanic and Atmospheric Administration for having trained over 400 weather spotters on behalf of the National Weather Service, and he was named Michigan Earth Science Teacher of the year by the Michigan Earth Science Teachers Association. He is widely quoted by the local media about weather, and has given numerous invited talks and many publications.

Recommended by (please print): Barry Fish

Recommendation supported by:

Department Head

Date

Dean

Date

Provost

Date

Date Recommended to Board

4/93

**RECEIVED**  
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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: Carl E. Ojala

HOME ADDRESS: \_\_\_\_\_

HOME PHONE: \_\_\_\_\_

DEGREES/COLLEGE: B.A. Kent State Univ., 1965

M.A. Univ. of Georgia, 1967, Ph.D. Univ. of Georgia 1972

DATE OF HIRE AT EMU: September 1970

DATE OF RETIREMENT: August 31, 2004

DEPARTMENT: Geography and Geology

STATUS/RANK AT EMU: Professor

\*NAME OF SPOUSE (IF KNOWN): Virginia

\* 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:

Academic Affairs  
106 Welch Hall



## VITA

### CARL F. OJALA PROFESSOR

**Address:** Department of Geography & Geology  
Eastern Michigan University  
Ypsilanti, Michigan 48197  
e-mail: cojala@emich.edu  
phone: (734-487-7586)  
fax: (734-487-6509)

**Education:** B.A., 1965, Kent State University  
M.A., 1967, University of Georgia  
Ph.D., 1972, University of Georgia

#### Teaching Experience:

Instructor, University of Georgia, 1967-1970  
Assistant Professor, Eastern Michigan University, 1970-1975  
Associate Professor, Eastern Michigan University, 1975-1981  
Professor, Eastern Michigan University, 1981-Present

#### Administrative Experience:

Assistant Dean, Graduate School, Eastern Michigan University, 1975-1977

#### Teaching Interests:

Meteorology                      Earth Science  
Climatology                      Severe Weather                      Various systematic geography courses

#### Primary Research Interests:

Weather (esp. Severe and Unusual Phenomena)  
Climate (esp. Climate Change)

#### Presentations at Professional Meetings:

1. "A Geographic Analysis of the Southern Pine Plywood Industry," at the annual meeting of the Southeast Division of the Association of American Geographers, Gainesville, Florida, November, 1967.
2. "Industry Along Massachusetts Route 128: A Study of Location Factors," at the annual meeting of the Southeast Division of the Association of American Geographers, Tallahassee, Florida, November, 1969.
3. "A Delimitation of Industrial Specialization Regions in Michigan," at the annual meeting of the Michigan Academy of Science, East Lansing, Michigan, March, 1972.
4. "The Men's Pants Belt of Northern Georgia: A Case Study of the Southern Garment Industry," at the annual meeting of the East Lakes Division of the Association of American Geographers, Indiana, Pennsylvania, October, 1972.
5. "Interregional Transport Cost Advantages in the Men's Apparel Industry in the Southeast," at the annual meeting of the Southeast Division of the Association of American Geographers, Miami, Florida, November, 1972. (with M. Prunty)
6. "The Beet Sugar Industry of Michigan: A Geographic Analysis," at the annual meeting of the Michigan Academy of Science, Ann Arbor, Michigan, April, 1973. (with R. Henley)
7. "Dredging and the Spoil Disposal Problem in the Great Lakes," at the annual meeting of the Association of American Geographers, Seattle, Washington, April, 1974. (with N. Raphael et al)
8. "From Saskatoon and Parry Sound: A Geography of Skates and Sticks in North America," at the annual meeting of the Association of American Geographers, Seattle, Washington, April, 1974. (with E. Kureth)
9. "Dredging the Great Lakes Waterways of Michigan: Problems and Prospects," at the annual meeting of the Michigan Academy of Science, East Lansing, Michigan, March, 1974. (with N. Raphael et al)

10. "From Moose Jaw and Sudbury/From Cleveland and Detroit: A Geography of Midwestern Collegiate Ice Hockey," at the annual meeting of the Michigan Academy of Science, East Lansing, Michigan, March, 1974. (with E. Kureth)
11. "Location Factor Perceptions in North Carolina's Household Furniture Industry," at the annual meeting of the Association of American Geographers, New Orleans, Louisiana, April, 1978. (with D. Hanink)
12. "International Electricity Exchange: The Case of the Michigan-Ontario Border," at the annual meeting of the Association of American Geographers, Louisville, Kentucky, April, 1980. (with E. Kureth)
13. "International Electricity Exchange: The Case of the Michigan-Ontario Border," at the annual meeting of the Northeast Regional Science Association, Boston, Massachusetts, May, 1980. (with E. Kureth)
14. "Electricity Transmission in Michigan's Central Upper Peninsula: Problems and Prospects," at the annual meeting of the Michigan Academy of Science, Kalamazoo, Michigan, March, 1982. (with E. Kureth)
15. "What Is the Geography of Sport," at the Mid-American Conference Sports Directors' Meeting, Ypsilanti, Michigan, February, 1983.
16. "Electricity Exchange Between the United States and Canada," at the First Symposium on the Pursuit of Excellence, Collegium for Advanced Studies, Ypsilanti, Michigan, March, 1985.
17. "Tornadoes in Michigan: 1950-1984," at the annual meeting of the Michigan Academy of Science, Mt. Pleasant, Michigan, March, 1986. (with G. Howe)
18. "United States High School Sports Since 1971: A Dynamic Geography," at the annual meeting of the Association of American Geographers, Minneapolis, Minnesota, May, 1986.
19. "Tornadoes in Michigan: 1950-1984," at the annual meeting of the East Lakes Division of the Association of American Geographers, Michigan State University, October, 1986. (with G. Howe)
20. "A Geographic Analysis of Major Interscholastic Sports in Michigan," at the annual meeting of the Michigan Academy of Science, Ann Arbor, Michigan, February, 1987. (with P. Pressly)
21. "A Geographic Analysis of Division I College Football Recruiting in Michigan," at the annual meeting of the Michigan Academy of Science, Ann Arbor, Michigan, February, 1987. (with T. Elliott)
22. "A Geographic Analysis of Women's High School Sports: 1985," at the annual meeting of the Association of American Geographers, Portland, Oregon, April, 1987.
23. "United States/Canada Electricity Exchange," at the Collegium for Advanced Studies Award-Winning Faculty Research Program, Ypsilanti, Michigan, February, 1988. (with E. Kureth)
24. "The C.F.L. vs. the N.F.L.: A Geographic Comparison of Football Recruiting," at the annual meeting of the Michigan Academy of Science, Saginaw, Michigan, March, 1988. (with E. Kureth)
25. "A Geographic Analysis of Division I Football Recruiting in Michigan," at the annual meeting of the Association of American Geographers, Phoenix, Arizona, April, 1988. (with T. Elliott)
26. "The C.F.L. vs. the N.F.L.: A Geographic Comparison of Football Recruiting," at the annual meeting of the Association of American Geographers, Phoenix, Arizona, April, 1988. (with E. Kureth)
27. "The Geography of Major League Baseball Player Production, 1876-1988," at the Symposium on Baseball and the American Culture (in conjunction with the 50th Anniversary celebration of the National Baseball Hall of Fame), Cooperstown, New York, June, 1989. (with M. Gadwood)
28. "The Geography of Major League Baseball Player Production, 1876-1989," at the annual meeting of the Association of American Geographers, Toronto, Ontario, April, 1990. (with M. Gadwood)
29. "Palm Trees in Lansing? The Issue of Global Warming in Michigan," at the annual meeting of the Michigan Academy of Science, Ypsilanti, Michigan, March, 1991. (with R. Ferrett)
30. "Catastrophic Lightning in Michigan: 1959-1988," at the annual meeting of the Michigan Academy of Science, Ypsilanti, Michigan, March, 1991. (with R. Ferrett)

31. "The Origin of Southeastern Michigan's Major Snowstorms, 1969-1990," at the annual meeting of the Michigan Academy of Science, Ypsilanti, Michigan, March, 1991. (with M. Nowels)
32. "Global Warming? A Case Study of Michigan," at the annual meeting of the Association of American Geographers, Miami, Florida, April, 1991. (with R. Ferrett)
33. "Proposition 48: Effects on the Geography on Football," at the annual meeting of the Association of American Geographers, Miami, Florida, April, 1991. (with R. Ferrett)
34. "The Declining Tornado Hazard in Michigan, 1951-1990," at the annual meeting of the Michigan Academy of Science, Mt. Pleasant, Michigan, March, 1992. (with R. Ferrett)
35. "The Declining Tornado Hazard in Michigan, 1951-1990," at the annual meeting of the Association of American Geographers, San Diego, California, April, 1992. (with R. Ferrett)
36. "The Michigan Tornado Hazard," at the annual meeting of the Atlantic Coast Weather Observer Network, Portland, Maine, June, 1992.
37. "Seasonal Variation in Michigan's Precipitation in the Last Century," at the annual meeting of the Michigan Academy of Science, Kalamazoo, Michigan, March, 1993. (with R. Ferrett)
38. "Indian Summer: Michigan's Fifth Season," at the annual meeting of the Michigan Academy of Science, East Lansing, Michigan, March, 1994. (with D. Casey)
39. "Severe Weather: What To Look For," at the annual Michigan Emergency Medical Service Exposition, Battle Creek, Michigan, April, 1994.
40. "The Heat/Humidity Imbroglia: A Case Study of Michigan," at the annual meeting of the Michigan Academy of Science, Big Rapids, Michigan, March, 1995.
41. "Michigan's Indian Summer: A New Definition," at the annual meeting of the Michigan Academy of Science, Big Rapids, Michigan, March, 1995. (with D. Casey)
42. "Weather or Not: It Affects You," at the annual Michigan Emergency Medical Service Exposition, Grand Rapids, Michigan, May, 1995.
43. "Weather Factors and the Aircraft Dispatcher," at the annual Michigan Emergency Medical Service Exposition, Grand Rapids, Michigan, May, 1995.
44. "Lightning Data Inaccuracies in Michigan," at the annual meeting of the Michigan Academy of Science, Alma, Michigan, March, 1996. (with K. Shearman)
45. "Earth History on the Gridiron," at the annual meeting of the Michigan Academy of Science, Alma, Michigan, March, 1996. (with S. LoDuca)
46. "Michigan's Fifth Season: Indian Summer," at the annual meeting of the Association of American Geographers, Charlotte, North Carolina, April, 1996. (with D. Casey)
47. "Michigan's Fifth Season: Indian Summer," at the American Meteorological Society's 25th Conference on Broadcast Meteorology, Boston, Massachusetts, June, 1996. (with D. Casey)
48. "Lightning Data Inaccuracies in Michigan," at the Joint Meeting of the West and East Lakes Divisions of the Association of American Geographers, Valparaiso, Indiana, October, 1996. (with K. Shearman)
49. "Lightning Casualties in Michigan," at the annual meeting of the Michigan Academy of Science, Grand Rapids, Michigan, March, 1997.
50. "Michigan's Tornado Outbreak of 1997," at the annual meeting of the Michigan Academy of Science, Alma, Michigan, February, 1998. (with W. Lumpkin)
51. "El Nino and Michigan Weather," at the annual meeting of the Michigan Academy of Science, Grand Rapids, Michigan, March, 1999. (with R. Ferrett and J. McCafferty)
52. "Tornado Spotting," at the annual meeting of the Michigan Earth Science Teachers Association, Ypsilanti, Michigan, March, 1999.
53. "Online Weather Studies," at the annual meeting of the National Council for Geographic Education, Boston, Massachusetts, November, 1999. (with J. Brey and J. Moir)
54. "Online Weather Studies: An Introductory College-Level Distance Learning Course," at the annual meeting of the Michigan Academy of Science, Saginaw, Michigan, March, 2000.
55. "Lecture, Lab, and Distance Learning: Online Weather Studies Implementations," at the annual meeting of the Association of American Geographers, Pittsburgh, Pennsylvania, April, 2000. (with J. Brey and J. Moran)

56. "Some Causes for Lightning Data Inaccuracies: the Case of Michigan," at the quarterly meeting of the Southeast Michigan Chapter of the American Meteorological Society, Ann Arbor, Michigan, May, 2000.
57. "Michigan Severe Weather," at the "Scientists Among Us" Lecture Series, Saline, Michigan, February, 2001.
58. "The Datastreme Project: A Distance Learning Program for K-12 Teachers," at the quarterly meeting of the Southeast Michigan Chapter of the American Meteorological Society, Ann Arbor, Michigan, March, 2001. (with A. Maciolek)
59. "Michigan Tornadoes: The Last Half-Century," at the annual meeting of the Michigan Academy of Science, Dearborn, Michigan, March, 2001. (with R. Ferrett)
60. "Michigan's Lightning Hazard," at the annual meeting of the Michigan Academy of Science, Dearborn, Michigan, March, 2001. (with R. Ferrett)
61. "Online Weather: A Hybrid Distance Learning Course," at the EMU Teaching/Learning Showcase, Ypsilanti, MI, April, 2002.
62. "Spotting Severe Weather," at the annual meeting of the Michigan Earth Science Teachers Association, Ypsilanti, MI, May, 2002.

**Presentations at Thomas Alva Edison Foundation Science Institutes/Science Education Conferences:**

1. "Acid Precipitation," at Eastern Michigan University, Ypsilanti, Michigan, April, 1985.
2. "Tornadoes," at Kellogg Community College, Battle Creek, Michigan, November, 1985.
3. "Tornadoes," at Northern Michigan University, Marquette, Michigan, September, 1986.
4. "Tornadoes," at San Diego State University, San Diego, California, October, 1986.
5. "Tornadoes," at Central Michigan University, Mt. Pleasant, Michigan, October, 1986.
6. "Tornadoes," at Eastern Michigan University, Ypsilanti, Michigan, March, 1987.
7. "Tornadoes," at Montana State University, Bozeman, Montana, March, 1988.  
(Edison Foundation Conferences ended in 1988 with the Montana conference.)

**Publications: (A) Articles:**

1. "Location and Depth Zones of Major Geologic Coal Reserves in the U.S.S.R.," Journal of Geography, Vol. LXVI, No. 9, December, 1967, pp. 507-509. (with D. Steila)
2. "A Study of Population Increase in the Greater Kuznetsk Region, U.S.S.R., 1897-1966," Professional Geographer, Vol. XX, No. 5, September, 1968, pp. 303-312.
3. "The Rise of the Pine Plywood Industry in the South," The Southeastern Geographer, Vol. VIII, 1968, pp. 11-22. (with M. Prunty)
4. "Route 128: A Study of Industry Location Factors," Atlanta Economic Review, Vol. XX, No. 10, October, 1970, pp. 36-39.
5. "Interregional Transport Cost Advantages in the Men's Apparel Industry in the Southeast," Papers of the 27th Annual Meeting, Southeast Division of the Association of American Geographers, Vol. 1, 1972, pp. 95-98. (with M. Prunty)
6. "The Beet Sugar Industry of Michigan: A Geographic Analysis," The Michigan Academician, Vol. VI, No. 3, Winter, 1974, pp. 321-332. (with R. Henley)
7. "Locational Stability Factors in the Men's Apparel Industry in the Southeast," The Southeastern Geographer, Vol. XIV, No. 2, November, 1974, pp. 106-120. (with M. Prunty)
8. "From Saskatoon and Parry Sound: A Geography of Skates and Sticks in North America," The Geographical Survey, Vol. 4, No. 4, October, 1975, pp. 177-198. (with E. Kureth)
9. "A Case for Multi-Scale Analysis: The 'Men's Pants Belt' of Northern Georgia," The Geographical Survey, Vol. V, No. 3, July, 1976, pp. 17-24.
10. "International Electricity Exchange: The Case of the Michigan-Ontario Border," Proceedings of the Northeast Regional Science Association, Fall, 1980. (with E. Kureth)
11. "United States/Canada Electricity Exchange: The Case of the Michigan-Ontario Border," The Geographical Bulletin, Vol. 21, April, 1982, pp.29-40 (with E. Kureth)

12. "Electricity Transmission in Michigan's Central Upper Peninsula: Problems and Prospects," The Geographical Bulletin, Vol. 24, November, 1983, pp. 21-29. (with E. Kureth)
13. "Catastrophic Michigan Tornadoes: 1950-1984," The Geographical Bulletin, Vol. 28, November, 1986, pp. 44-53. (with G. Howe)
14. "A Geography of Major Interscholastic Women's Sports in the United States," The Geographical Bulletin, Vol. 29, May, 1987, pp. 24-43.
15. "Airborne Particles," The Science Teacher, Vol. 54, No. 6, September, 1987, pp. 40-42. (with Eric Ojala)
16. "Good Sports," American Demographics, Vol. 9, No. 10, October, 1987, pp. 34-37. (with B. Edmondson)
17. "Collection and Analysis of Airborne Particulates in Brighton, Michigan: An Experiment in Physical Geography," The Geographical Bulletin, Vol. 30, May, 1988, pp. 51-62. (with Eric Ojala)
18. "United States/Canada Electricity Exchange," Mosaics, Vol. III, Fall/Winter, 1987-1988, pp. 22-23. (with E. Kureth)
19. "A Long Way Maybe," Mosaics, Vol. IV, Fall/Winter, 1988-1989, pp. 2-5.
20. "The Geography of Major League Baseball Player Production," Sport Place International, Vol. 3, No. 3, Fall, 1989, pp. 24-35. (with M. Gadwood)
21. "The Geography of Major League Baseball Player Production, 1876-1989," The Minneapolis Review of Baseball, Vol. 10, No. 1, 1991, pp. 31-44. (with M. Gadwood)
22. "The Lightning Hazard in Michigan," Michigan Academician, Vol. 24, No. 3, Spring, 1992, pp. 427-441. (with R. Ferrett)
23. "Global Warming? A Case Study of Michigan," Michigan Academician, Vol. 24, No. 3, Spring, 1992, pp. 467-484. (with R. Ferrett)
24. "Geographic Shifts in Division I College Football Recruiting Since the Inception of Proposition 48," Sport Place International, Vol. 6, No. 1, Winter, 1992, pp. 29-38. (with R. Ferrett)
25. "The Decline of the Tornado Hazard in Michigan," Michigan Academician, Vol. 25, No. 4, Summer, 1993, pp. 397-410. (with R. Ferrett)
26. "The Heat/Humidity Imbroglia: A Case Study of Michigan," Michigan Academician, Vol. 28, No. 2, Spring, 1996, pp. 47-54.
27. "Earth History on the Gridiron," Journal of Geoscience Education, Vol. 46, 1998, pp. 55-60. (with S. Loduca)
28. "The Heat/Humidity Quandary: A Case Study of New England," The Geographical Bulletin, Vol. 40, No. 1, Spring, 1998, pp. 46-52. (with W. Babcock)
29. "Some Causes for Lightning Data Inaccuracies: The Case of Michigan," Bulletin of the American Meteorological Society, Vol. 80, No. 9, September, 1999, pp. 1883-1891. (with K. Shearman)

**(B) Chapter in Book:**

"The Geography of Major League Baseball Player Production, 1876-1988," in Cooperstown Symposium on Baseball and American Culture, Meckler Publishing Co., Westport, CT, 1991. (with M. Gadwood)

**(C) Monographs:**

1. A Locational Analysis of the Men's Apparel Industry In Northern Georgia, published by the Institute of Community and Area Development, University of Georgia, Athens, Georgia, April, 1973, 30 pp.
2. Future Dredging Quantities in the Great Lakes, published by the U.S. Environmental Protection Agency, Washington, D.C., December, 1974, 220 pp. (with N. Raphael et al)
3. Michigan's Changing Beet Sugar Industry, published by the Prestige Press, Boyne City, Michigan, July, 1977, 30 pp. (with R. Henley)
4. Industrial Opportunities: Southeastern Livingston County, Michigan, published in cooperation with the Greater Brighton Area Chamber of Commerce, Brighton, Michigan, April, 1984, 92 pp.

**(D) Book Reviews:**

1. Atlas of American Sport, by J.F. Rooney and R. Pillsbury. Reviewed in the Professional Geographer, Vol. 45, No. 4, November, 1993, pp. 490-492.
2. The Theater of Sport, Karl B. Raitz, editor. Reviewed in the Journal of Cultural Geography, Vol. 15, Spring/Summer, 1995, pp. 110-111.

**(E) Editorial Commentary:**

"The Human Factor in Recent Climate Change Remains Unproven," The Geographical Bulletin, Vol. 39, No. 2, November, 1997, pp. 67-69.

**Professional Organizational Memberships:**

Association of American Geographers  
Gamma Theta Upsilon (International Honor Society in Geography)  
East Lakes Division of the Association of American Geographers  
Michigan Academy of Science  
Phi Kappa Phi  
American Meteorological Society - Southeast Michigan Chapter  
National Lightning Safety Group  
National Weather Association

**Fellowships and Grants:**

1. National Defense Education Act Fellowship, University of Georgia, Fellow, 1965-1968.
2. Institute of Community and Area Development Dissertation Grant, University of Georgia, 1969-1970.
3. Environmental Protection Agency Great Lakes Dredging Grant, Eastern Michigan University, Investigator, 1972-1973.
4. National Science Foundation Sugar Beet Study Grant, Eastern Michigan University, Principal Investigator, 1972-1973.
5. National Science Foundation Finnish Population Study Grant, Eastern Michigan University, Principal Investigator, 1974-1975.
6. Eastern Michigan University Graduate School Industrial Research Support Grant, Project Director, 1976-1977.
7. Department of Energy Faculty Development Institute Grant, Eastern Michigan University, Project Director, 1978.
8. Greater Brighton (Michigan) Area Chamber of Commerce Industrial Opportunities Grant, Project Director, 1984.

**Honors/Awards:**

1. Finalist for Distinguished Faculty Award, Eastern Michigan University, 1980.
2. Recipient of Merit Award for Instruction, Geography Department, Eastern Michigan University, 1980.
3. Finalist for Distinguished Faculty Award, Eastern Michigan University, 1981.
4. National Council of Geographic Education Distinguished Teaching Achievement Award Nominee, 1984.
5. Finalist for Distinguished Faculty Award, Eastern Michigan University, 1984.
6. Recipient of Scholarly Recognition Award for Science and Technology Research, Eastern Michigan University, 1984.
7. National Council of Geographic Education Distinguished Teaching Achievement Award Nominee, 1985.
8. Recipient of Released Time for Proposal Development Award, Eastern Michigan University, 1985.
9. Recipient of the Distinguished Faculty Senior Teaching Award, Eastern Michigan University, 1988.
10. Recipient of Released Time Award for development of new honors course, Eastern Michigan University, 1988.
11. Recipient of the Michigan Association of Governing Boards Distinguished Faculty Award, 1989.
12. State of Michigan Teaching Excellence Award Nominee, 1990.

13. Recipient of University Spring-Summer Research Award, Eastern Michigan University, 1990.
14. Recipient of University Sabbatical Award, Eastern Michigan University, 1991.
15. Recipient of Eastern Michigan University College of Arts and Sciences Dean's Research Travel Fund Award, 1991.
16. State of Michigan Teaching Excellence Award Nominee, 1991.
17. Recipient of Eastern Michigan University Provost's Travel Award, 1994.
18. Recipient of Outstanding Teacher-Scholars Recognition Award, at the annual meeting of the Association of American Geographers, Chicago, Illinois, April, 1995.
19. Nominated for the Association of American Geographers Media Achievement Award, 1995.
20. Recipient of University Spring-Summer Research Award, Eastern Michigan University, 1996.
21. Recipient of University Sabbatical Award, Eastern Michigan University, 1998.
22. Recipient of the National Weather Service Special Service Award, March, 2000.
23. Recipient of the National Oceanic and Atmospheric Administration (NOAA) Environmental Hero Award, April, 2003.
24. Recipient of the Michigan Earth Science Teachers Association "2003 Outstanding Michigan Earth Science Teacher" Award, October, 2003.

#### Appointments:

1. As a participant in summer institute, "Energy Production and the Social Sciences," Special Training Division, Oak Ridge Associated Universities, Oak Ridge, Tennessee (Sponsored by U.S. Energy Research and Development Administration), July, 1976.
2. As a participant in the National Science Foundation Chautauqua-Type Short Course for College Teachers, "Alternative Energy Technologies," held at Michigan State University College of Natural Science, Fall, 1979, and Spring, 1980.
3. As East Lakes Division regional representative, Association of American Geographers Energy Specialty Group, 1983-1989.
4. As a member of the Green Oak Township (Michigan) Planning commission, 1986-1989.
5. As a member of the Editorial Review Board for the Journal of Professional Studies, 1988.
6. As a participant in intensive summer course, "Understanding and Teaching Nuclear Technology," University of Michigan, Ann Arbor, Michigan (Sponsored by the American Nuclear Society), August, 1992.
7. As a manuscript reviewer for the Professional Geographer, 1992.
8. As a participant in American Meteorological Society Faculty Enhancement Workshop at the National Weather Service Training Center, Kansas City, Missouri, July/August, 1994.
9. As a member of the Washtenaw County (MI) Emergency Management Response Force, 1994-present.
10. As an instructor in the National Weather Service Skywarn Spotter Training Program, Washtenaw County, Michigan, 1994-present.
11. As a member of the National Faculty, 1995.
12. As a participant in the National Science Foundation Chautauqua-Type Short Course for College Teachers, "Glaciers in Alaska," held in and near Anchorage, Alaska, June, 1996.
13. As an instructor in the American Meteorological Society "Datastreme Project," an NSF-funded teacher enhancement program providing K-12 teachers real-time weather experiences for application in their classrooms, Winter Semester, 1997 to Present.
14. As Vice-Chairman of the Geography Section of the Michigan Academy of Science, 1997-1998.
15. As a participant in the "Tornado and Severe Storms Seminar" at Fermilab, Chicago, Illinois, April, 1997, 1998, and 1999.
16. As a participant in the "Severe Weather Forecasting Conference" at Wheaton College, Illinois, March, 1998.
17. As Chairman of the Geography Section of the Michigan Academy of Science, 1998-1999.

18. As an instructor in the American Meteorological Society "Online Weather Studies" program, an online weather course taught through Eastern Michigan University, Winter Semester, 1999 to Present.

#### **Departmental/University Service:**

1. Have served (and continue to do so each year) as a member or chairman of myriad committees (some for multi-year terms) at the departmental or university level.
2. Department Undergraduate Advisor, 1971-present.
3. Coordinated Nova Scotia Field Project with R. Ward, 1977.
4. Faculty Representative/General Manager of EMU Ice Hockey Club, 1976-1978.
5. Department coordinator of Graduate Advising, 1977-1979.
6. Department Earth Science Lab Coordinator, 1979-1985.
7. Prepared departmental tape-slide presentation on eruption of Mt. St. Helens, 1980.
8. Developed Geography 310 course, Energy Awareness.
9. Developed Geography 343 course, Geography of Sport.
10. Co-developed Geography 300 course, Site and Location Analysis
11. University representative in seminar on the Michigan Energy Code, 1980.
12. Represented EMU as consultant to national program entitled "Energy and the Way We Live," Triton College, Illinois, Fall, 1980.
13. Department representative at EMU Honors convocation, 1980, 1984, 1988.
14. Participant in EMU Livingston County "Gifted Student" program, "In Search of Knowledge", 1982-1987.
15. Participant in Michigan Earth Science Teachers Association Annual Conference, presented program on Mt. St. Helens eruption, 1982.
16. Instructor in EMU "U.T.A.G." program, off-campus courses for "gifted" students in high schools (Greenhills School, Ann Arbor), 1979-1985.
17. Participant in EMU Washtenaw County "Gifted Student" program, Science Convocation, 1983-1989.
18. Departmental representative in EMU Homecoming Program, College of Arts and Sciences, 1983.
19. Sponsored students and aided in preparing presentations for EMU Recognition of Excellence in Undergraduate Creativity and Research Symposiums, College of Arts and Sciences, 1984 - present.
20. Department United Way Campaign Chairman, 1985, 1995, and 1997.
21. University Marshal of Faculty, Commencement, 1985.
22. Guest lecturer for Gamma Theta Upsilon, International Honor Society in Geography, 1986.
23. University Ambassador Society "EMU Weekend" department representative, 1986.
24. Sponsored several students in the EMU Co-op Education Program, 1984 - present.
25. Participant in "Advising Fair" of the the Academic Advising Center, 1986-1991.
26. Participant in the Senior Day Program sponsored by the Admissions Special Projects Office, 1987-1991
27. Lecturer in the College Simulation Day Program sponsored by the Admissions Special Projects Office, 1988-Present.
28. Participant in the Presidential Scholarship Parents Program sponsored by the Academic Advising Center, 1989.
29. Guest lecturer in the Honors Students' "Invited Faculty" program, 1989.
30. Developed Geography 107 course, Introduction to Geography.
31. Developed GESC 425 course, Severe and Unusual Weather.
32. Guest lecturer for Phi Kappa Phi, 1990.
33. Guest lecturer for the Faculty Center for Instructional Excellence, 1992.
34. Guest lecturer in EMU "College for a Day" program, 1992-1995.
35. Department Honors Program Advisor, 1989-Present.
36. Guest lecturer for EMU ROTC Recruiting Program, 1994 and 1995.
37. Participant in EMU "Family Weekend" program of the University Marketing Program Office, 1994-1997.
38. Geography Awareness Week: Acted as Quiz Master and Offered Slide Lectures, 1994-Present.
39. Directed the development of the "EMU Weather Calendar," 1996.
40. Co-authored the complete revision of the laboratory manual used in the departmental earth science (GESC 108) program, 1996-1997.



41. Departmental earth science program laboratory co-coordinator, 1993-1998.
42. Department Representative at "Academic Fair" of Explore Eastern Program, 1997-98.
43. Designed and Developed EMU Weather Station Sign, 1997.
44. Designed and Developed tornado displays placed in showcases in Strong Hall.

**Community/University Service:**

1. Represented EMU as a guest lecturer numerous times in:
  - a) Universities, high schools, middle and elementary schools throughout Michigan as well as other states.
  - b) Civic club programs (i.e. Lions, Elks, Rotary, Kiwanis etc.)
  - c) Boy Scout programs
  - d) Senior citizen programs and Historical Societies
  - e) Gifted student programs
2. Generated a great deal of publicity for the University and Geography Department over the years as research has appeared numerous times in the media, ranging from local to national scale newspapers, radio, and television.
3. Volunteer coach of several youth baseball and softball programs in various communities, 1976-2001.
4. Organizer and presenter in EMU Space Technology Education Program for teachers, 1991 - 1995.
5. Volunteer operator of the EMU-NWS Cooperative Weather Station on campus, 1986-present.

(REVISED 12/03)



EASTERN MICHIGAN UNIVERSITY  
Division of Academic Affairs

RECEIVED  
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COLLEGE OF ARTS & SCIENCES  
OFFICE OF THE DEAN

EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: Dr. EDWARD J. SZABO

Current Status/Rank at EMU: Retired Professor of Music

Date of Hire at EMU: August, 1968 Retirement Date: Jan. 15, 2004

Number of Years at EMU: 35 1/2 (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: B. of Mus., College-Conservatory of Music of the Univ. of Cincinnati 1956  
Baccalaureate: B.S. in Music, Juilliard School of Music, New York, N.Y. 1955  
M.S. " " " " " " " " " " 1960  
Masters: M.A., Teachers College, Columbia Univ., N.Y.C. 1960  
Ed. D. Doctor of Education in College Teaching of Music  
Doctoral: Teachers College, Columbia Univ., N.Y.C. 1966

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: Nicki Banush  
Academic Affairs, 106 Welch Hall

It is a pleasure to nominate my colleague, Dr. Edward Szabo, for Emeritus Faculty Status.

Dr. Szabo was appointed Professor of Music, Chairman of the String Area, and Music Director and Conductor of the EMU-Civic Symphony Orchestra in August, 1968. During his tenure as conductor, the orchestra reached its zenith in size and scope, quality, musical and educational offerings, and audience attendance. He instituted the annual Children's Concerts, the biennial Contemporary Music Festival, and a concert annually devoted to featuring EMU student soloists. All performing music faculty were also showcased as soloists with the orchestra.

The EMU-Civic Symphony collaborated in several concerts with the EMU Choirs and Opera Workshop featuring faculty and student soloists. The first fully staged operas with orchestra at EMU were initiated by Dr. Szabo.

Dr. Szabo also conducted the EMU Chamber Orchestra and taught applied cello lessons, courses in graduate and undergraduate instrumental conducting, string classes, chamber music, and music appreciation. He was also a supervisor of student teachers in music education. He served on many committees too numerous to mention: departmental, university, state, regional, and national.

Szabo was also responsible for the formation of the Eastern Michigan Trio (aka Delphi Trio), which enjoyed great success in presenting a concert series in Pease Auditorium and on tours in Michigan and the midwest, and, in the recruitment of students. The Trio members were from the music faculty. The Trio was in existence from 1969-1974.

Prior to his appointment to the EMU faculty, Dr. Szabo held several teaching-performing positions with universities on the East coast: Central Connecticut State University; Rowan and Montclair State Universities, and Drew University in New Jersey; and, as a Graduate Assistant at Teachers College, Columbia University in N.Y.C.

As a cellist, Szabo performed as a freelance artist in New York City and the metropolitan area including stints as a member of the Radio City Music Hall Symphony, Shubert Theater Orchestra, the Skitch Henderson Orchestra, and the Bill Russo big band at Birdland, the Jazz mecca in N.Y.C. He was also a member of several orchestras in Vermont, Massachusetts, Connecticut, New York, Pennsylvania, New Jersey, Virginia and Ohio.

Szabo has appeared widely as conductor and cello soloist, recitalist, and with various chamber ensembles, including the Delphi Trio, Pro Arte Trio, and Montclair Quartet. He has held posts as music director and conductor of the Montclair and Adelphi Chamber Orchestras in New Jersey, the Riverside Symphony of N.Y.C., and in Michigan, the Ann Arbor and Oak Park Symphonies.

Szabo was Music Director and Conductor of the Ann Arbor Symphony Orchestra for 13 years. Under his dynamic leadership, the orchestra grew in size, quality and stature and, was hailed as

one of the finest community orchestras in the nation. The audiences grew dramatically, necessitating the moves to Hill Auditorium and the Power Center on the University of Michigan campus. In 1974, the orchestra received the ASCAP (American Society for Composers, Authors, and Publishers) Award for the adventuresome programming of contemporary music.

In 1977, Szabo was featured as a conductor in a Cadillac promotional film with Fred Astaire to introduce the Cadillac limousine to dealers throughout the world.

Szabo completed a 2-year stint in 1987 as the Fine Arts Director at WAAM Radio in Ann Arbor-Ypsilanti and hosted a weekly classical music program, "Off the Record."

In summation, Dr. Szabo has taught over 20,000 students in his classes at EMU and his influence throughout his career has been far-reaching, even beyond EMU and Ypsilanti.

Dr. Szabo has served EMU and the larger community with distinction and has earned the Emeritus Faculty Status.



**EASTERN MICHIGAN UNIVERSITY**

**Division of Academic Affairs**

**EMERITUS FACULTY STATUS RECOMMENDATION**

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

Name of Faculty Member: Dr. Louis Thayer

Current Status/Rank at EMU: Professor

Date of Hire at EMU: September, 1969 Retirement Date: June, 2004

Number of Years at EMU: 36 (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: Nebraska State College, 1960

Masters: Nebraska State College, 1963

Doctoral: University of Illinois, 1970

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. Elizabeth Broughton May 3, 2004

Recommended by (please print) Date

\_\_\_\_\_  
Department Head Date

\_\_\_\_\_  
Dean Date

\_\_\_\_\_  
Provost Date

\_\_\_\_\_  
Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush  
Academic Affairs, 106 Welch Hall.

**Dr. Louis Thayer**  
**Department of Leadership and Counseling**  
**Statement of Support**

The Department of Leadership and Counseling and the Department Personnel Committee unanimously support the award of Emeritus Faculty Status to Dr. Louis Thayer. During his 36 years, Dr. Thayer contributed to the personal and intellectual development of numerous counseling students and counselors. He provided invaluable mentoring to faculty and colleagues and outstanding service to the department, college, institution, and community. Dr. Thayer is most deserving of Emeritus Status for his outstanding qualities of leadership, counseling, humor, sage advice, and story telling that were a major part of his teaching, research, and service as a Faculty Member at Eastern Michigan University.

- ❖ Over 50 publications
- ❖ Over 60 state and national presentations
- ❖ Editor/Co-editor for several state and national newsletters and journals
- ❖ Served on numerous professional associations—state and national
- ❖ Participated in numerous service activities both at EMU and in the community
- ❖ Received many professional teaching and service recognition awards

SECTION: 12
DATE: June 15, 2004

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

**RECOMMENDATION**

**FACULTY APPOINTMENTS**

**ACTION REQUESTED**

It is recommended that the Board of Regents approve (32) new tenure-track faculty appointments for the 2004-2005 academic year at the ranks, salaries, and effective dates shown on the attached listings.

**STAFF SUMMARY**

Of the thirty-two (32) new tenure-track faculty appointments, seventeen (17) are female and fifteen (15) are male. Of the thirty-two, (16%) or five (5) of these individuals are minorities.

**FISCAL IMPLICATIONS**

The salaries would be absorbed in the 2004-2005 personnel budget.

**ADMINISTRATIVE RECOMMENDATION**

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

University Executive Officer

Date \_\_\_\_\_

## FACULTY HIRING REPORT

College	Last Name	First Name	Race/Gender	Rank	Salary	Department	Specialization
CAS	Boerma	Scott	W/M	Assistant	44000	Music	Director of Bands
	Bruya	Brian	W/M	Assistant	44200	History/Philosophy	Non-Western Philosophy
	Buffington	Melanie	W/F	Assistant	45750	Art	Art Education
	Cunningham	Charles	W/M	Assistant	45000	English	Modern American Literature
	Curran	John	W/M	Assistant	48000	Mathematics	Actuarial
	Huprich	Steven	W/M	Assistant	53000	Psychology	Clinical
	Kullberg	Judith	W/F	Assistant	47000	Political Science	Comparative/International
	Molloy	Ryan	W/M	Assistant	45750	Art	Graphic Design
	Parker	Jeff	W/M	Assistant	44000	English	Creative Writing
	Rice	Jennifer	W/F	Assistant	64000	Economics	International/Applied
	Russell	Glenda	W/F	Assistant	53000	Psychology	Clinical
	Sneed	Bethany	W/F	Assistant	47000	Political Science	Public Admin/Public Personal Admin
	Watson	Paula	W/F	Assistant	44200	History/Philosophy	Philosophy of Law
	Young	Amy	W/F	Assistant	48000	Psychology	Clinical Systems
	Zhang	Li	A/M	Assistant	69000(wPhD)	Computer Science	Data Mining/Bioinformatics
CHHS	Bigelow	April	W/F	Assistant	52000	Nursing	Adult Health
	Chan	Michael	A/M	Assistant	54500	Assc Health Prof	Occupational Therapy
	Fox	Diane	W/F	Assistant	53000	Nursing	Clinical Laboratory Sciences
	Fuller	Craig	W/M	Assistant	55500	Assc Health Prof	Adult Health/Medical Surgical
COB	Mahoney	Lois	W/F	Assistant	93000	Acct/Finance	Acct Info Systems
	Milner	Morgan	B/M	Assistant	78500(wPhD)	Management	Organization Behavior
COE	Beaubien	Brigid	W/F	Assistant	48500	Teacher Educ	Early Childhood
	Camron	Steve	W/M	Assistant	49978	Special Educ	Emotional Impairment
	Moreno	Anthony	H/M	Assistant	46000	HPERD	Sports Biomechanics



## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
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<u>Brigid Beaubien</u>	W	F
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Assistant Professor in the Department of Teacher Education effective August 25, 2004 at an academic year base salary of \$48500.

### Education

Ph.D.	Wayne State University, 2003
M.A.	Wayne State University, 1998
B.S.	Eastern Michigan University, 1990

### Experience

2002-Present	Houghten Elementary School
2002-Present	Wayne State University
1998-2002	University of Detroit Mercy
1995-1998	Plymouth-Canton Community Schools
1993-1995	Boulevard Temple
1991-1993	Mount Clemens Community Schools
1990-1991	University of Michigan-Ann Arbor

<u>Name</u>	<u>Race</u>	<u>Gender</u>
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<u>Pamela Becker</u>	W	F
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Assistant Professor in the Department of Interdisciplinary Technology effective August 25, 2004 at an academic year base salary of \$55000.

### Education

Ed.D.	Eastern Michigan University, (Present)
M.S.	Eastern Michigan University, 1994
B.S.	University of Michigan-Dearborn, 1990
A.S.	Washtenaw Community College, 1984

### Experience

1995-Present	Eastern Michigan University
1978-1991	General Motors Corporation

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>April Bigelow</u>	W	F

Assistant Professor in the Department of Nursing effective August 25, 2004 at an academic year base salary of \$52000.

### Education

Ph.D. University of Michigan-Ann Arbor, (Present)  
M.S. University of Michigan-Ann Arbor, 2003  
B.S. University of Michigan-Ann Arbor (Magna Cum Laude), 1999

### Experience

1999-Present University of Michigan Medical Center

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Scott Boerma</u>	W	M

Assistant Professor in the Department of Music effective August 25, 2004 at an academic year base salary of \$44000.

### Education

D.M.A. Michigan State University, (Present)  
M.M. University of Michigan, 1992  
B.M. Western Michigan University, 1986

### Experience

2003-Present Eastern Michigan University  
2001-2003 Eastern Michigan University  
2000-2001 Michigan State University  
1993-2000 Novi High School  
1988-1993 Lamphere School District

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Brian Bruya</u>	W	M

Assistant Professor in the Department of History and Philosophy effective August 25, 2004 at an academic year base salary of \$44200.

### Education

Ph.D. (ABD) University of Hawaii, (Present)  
M.A. University of Hawaii, 1999  
B.A. University of Washington, 1992  
B.A. University of Washington, 1988

### Experience

1998-Present University of Hawaii  
1996-2002 Free-Lance  
1996-1997 University of Washington  
1990-1997 Free-Lance  
1990-1991 National Palace Museum, Taiwan  
1988-1991 Instructor of Various Positions, Taipei, Taiwan

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Melanie Buffington</u>	W	F

Assistant Professor in the Department of Fine Arts effective August 25, 2004 at an academic year base salary of \$45750.

### Education

Ph.D. Ohio State University, (Expected 2004)  
M.A. Ohio State University, 1999  
B.S. Pennsylvania State University, 1995

### Experience

2001 University of Missouri at Saint Louis  
1999-Present Ohio State University  
1995-1998 Frederick County Public Schools  
1996 Delaplaine Visual Arts Center  
1994 Pennsylvania State University

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Steve Camron</u>	W	M

Assistant Professor in the Department of Special Education effective August 25, 2004 at an academic year base salary of \$49978.

### Education

J.D. University of Toledo Law School, 1985  
B.S. Eastern Michigan University, 1977

### Experience

1990-1993 Adrian College  
1987-1992 South Central Michigan Substance Abuse Commission  
1987-Present Eastern Michigan University  
1985-Present Self-Employment  
1977-Present Lenawee Intermediate School District  
1977 Ypsilanti State Hospital

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Michael Chan</u>	A	M

Assistant Professor in the Department of Associated Health Professions effective August 25, 2004 at an academic year base salary of \$54500.

### Education

M.B.A. University of New Brunswick, 1996  
B.S. University of Toronto, 1983

### Experience

2002-Present Hacrum College  
1999-2002 College Misericordia  
1998-1999 Trinity Health Services  
1997 Kuwait-Dalhousie Physiotherapy & Rehabilitation Centre  
1990-1997 Dept. of Health & Community Services (Provincial Government)  
1983-1990 Hogarth-Westmount Hospital

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Charles Cunningham</u>	W	M

Assistant Professor in the Department of English Language & Literature effective August 25, 2004 at an academic year base salary of \$45000.

### Education

Ph.D. Carnegie Mellon University, 2001  
M.A. University of North Carolina-Greensboro, 1992  
B.A. Vanderbilt University, 1984

### Experience

1998-Present Carnegie Mellon University  
1992-1993 Guilford Technical Community College

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>John Curran</u>	W	M

Assistant Professor in the Department of Mathematics effective August 25, 2004 at an academic year base salary of \$48000.

### Education

Ph.D. Brown University, (Expected 2004)  
M.S. Brown University, 1997  
B.A. University of Chicago, 1989

### Experience

2000-2003 Bryant College  
1999-2000 Brown University  
1996-1997 Brown University  
1989-1995 Salomon Smith Barney

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Diane Fox</u>	W	F

Assistant Professor in the Department of Nursing effective August 25, 2004 at an academic year base salary of \$53000.

### Education

Ed.D. Eastern Michigan University, (Present)  
M.S. Eastern Michigan University, 2003  
B.S. University of Michigan (Magna Cum Laude), 1997  
B.A. Siena Heights College, 1989  
A.S. Washtenaw Community College (Honors), 1978

### Experience

2004-Present Eastern Michigan University  
2001-Present Eastern Michigan University  
1997-Present University of Michigan Hospitals  
1988-1995 Saline Community Hospital  
1988-Present Monroe County Community College  
1982-1988 Mott Children's Hospital  
1978-1979 University of Michigan Hospitals  
1974-1976 Ypsilanti State Hospital

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Craig Fuller</u>	W	M

Assistant Professor in the Department of Associated Health Professions effective August 25, 2004 at an academic year base salary of \$55500.

### Education

Ph.D. University of Pittsburgh, (Expected 2004)  
M.S. University of Pittsburgh, 2001  
M.S. Baylor University, 1996  
B.S. Baylor University, 1993

### Experience

1999-2004 University of Pittsburgh  
1998 Quest Diagnostics  
1997-1998 Arlington Memorial Hospital  
1997-1998 AMR Corporation  
1997-1998 Laboratory Corporation of America  
1993-1997 Baylor University

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Steven Huprich</u>	W	M

Assistant Professor in the Department of Psychology effective August 25, 2004 at an academic year base salary of \$53000.

### Education

Ph.D. University of North Carolina, 1999  
M.A. University of Dayton, 1994  
B.A. Taylor University (Magna Cum Laude), 1988

### Experience

1999-Present Baylor University  
1998-1999 SUNY Health Science Center  
1998-1999 Moses H. Cone Hospital Emergency Department  
1994-1998 University of North Carolina at Greensboro, Psychology Clinic

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Sema Kalaian</u>	A	F

Assistant Professor in the Department of Industrial Technology effective August 25, 2004 at an academic year base salary of \$58000.

### Education

Ph.D. Michigan State University, 1994  
M.A. Michigan State University, 1982  
B.A. Al-Mustansiriyah University, 1975

### Experience

2003 Michigan State University  
2001-Present University of Toledo  
2000 Michigan State University  
1998-2001 Consulting Unlimited  
1997-1998 University of Alabama at Birmingham  
1983-1996 Michigan State University

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Judith Kullberg</u>	W	F

Assistant Professor in the Department of Political Science effective August 25, 2004 at an academic year base salary of \$47000.

### Education

Ph.D. University of Michigan, 1992  
B.A. Saginaw Valley State College (Magna Cum Laude), 1981

### Experience

2002-Present Marshall University  
1998-2001 University of Michigan  
1990-1999 Ohio State University  
1988-1990 University of Michigan

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Lois Mahoney</u>	W	F

Assistant Professor in the Department of Accounting and Finance effective August 25, 2004 at an academic year base salary of \$93000.

### Education

Ph.D. University of Central Florida, 1997  
M.B.A. University of Central Florida, 1988  
B.A. Michigan State University, 1978

### Experience

1989-Present University of Central Florida  
1982-1989 Martin Marietta Corporation  
1980-1982 Lear Siegler, Inc.  
1978-1980 Touche, Ross and Company



## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Morgan Milner</u>	B	M

Assistant Professor in the Department of Management effective August 25, 2004 at an academic year base salary of \$78500 (with Ph.D.).

### Education

Ph.D. Michigan State University, (Expected 2004)  
B.A. Michigan State University, 1995

### Experience

2001-Present IKO Development  
1998-Present Michigan State University  
1995-1998 General Mills, Inc.  
1994 State Farm Insurance  
1990-1993 National City Bank

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Ryan Molloy</u>	W	M

Assistant Professor in the Department of Fine Arts effective August 25, 2004 at an academic year base salary of \$45750.

### Education

M.F.A. University of Texas-Austin, 2003  
B.A. Texas Tech University, 1998

### Experience

2001-2004 University of Texas-Austin  
2000-Present Free-Lance  
1998-2001 Alvidrez Architecture Inc.

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Anthony Moreno</u>	H	M

Assistant Professor in the Department of Health, Physical Education, Recreation and Dance effective August 25, 2004 at an academic year base salary of \$46000.

### Education

Ph.D. (ABD) Michigan State University, (Expected 2004)  
M.S. University of Nevada, 1998  
B.S. California State University at Fullerton

### Experience

2003 Eastern Michigan University  
2002-Present Albion College  
1998-2002 Michigan State University  
1997-1998 University of Nevada  
1992-1997 High Sierra Fitness  
1989-1992 Los Angeles Athletic Club  
1987-1989 California State University at Long Beach

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Ann Orr</u>	W	F

Assistant Professor in the Department of Special Education effective August 25, 2004 at an academic year base salary of \$49978.

### Education

Ed.D. University of Michigan-Ann Arbor, 1994  
M.A. University of Michigan-Ann Arbor, 1987  
B.A. Michigan State University, 1983

### Experience

2004 University of Michigan  
2003-2004 Eastern Michigan University  
1996-1997 Madonna University  
1996-Present Children's Software & New Media Revue  
1991-1996 Manchester Community Schools  
1987-1994 University of Michigan  
1983-1986 Ingham Intermediate School District  
1983-1984 Haslett Public Schools

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Jeff Parker</u>	W	M

Assistant Professor in the Department of English Language and Literature effective August 25, 2004 at an academic year base salary of \$44000.

### Education

M.F.A. Syracuse University, 1999  
B.S. University of Florida, 1996

### Experience

2000-Present Summer Literary Seminars  
2000-Present Ohio Dominican University  
1999-2000 Arizona State University  
1996-1999 Syracuse University  
1996-1999 Salt Hill Magazine  
1994-1996 Eclipse Digizine  
1994-1996 The Gainesville Sun

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Kate Pittsley</u>	W	F

Assistant Professor in the University Library effective August 25, 2004 at an academic year base salary of \$43500.

### Education

M.L.S. University of Michigan, 1988  
B.A. Michigan State University, 1983

### Experience

2001-Present Manchester District Library  
1998-2001 Merit Network  
1997-2000 University of Michigan  
1997-1998 Michigan Electronic Library  
1994-1997 Massachusetts Institute of Technology  
1990-1994 U of M School of Business Administration  
1989-1990 Library of Michigan (State Government Library)

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Linda Polter</u>	W	F

Assistant Professor in the Department of Special Education effective August 25, 2004 at an academic year base salary of \$49978.

### Education

S.P.A. Eastern Michigan University, 2002  
S.P.A. University of Toledo, 1985  
M.A. Eastern Michigan University, 1976  
B.S. Eastern Michigan University, 1970

### Experience

2002-Present Eastern Michigan University  
1969-2002 Monroe County Program for Hearing Impaired Children  
(Various Positions Held)

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Jennifer Rice</u>	W	F

Assistant Professor in the Department of Economics effective August 25, 2004 at an academic year base salary of \$64000.

### Education

Ph.D. (ABD) Indiana University, (Expected 2004)  
M.A. Indiana University, 2000  
M.A. Western Michigan University, 1997  
B.S. Manchester College, 1996

### Experience

1998-2004 Indiana University  
2003 Ivy Tech State College  
1997 Western Michigan University  
1995-1996 Manchester College

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
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<u>Glenda Russell</u>	W	F
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Assistant Professor in the Department of Psychology effective August 25, 2004 at an academic year base salary of \$53000.

### Education

Ph.D. University of Colorado at Boulder, 1984  
M.A. University of Colorado at Boulder, 1983  
B.A. University of Colorado at Boulder (Summa Cum Laude), 1979

### Experience

2002-Present Antioch New England Graduate School  
1991-2000 University of Colorado at Boulder  
1982-1985 University of Colorado at Boulder  
1982 Aurora Education Center

<u>Name</u>	<u>Race</u>	<u>Gender</u>
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<u>Karen Schulte</u>	W	F
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Assistant Professor in the Department of Special Education effective August 25, 2004 at an academic year base salary of \$49978.

### Education

S.P.A. Eastern Michigan University, 1989  
M.A. Eastern Michigan University, 1982  
B.A. Eastern Michigan University, 1976

### Experience

1995-Present Ann Arbor Public Schools  
1988-1995 Washtenaw Intermediate School District  
1988-Present Eastern Michigan University  
1977-1989 Chelsea High School

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Phil Smith</u>	W	M

Assistant Professor in the Department of Special Education effective August 25, 2004 at an academic year base salary of \$49978.

### Education

Ed.D. University of Vermont, 2000  
M.Ed. University of Vermont, 1994  
B.A. Franconia College, 1977

### Experience

2002-Present Saint Michael's College  
2001-Present Vermont Developmental Disabilities Council  
1999-2001 Invisible Victims Awareness Project  
1998-1999 Twinfield Union School  
1994-1998 Washington County Mental Health Services

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Bethany Sneed</u>	W	F

Assistant Professor in the Department of Political Science effective August 25, 2004 at an academic year base salary of \$47000.

### Education

Ph.D. Wayne State University, (Expected 2004)  
M.A. University of Maryland European Systems/Bowie State University,  
Lakenheath, England, 1999  
B.A. University of Colorado, 1995

### Experience

2001 Wayne State University  
2001 Texas Public Policy Foundation  
2000 Park University  
2000 San Felipe Del Rio Consolidated ISD

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Gilbert Stieffel</u>	W	M

Assistant Professor in the Department of Special Education effective August 25, 2004 at an academic year base salary of \$49978.

### Education

Ph.D. University of Michigan, 1985  
B.A. University of Illinois, 1971

### Experience

1987-1994 Concordia College  
1986-Present Eastern Michigan University  
1976-Present Dexter Community Schools

<u>Name</u>	<u>Race</u>	<u>Gender</u>
<u>Paula Watson</u>	W	F

Assistant Professor in the Department of History and Philosophy effective August 25, 2004 at an academic year base salary of \$44200.

### Education

Ph.D. University of Illinois, (Expected 2004)  
M.A. Virginia Tech, 1996  
B.A. Virginia Tech, 1994

### Experience

2002-Present University of Michigan  
2002-Present Eastern Michigan University  
2001-2002 University of Illinois-Chicago  
1996-1999 University of Illinois-Chicago  
1994-1996 Virginia Tech

## NEW FACULTY APPOINTMENTS

<u>Name</u>	<u>Race</u>	<u>Gender</u>
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<u>Amy Young</u>	W	F
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Assistant Professor in the Department of Psychology effective August 25, 2004 at an academic year base salary of \$48000.

### Education

Ph.D. University of Michigan-Ann Arbor, 1998  
M.A. University of Michigan-Ann Arbor, 1994  
B.A. Earlham College, 1987

### Experience

2002-Present JEMADARI Program Evaluation  
2001-Present University of Michigan

<u>Name</u>	<u>Race</u>	<u>Gender</u>
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<u>Li Zhang</u>	A	M
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Assistant Professor in the Department of Computer Science effective August 25, 2004 at an academic year base salary of \$69000 (with Ph.D.).

### Education

Ph.D. State University of New York at Buffalo, (Expected 2004)  
M.S. West Chester University, 1998  
M.A. West Chester University, 1997  
B.S. North China University of Technology, 1991

### Experience

1998-Present State University of New York at Buffalo  
2000 Chemcom, Inc.  
1997-1998 West Chester University  
1997 Business and Technology Center  
1996-1998 Learning Assistance and Resource Center  
1991-1995 Central Iron and Steel Research Institute



SECTION: 13
DATE: June 15, 2004

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

**RECOMMENDATION**

**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 123 probationary faculty members for the 2004-2005 academic year.

**STAFF SUMMARY**

The 123 probationary faculty members listed on the attachment have been reappointed for the 2004-2005 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 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

\_\_\_\_\_  
Date

## 2004-05 Faculty Reappointments

### College of Arts and Sciences

Name	Rank	Department
1 Ajrouch, Kristine	Assistant Professor	Sociology, Anthropology & Criminology
2 Alexander, Jessica	Assistant Professor	Communication & Theatre Arts
3 Armitage, Ruth Ann	Assistant Professor	Chemistry
4 Babcock, Donald	Assistant Professor	Music
5 Baker, William	Assistant Professor	English Language and Literature
6 Benitez, Vincent	Assistant Professor	Music
7 Benninghoff, Steve	Assistant Professor	English Language and Literature
8 Blakely, Colin	Assistant Professor	Art
9 Blumner, Jacob	Assistant Professor	English Language and Literature
10 Byrd, Michelle	Assistant Professor	Psychology
11 Calin, Ovidiu	Assistant Professor	Mathematics
12 Chamberlain, Kathleen	Assistant Professor	History & Philosophy
13 Clark-McCracken, Christine	Assistant Professor	Geography & Geology
14 Clemans, Daniel	Assistant Professor	Biology
15 Coffman, Margaret	Assistant Professor	Biology
16 Corsianos, Marilyn	Assistant Professor	Sociology, Anthropology & Criminology
17 Coykendall, Abigail	Assistant Professor	English Language and Literature
18 Csicsila, Joseph	Assistant Professor	English Language and Literature
19 Dehoog, John	Assistant Professor	Art
20 Egge, James	Assistant Professor	History & Philosophy
21 Ensor, Bradley	Assistant Professor	Sociology, Anthropology & Criminology
22 Estrem, Heidi	Assistant Professor	English Language and Literature
23 Francoeur, Steve	Assistant Professor	Biology
24 Garrett, Edward	Assistant Professor	English Language and Literature
25 Garrett, Simon	Assistant Professor	Chemistry
26 Grondona, Veronica	Assistant Professor	English Language and Literature
27 Gustavson, Kevin Blake	Assistant Professor	Geography & Geology
28 Hume, Christine	Assistant Professor	English Language and Literature
29 Hyndman, Chris	Assistant Professor	Art
30 Jones, Robert	Assistant Professor	Geography & Geology
31 Kaston, Andrea	Assistant Professor	English Language and Literature
32 Keller, Benjamin	Assistant Professor	Computer Science
33 Koch, Ellen	Assistant Professor	Psychology
34 Kolopajlo, Larry	Assistant Professor	Chemistry
35 Kuehn, Kevin	Assistant Professor	Biology
36 Lauterbach, Dean	Assistant Professor	Psychology
37 Leopard, Barbara	Assistant Professor	Mathematics
38 Lindsey, Harriet	Assistant Professor	Computer Science
39 Lucy, Robin	Assistant Professor	English Language and Literature
40 Maniccam, Suchindran	Assistant Professor	Computer Science
41 Maniotes, Andrew	Assistant Professor	Art
42 Narayanan, Krish	Assistant Professor	Computer Science
43 Nelson, Brian	Assistant Professor	Art
44 Neufeld, Christine	Assistant Professor	English Language and Literature
45 Orrange, Robert	Associate Professor	Sociology, Anthropology & Criminology
46 Petrescu, Claudia	Assistant Professor	Political Science

47 Poh, Elsa	Assistant Professor	Computer Science
48 Quiel, Raymond	Instructor	Communication & Theatre Arts
49 Reinhardt, Ulrich	Assistant Professor	Biology
50 Richard, David	Associate Professor	Psychology
51 Ruggiero, Maria	Assistant Professor	Art
52 Rutherford, Sandra	Assistant Professor	Geography & Geology
53 Saules, Karen	Associate Professor	Psychology
54 Schoenhals, Joel	Assistant Professor	Music
55 Semple, Hugh	Assistant Professor	Geography & Geology
56 Serena-Poli, Maria	Assistant Professor	Geography & Geology
57 Shillington, Cara	Assistant Professor	Biology
58 Sickles-Taves, Lauren	Assistant Professor	Geography & Geology
59 Suchan, Tom	Assistant Professor	Art
60 Tanner, Christine	Assistant Professor	Communication & Theatre Arts
61 Tomaszewski, Andreas	Assistant Professor	Sociology, Anthropology & Criminology
62 Wang, Bingwu	Assistant Professor	Mathematics
63 Yang, Guey-Meei	Assistant Professor	Art

### College of Business

Name	Rank	Department
64 Brickner, Daniel	Assistant Professor	Accounting & Finance
65 Chowdhury, Sanjib	Assistant Professor	Management
66 Chung, Sock	Assistant Professor	Computer Information Systems
67 Endres, Megan	Assistant Professor	Management
68 Etter, Edwin	Assistant Professor	Accounting & Finance
69 Frye, Crissie	Assistant Professor	Management
70 Hwang, Angela	Assistant Professor	Accounting & Finance
71 Isenhour, Linda	Assistant Professor	Management
72 Pearcy, Dawn	Assistant Professor	Marketing
73 Ross, Barbara	Assistant Professor	Accounting & Finance
75 Schulz, Eric	Assistant Professor	Management
76 Sonmez, Elif	Assistant Professor	Marketing
77 Wong, Diana	Assistant Professor	Management

### College of Education

Name	Rank	Department
78 Bishop, Joe	Assistant Professor	Teacher Education
79 Burke, Wendy	Assistant Professor	Teacher Education
80 Burns, Caroline	Assistant Professor	Teacher Education
81 Burton, Ella	Assistant Professor	Leadership & Counseling
82 Carney, Karen	Assistant Professor	Special Education
83 Carpenter, Robert	Assistant Professor	Teacher Education
84 Carter, Caroline	Assistant Professor	Teacher Education
85 Choudhuri, Dibya	Assistant Professor	Leadership & Counseling
86 Copeland, Nancy	Assistant Professor	Teacher Education
87 Dichtelmiller, Margo	Assistant Professor	Teacher Education
88 Dokes-Brown, Marion	Assistant Professor	Teacher Education
89 Faust, Robert	Assistant Professor	Health, Physical Education Recreation & Dance
90 Ginsberg, Sarah	Assistant Professor	Special Education

91 Harmon, Deborah	Assistant Professor	Teacher Education
92 Karshin, Christine	Assistant Professor	Health, Physical Education Recreation & Dance
93 Lee, Lidia	Associate Professor	Special Education
94 Lowenstein, Ethan	Assistant Professor	Teacher Education
95 Margerum-Leys, Jon	Assistant Professor	Teacher Education
96 Maylone, Nelson	Assistant Professor	Teacher Education
97 McCarthy, Susan	Assistant Professor	Health, Physical Education Recreation & Dance
98 McGinnis, Jacquelyn	Assistant Professor	Special Education
99 McGregor, Steve	Assistant Professor	Health, Physical Education Recreation & Dance
100 Nair, Murali	Assistant Professor	Health, Physical Education Recreation & Dance
101 Palladino, John	Assistant Professor	Special Education
102 Parks, Loreena	Assistant Professor	Special Education
103 Rearick, Mary	Assistant Professor	Teacher Education
103 Schulz, Jeffery	Associate Professor	Health, Physical Education Recreation & Dance
104 Williams, Ronald	Associate Professor	Leadership & Counseling
105 Zamani, Ebony	Assistant Professor	Leadership & Counseling

### College of Health & Human Services

Name	Rank	Department
106 Croxall, Colleen	Assistant Professor	Associated Health Professions
107 Love, Dian	Assistant Professor	Human, Environmental & Consumer Resources
108 Lu, Jiang	Assistant Professor	Human, Environmental & Consumer Resources
110 Reeves, Gretchen	Assistant Professor	Associated Health Professions
111 Tanicala, Martha	Assistant Professor	Nursing
112 Vandewiele-Milligan, Nancy	Assistant Professor	Associated Health Professions

### College of Technology

Name	Rank	Department
113 Bari, Mohammad	Assistant Professor	Industrial Technology
114 Ferber, Miklos	Instructor	Industrial Technology
115 Mannari, Vijay	Assistant Professor	Interdisciplinary Technology
116 Mitchell, Greg	Assistant Professor	Industrial Technology
117 Moylan, William	Instructor	Industrial Technology
118 Pilato, Denise	Assistant Professor	Interdisciplinary Technology
119 Pouria, Arezou	Assistant Professor	Industrial Technology
120 Texter, John	Professor	Interdisciplinary Technology
121 Wang, Jianhua	Assistant Professor	Industrial Technology

### University Library

Name	Rank	Department
122 Ho, Birong	Assistant Professor	Library
123 Owen, Eric	Assistant Professor	Library

SECTION: 14

DATE:

June 15, 2004

**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 2004 fall semester, for twenty-five (25) faculty members.

**STAFF SUMMARY**

Twenty-five (25) probationary faculty members listed on the attachment are recommended for tenure, effective at the beginning of the 2004 fall semester.

Newly-hired tenure-track faculty are "on probation" for a period of time that varies according to rank. Instructors are 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 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 page 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.

\_\_\_\_\_  
University Executive Officer

\_\_\_\_\_  
Date

### 2004-05 Tenure Appointments

<b>Name</b>	<b>Rank</b>	<b>Department</b>
1 Alford-Trewn, Peggy	Assistant Professor	Nursing
2 Armstrong, Jeffrey	Assistant Professor	Health, Physical Education, Recreation & Dance
3 Atzmon, Leslie	Assistant Professor	Art
4 Brooks, Judith	Assistant Professor	Human Environmental Consumer Resources
5 Cardon, Philip	Assistant Professor	Business Technology Education
6 Colon, Geffrey	Assistant Professor	Health, Physical Education, Recreation & Dance
7 Dorsey, John	Assistant Professor	Music
8 Ghosh, Subhas	Professor	Human, Environmental Consumer Resources
9 Gregory, Susan	Associate Professor	Human, Environmental Consumer Resources
10 Hoffman, Ellen	Assistant Professor	Teacher Education
11 Jerome, Sherry	Assistant Professor	Health, Physical Education, Recreation & Dance
12 Johnson, Jodi	Assistant Professor	Health, Physical Education, Recreation & Dance
13 Jones, Toni Stokes	Assistant Professor	Teacher Education
14 Lee, Hwei	Assistant Professor	Computer Information Systems
15 Levine, Sheldon	Assistant Professor	Health, Physical Education, Recreation & Dance
16 Mayda, Chris	Assistant Professor	Geography & Geology
17 Nims, Julia	Assistant Professor	Library
18 Owell, Russell	Assistant Professor	History & Philosophy
19 Parker, Kathlyn	Assistant Professor	Special Education
20 Ray, Daniel	Assistant Professor	Business Technology Education
21 Reiling, Denise	Assistant Professor	Sociology, Anthropology & Criminology
22 Tonkovich, John	Associate Professor	Special Education
23 Wang, Wendy	Assistant Professor	Foreign Language & Bilingual Studies
24 Wu, Tsu-yin	Assistant Professor	Nursing
25 Zinggeler, Margrit	Assistant Professor	Foreign Language & Bilingual Studies

SECTION: 15
DATE: 6/15/2004

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

**RECOMMENDATION**

**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 2004-2005.

**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 upon whether they were hired prior to 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-one (31) faculty members listed on the attached page 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**

None.

**ADMINISTRATIVE RECOMMENDATION**

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

University Executive Officer

\_\_\_\_\_  
Date

### 2004-05 Faculty Promotions

<b>Last Name</b>	<b>First Name</b>	<b>Department</b>	<b>College</b>	<b>Promotion</b>
1 Alford-Trewn	Peggy	Nursing	CHHS	Associate
2 Armstrong	Jeffrey	Health Physical Education Recreation & Dance	COE	Associate
3 Atzmon	Leslie	Art	CAS	Associate
4 Brooks	Judith	Human Environmental & Consumer Resources	CHHS	Associate
5 Bucciarelli	Elizabeth	University Library	Library	Associate
6 Bullard	Rita	University Library	Library	Professor
7 Cardon	Philip	Business Technology Education	COT	Associate
8 Dionne	Craig	English	CAS	Professor
9 Dorsey	John	Music	CAS	Associate
10 Edwards	Beth	Marketing	COB	Professor
11 Freedman-Doan	Carol	Psychology	CAS	Professor
12 Hoffman	Ellen	Teacher Education	COE	Associate
13 Ikeji	Augustine	Computer Science	CAS	Associate
14 Jerome	Sherry	Health Physical Education Recreation & Dance	COE	Associate
15 Jones	Toni Stokes	Teacher Education	COE	Associate
16 Lee	Huei	Computer Information Systems	COB	Associate
17 Levine	Sheldon	Health Physical Education Recreation & Dance	COE	Associate
18 Lewis-White	Linda	Teacher Education	COE	Professor
19 Mayda	Chris	Geography & Geology	CAS	Associate
20 Moeller	Susan	Accounting & Finance	COB	Professor
21 Nims	Julia	University Library	Library	Associate
22 Nybell	Lynn	Social Work	CAS	Professor
23 Owell	Russell	History & Philosophy	CAS	Associate
24 Ray	Daniel	Business Technology Education	COT	Associate
25 Reiling	Denise	Sociology, Anthropology & Criminology	CAS	Associate
26 Seibert	Theresa	Communications & Theatre Arts	CAS	Professor
27 Stevens	Lizbeth	Special Education	COE	Associate
28 Wang	Wendy	Foreign Language & Bilingual Studies	CAS	Professor
29 White	Darcelle	Business Technology Education	COT	Professor
30 Wu	Tsu-Yin	Nursing	CHHS	Associate
31 Zinggeler	Margrit	Foreign Language & Bilingual Studies	CAS	Associate



SECTION: 16
DATE: June 15, 2004

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

**RECOMMENDATION**

**LECTURER PROMOTIONS**

**ACTION REQUESTED**

It is recommended that the Board of Regents accept and place on file the report entitled Promotion of Lecturers for 2004-2005.

**STAFF SUMMARY**

The Collective Bargaining Agreement between Eastern Michigan University and the Eastern Michigan University Federation of Teachers (EMU-FT) provides that lecturers are eligible to apply for promotion in accordance with the following schedule of years of service in rank: Lecturer II – three (3) years, and Lecturer III - four (4) years.

Each of the ten (10) lecturers listed on the attached page 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**

None.

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
University Executive Officer

\_\_\_\_\_  
Date

### 2004-05 Lecturer Promotions

	<b>Last Name</b>	<b>First Name</b>	<b>Department</b>	<b>College</b>	<b>Promotion</b>
1	Block	Judy	University Library	Library	Lecturer II
2	Flannery	Clarinda	English	CAS	Lecturer II
3	Hall	Allison	Foreign Language & Bilingual Studies	CAS	Lecturer II
4	Kelly	Brendan	Communication & Theatre Arts	CAS	Lecturer II
5	Koral	Mary	English	CAS	Lecturer II
6	Landau	Pamela	Psychology	CAS	Lecturer II
7	Lowe	Monica	Human Environmental & Consumer Resources	CHHS	Lecturer II
8	Meloche	Christopher	Communication & Theatre Arts	CAS	Lecturer III
9	Schaumann-Beltran	Karen	Sociology, Anthropology & Criminology	CAS	Lecturer II
10	Schoolmaster	Courtney	English	CAS	Lecturer II

**BOARD OF REGENTS**  
EASTERN MICHIGAN UNIVERSITY

SECTION: 17

DATE:

June 15, 2004

**RECOMMENDATION**

**MONTHLY REPORT**  
**STUDENT AFFAIRS COMMITTEE**

**ACTION REQUESTED**

It is recommended that the Student Affairs Committee Agenda for June 15, 2004 and the Minutes of March 16, 2004 be received and placed on file.

**STAFF SUMMARY**

At its March 16, 2004 meeting the Student Affairs Committee received and unanimously endorsed the Student Leader Group's position paper in support of Eastern Michigan University. The Committee also voted unanimously to support the General Education Reform proposal despite several concerns which will be officially submitted to the General Education Reform committee. Reports were received regarding Faculty Relations, Civic Engagement and the University Technology Advisory Committee.

At its June 15, 2004 meeting the Student Affairs Committee will receive the 2004-05 Tuition and Fees Proposal, 2004-05 Room and Board Rates Proposal and the FY 2006 Scholarships, Awards and Grants-in-Aid proposal. The 2004-05 Student Leader Group priorities will also be presented.

**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 15, 2004  
8:00 a.m.

Agenda

Room 201  
Welch Hall

- |   |                |
|---|----------------|
| 1. Approval of March 16, 2004 Meeting Minutes       | Regent Brandon |
| 2. Introduction of New Members                      | Jim Vick       |
| 3. 2004-05 Tuition and Fees Proposal                | John Beaghan   |
| 4. 2004-05 Room and Board Rates Proposal            | Jim Vick       |
| 5. Scholarships, Awards and Grants-in-Aid – FY 2006 | Bernice Lindke |
| 6. 2004-05 Student Leader Group (SLG) Priorities    | SLG            |
| 7. Announcements                                    |                |
| 8. Other  |                |

EASTERN MICHIGAN UNIVERSITY  
Board of Regents  
**STUDENT AFFAIRS COMMITTEE**  
Minutes of March 16, 2004

**MEMBERS PRESENT**

Regents: Regent Brandon

Administration: Greg Peoples, Karen Simpkins, Jim Vick

Students: Sarah Armstrong, Jamarr Brimage, Edward Davis II, Alena Frey, Sean Gray, Shanna Kaminski, MaryAnne Kopecky, Ajay Koneru, Frank Zanger

**GUESTS**

Administration: Don Anderson, Chris Aris, Vickie Bagherzadeh, Nicole Banks, Rosalyn Barclay, Ruby Beckermeyer, Matt Calfin, Dave Carroll, Jayne Carroll, Andre Clanton, Heather Coe, Carlos Costa, Deb deLaski-Smith, Kevin Devine, Mike Erwin, Becky Figura, April Flanagan, Larry Gates, Justin Gerboc, Ellen Gold, Cindy Hall, Peggy Harless, Shalonda Harris-Casanova, Jesús Hernández, Marcus Jackson, Samuel Kirkpatrick, Ann Klaes, Jeff Koras, Doug Kose, Jim Locke, Cathy Lower, Thom Madden, John McAuliffe, Greg Millard, Tamara Miller, Ward Mullens, Geraldine Panelo, Stephanie Percy, Juanita Reid, Ken Ruppel, Gretchen Sanchez, Lewis Savage, Jennifer Schrage, Sherry Scott, Jeremiah Shinn, Michael Stark, Renee Suryan, Jennifer Tremewan, Cynthia Van Pelt, Steve Watson, Patricia Williams, Sandra Williams, Shauna Wilson, Jason Wyckoff

Students: Chari Balgenorth, Kelly Basden, Christine Lancaster, Heather Livingston, Prabha Natarajan, Renae Reese, Samuel Richardson, Ian Slaven, Carlos Stewart

Press: Nathan Bomey (Echo), Steve Wilson (WXYZ)

Regent Jan Brandon convened the meeting at 8:00 a.m. Minutes of the January 20, 2004 meeting were approved as presented. Vice President Vick welcomed Regent Brandon as the committee's new Chair as well as Edward Davis II, who replaced Gerrard Allen as Students of Color representative.

**Position Paper in Support of EMU**

Sean Gray (Student Body President), Alena Frey (Campus Life Council Representative) and Frank Zanger (Interfraternity Council President) presented the Student Leader Group's position paper in support of Eastern Michigan University. The position paper outlined the students' concerns with the spate of negative publicity that the University has received in recent weeks and disputed what it saw as numerous inaccuracies in those reports. The Student Leader Group expressed tremendous pride in Eastern Michigan University and in the opportunity to serve as an outspoken voice to the administration. Sean Gray moved that the Student Affairs Committee endorse the Student Leader Group's position paper in support of Eastern Michigan University. The motion was seconded by Frank Zanger and unanimously carried.

**Faculty Relations**

Shanna Kaminski (Student Body Vice President) reported that a priority of this year's Student Leader Group has been to improve collaborative relations between faculty and students. To that end, the Chair of the Faculty Council's Student Affairs subcommittee is now attending Student Leader Group meetings on a regular basis and the Student Leader Group has requested an opportunity to meet with the Faculty Council.

**General Education Reform Proposal**

MaryAnne Kopecky (Residence Hall Association President) and Alena Frey reported that the Student Leader Group had the opportunity to meet with the chair of the General Education Reform Committee to review their proposal. While the SLG is especially excited about the opportunity to incorporate learning through engagement in co-curricular activities, they expressed concern with implementation of this requirement as well as the requirement

to take "foundational" credits in writing, speech, and quantitative reasoning within the first 45 hours. Following discussion, Alena Frey moved that the Student Affairs Committee support the General Education Reform Proposal and that the SLG's concerns be officially transmitted to the General Education Reform Committee. The motion was seconded by Shanna Kaminski and passed unanimously.

### **Civic Engagement**

Sarah Armstrong (LGBT representative), Alena Frey and Frank Zanger provided a report on the importance of Civic Engagement and the impact those opportunities have had on members of the Student Leader Group.

### **University Technology Advisory Committee (UTAC)**

Ajay Koneru (International Student Association President), who serves on the University Technology Advisory Committee, provided an update on the committee's progress. Their recommendations will be submitted to the University in mid-July.

### **Other**

Dean Peoples and Vice President Vick commended this year's Student Leader Group as one of the brightest, most committed group of students with whom they've worked.

Several Student Leader Group members will travel to Lansing in the next two weeks to meet with individual members of the Joint Capital Outlay Subcommittee to lobby for inclusion of the new Student Center on the subcommittee's next agenda.

A flyer from the white supremacist group National Alliance was posted in the Normal Park neighborhood over the weekend. IFC President Frank Zanger expressed abhorrence for the act on behalf of the IFC, the Panhellenic Council and the National Pan-Hellenic Council.

An investigation is underway by Housing, the Dean of Students Office and the Department of Public Safety into the alleged incident at Best Hall this weekend involving someone in KKK attire. Student Body President Sean Gray encouraged ongoing dialogue between students and administrators about the alleged incident. Vice President Vick reported that the University does not condone such actions and will take appropriate action upon completion of the investigation.

Ajay Koneru invited members of the committee and the audience to attend the Colors in Harmony program on Saturday, March 20.

Sean Gray announced that Student Government elections will be held March 24-25, 2004.

The meeting adjourned at 8:50 a.m.

Respectfully submitted,

Teri L. Papp  
Student Affairs Committee Recording Secretary

**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 15, 2004, and the Minutes of the March 16, 2004, meeting be received and placed on file.

**SUMMARY**

The primary items for the June 15, 2004, Educational Policies Committee meeting included: (1) Academic Affairs Administrative/Professional Appointments/Transfers, (2) Staff Appointments, (3) Separations/Retirements, (4) Emeritus Faculty Status, (5) Faculty Appointments, (6) Faculty Reappointments, (7) Faculty Tenure, (8) Faculty Promotions, (9) Lecturer Promotions, (10) 2004-05 Sabbatical Leaves, (11) 2004-05 Faculty Research & Creative Activity Fellowships, (12) 2004 Spring-Summer Awards for Research & Creative Activity, (13) Policy Recommendations: New, Revisions and Deletions.

**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  
Provost and Vice President for Academic Affairs

Date \_\_\_\_\_

EASTERN MICHIGAN UNIVERSITY  
BOARD OF REGENTS

**EDUCATIONAL POLICIES COMMITTEE MINUTES**

March 16, 2004  
9:00 a.m., 205 Welch Hall

**Attendees:** (seated at tables) Regent Valvo (Chair), Susan Patalan, Provost Schollaert, Robert Van Der Velde, Regent Rothwell, Regent Brandon, Regent Griffin, Regent Gordon

**Guests:** (as signed in) L. Barkoff, D. Barton, N. Blanchard, P. Buchanan, D. Clifford, D. deLaski-Smith, J. Dugger, C. Ellis, R. Hanna, P. Harris, H. Höft, B. Lahidji, C. Lancaster, G. Liepa, D. Loppnow, S. McCracken, G. Nelson, J. Rankin, M. Reifel, J. Schulz, C. Shell, M. Tack, W. Tornquist, B. Warren, P. Williams, D. Wood

*Regent Valvo* convened the meeting at 9:05 a.m., and the following topics were discussed.

**Division of Academic Affairs Administrative/Professional Appointments/Transfers (Section 8)**

*Robert Van Der Velde, Assistant Vice President for Academic Administrative Services*, recommended that the Board of Regents approve one (1) new Administrative/Professional appointment at the rank, salary, and effective date provided.

**Staff Appointments (Section 9)**

*Susan Patalan, Interim Executive Director of Human Resources*, recommended that the Board of Regents approve 14 staff appointments for the reporting period of January 1, 2004 through February 29, 2004. Of the 14 staff appointments there are 7 females (50 percent) and 7 males (50 percent). Demographics of the total group indicate 7 Caucasians (50 percent), 5 African-Americans (36 percent), and 2 Asians (14 percent).

**Staff Separations/Retirements (Section 10)**

*Susan Patalan* recommended that the Board of Regents approve 17 separations and retirements for the reporting period January 1, 2004 through February 29, 2004. Of the 17 separations and retirements there are 5 (29 percent) females and 12 (71 percent) males. Demographics of the total group indicate 13 Caucasians (76 percent), 2 African-Americans (12 percent), 1 Hispanic (6 percent), and 1 Asian (6 percent).

**Emeritus Faculty Status (Section 11)**

*Paul Schollaert, Provost and Vice President for Academic Affairs*, recommended that the Board of Regents grant Emeritus Faculty Status to two (2) former faculty members, one posthumously. Katherine Strand Evans served the University with great distinction for 30 years, as professor in the department of Communication and Theatre Arts. Constantine Nicholas Raphael served the University with great distinction for 37 years as professor in the department of Geography and Geology.

**Monthly Report and Minutes Educational Policies Committee (Section 13)**

Regent Valvo requested a motion to approve the Minutes of the January 20, 2004 Educational Policies Committee meeting and recommended approval of the Agenda for March 16, 2004. The recommendation was accepted.



**New Policies & Policy Changes (Section 14)**

It is recommended that the Report on Faculty Personnel Practices report be accepted and placed on file. In accordance with the Board's request at the January 20, 2004 meeting for more information on visiting and adjunct faculty, this section documents that Eastern Michigan University's recently adopted personnel practices are consistent with those of peer institutions.

**Charter Schools Board Appointments (Section 19)**

*Joseph Pollack, Director of the Charter Schools Program*, requested that the Board of Regents appoint Mary Brooks-Walker and Jamal Mohanesh to three-year terms on the Board of Directors of the Academy for Business and Technology; Clifford Lamberg to a three-year term on the Board of Directors of Gaudior Academy; and Kathleen Harris to a three-year term on the Board of Directors of Grand Blanc Academy.

**Reissuance of Two Charter Schools (Section 20)**

*Joseph Pollack, Director of the Charter Schools Program*, requested that the Board of Regents reissue the charters for Edison Oakland Academy and Grand Blanc Academy, and authorize the President of the University to execute new contracts to expire on June 30, 2009. Dr. Pollack enumerated some of the accomplishments and successes of these schools.

**Opening of Term and Official Record Dates for the Fiscal Year (Section 22)**

It is recommended that the Board of Regents formally accept the following Opening of Term and Official Record dates for the 2004-2005 fiscal year as determined by University policy:

	<u>Opening of Term</u>	<u>Official Record</u>
Summer 2004	July 1, 2004	September 17, 2004
Fall 2004	September 13, 2004	January 21, 2005
Winter 2005	January 14, 2005	May 13, 2005
Spring 2005	May 5, 2005	July 15, 2005

**Report: Curriculum Review (Section 21)**

Paul Schollaert introduced *William Miller, Director, Course and Program Development*, who described how an idea becomes a course, and how a series of courses becomes an academic program. Please refer to the printed text and slides of Dr. Miller's presentation, which are attached, for a detailed description of the process. In brief, course changes, new courses, course revisions, program revisions, non-degree programs, and new degree programs all have to go through the course and program development system. This is an involved process which can take years to complete fully, depending on the kind of change or introduction that is being made, though the later stages tend to take far less time. All fifteen public state universities review and make recommendations on all new degree programs.

In response to some inquiries, Provost Schollaert provided a brief overview of the Presidents Council, State Universities of Michigan approval process. Issues taken into consideration include need of a particular program, suitability of the program to the institution's general mission, and whether the institution can demonstrate the capability of operating that kind of program. The committee makes its recommendations after voting on the new programs.

Regent Morris observed that at times like this it is inadvisable for institutions to be extending themselves financially in any way, but rather should focus on improving existing services. Implementing new programs at this time would be folly. In addition, he remarked that it would be an extremely frustrating and inefficient process, for a program to go through the lengthy system, only to reach the Board of Regents and be denied. Provost Schollaert assured Regent Morris he would be glad to provide the Board with an informal "heads up" of the creation of a new program well in advance of the final review date, so that the process can be halted before substantial time and money are expended in developing the new

program. Dr. Miller also pointed out that the college councils review the new programs quite extensively before they ever get as far as the Board.

Regent Rothwell expressed some concern that the course and program development process might reduce EMU's competitiveness, in that the length of time it takes to make changes might mean that other institutions with different processes could arrive at that kind of student service before us. Dr. Miller assured her that once a course clears the system, it can be implemented the following term. Previously, courses were held from implementation until their information appeared in all the printed materials, but this is no longer done, as long as the department will take responsibility for publicizing the new course. There are occasions when a course does not survive the review process.

In conclusion, Dr. Miller stated that the system does allow for a lot of scrutiny and evaluation all along the way, but his office tries to keep the system responsive, both to faculty concerns, and for the dynamics of the curriculum. Results are reported on a yearly basis to the academic community.

#### **Master's in Schools, Society, and Violence (Section 15)**

*Joseph Rankin, Interim director, University Honors Program*, recommended that the Board of Regents approve a new Academic Program: Master's in Schools, Society, and Violence. This program involves genuine interdisciplinary study of school violence, drawing on the University's strengths in sociology, criminology, and educational foundations. This program is aimed at in-service teachers who can learn how to reduce violent practices in schools. The program will help to advance the University's leadership in the art and science of teaching.

Regent Brandon commented that while having background information on the process that the degrees had to go through before arriving at this point is very helpful, she would like some more information. A process by which statistics such as: cost feasibility; the impetus for the change; how this affects other programs in the college; and perhaps a one-page summary listing minimum thresholds and projections, would permit the Board to understand the number of students being served by the new program. Provost Schollaert offered to create this process.

Dr. Rankin went on to explain that many of these programs are put together with pre-existing courses, so no new courses had to be created. In response to Regent Brandon's question about how many students will be served by these programs, Dr. Rankin replied that it is impossible to say precisely, but that students indicated a lot of interest on surveys. In addition, since most of the courses in the new programs are already being taught, it is hoped that the new programs will increase overall enrollment. The major group that it is hoped will be served by this program is teachers who are returning to update their credentials. Another group would be criminologists.

Regent Griffin moved to accept the recommendation for approval of this program, and Regent Rothwell seconded the motion.

#### **Master's in Health Education (Section 16)**

Paul Schollaert recommended that the Board of Regents approve a new Academic Program: Master's in Health Education. This new degree is designed to prepare middle and high school health educators, as well as those who work in various community health education roles. The program fills a critical need for the state's school systems and represents an important addition to our current bachelor's offering in health education.

*Jeffrey Schulz, Associate Professor in the Department of Health, Physical Education, Recreation, and Dance*, was introduced to answer questions about this degree. In terms of estimating the number of students to be served in this program, roughly 15 students are expected in the first cohort. An increase of public health concerns has led to the schools becoming a focus for solving these problems. Recently the

Centers for Disease Control has made an agreement with the state of Michigan to develop a coordinated school health care model, and the job market in health will likely expand as a result. Therefore, it is anticipated that future years will have more students, such that there are even some concerns about handling the number of applicants. Admission will become more selective if the applicant pool grows too large. Cuts in the revised budget were easier to make than expected. Many students currently enrolled as undergraduates pursuing a minor in health education would have preferred doing this work as graduates, if that option had been available. Therefore, though the nature of the population will change, the number of students will not be substantially increased, and staffing can remain the same. Three main areas were considered during the budget cutting process: a.) Equipment – there is external funding available for this, and much equipment is already in place, b.) Personnel – some instructors will be redirected away from teaching undergraduate and General Education courses, to teaching the graduate courses, c.) Marketing – program proponents may not be able to market on the grand scale originally envisioned, but they are willing to make do with what resources will be available, and are working with the Graduate School and Continuing Education to help publicize the program.

Regent Griffin moved to accept the recommendation, and Regent Rothwell seconded the motion.

**Master's in Bioinformatics (Section 17)**

Paul Schollaert recommended that the Board of Regents approve a new Academic Program: Master's in Bioinformatics. The Master of Science in Bioinformatics provides the core competencies for the extremely new field. The program gives Eastern Michigan University the opportunity to be an early entrant into a discipline likely to play a critical role in the life sciences and medicine during the coming century. Blending biotechnology and information technology, this new discipline will help shape advances in the life sciences. Built on exploratory work done with the support of a Sloan Foundation Grant, this specific program will combine competencies in science, computer science, statistics, and business management to produce graduates able to work as partners in scientific discovery teams. It is a unique program and highly consistent with the University's strategic directions.

Regent Griffin moved to accept the recommendation, and Regent Rothwell seconded the motion.

**Master's in Clinical Research Administration (Section 18)**

It is recommended that the Board of Regents approve a new Academic Program: Master's in Clinical Research Administration. This new Master of Science degree will allow students to develop expertise in the management of clinical research trials, a skill of increasing value as the regional role in the development of new pharmaceutical drugs and other medical treatments grows. The degree program expands a current eighteen hour post-baccalaureate certificate program offered by the University for the past eight years.

Regent Griffin moved to accept the recommendation, and Regent Rothwell seconded the motion.

The meeting was adjourned at 10:12 am.

Respectfully submitted,

Akosua Slough, Administrative Secretary  
Academic Affairs

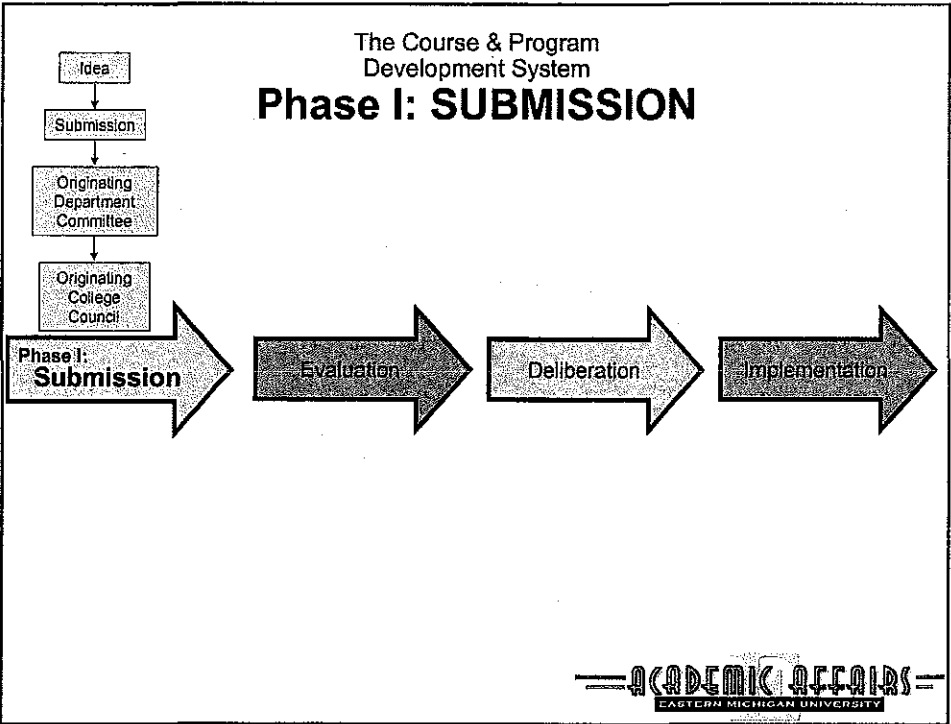
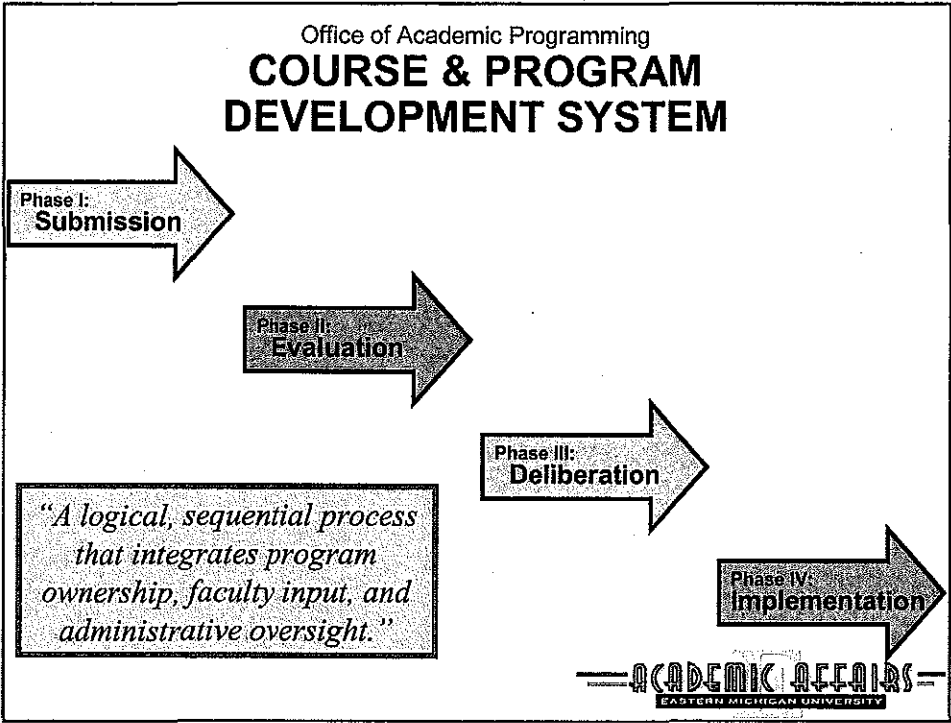
**COURSE AND PROGRAM DEVELOPMENT**

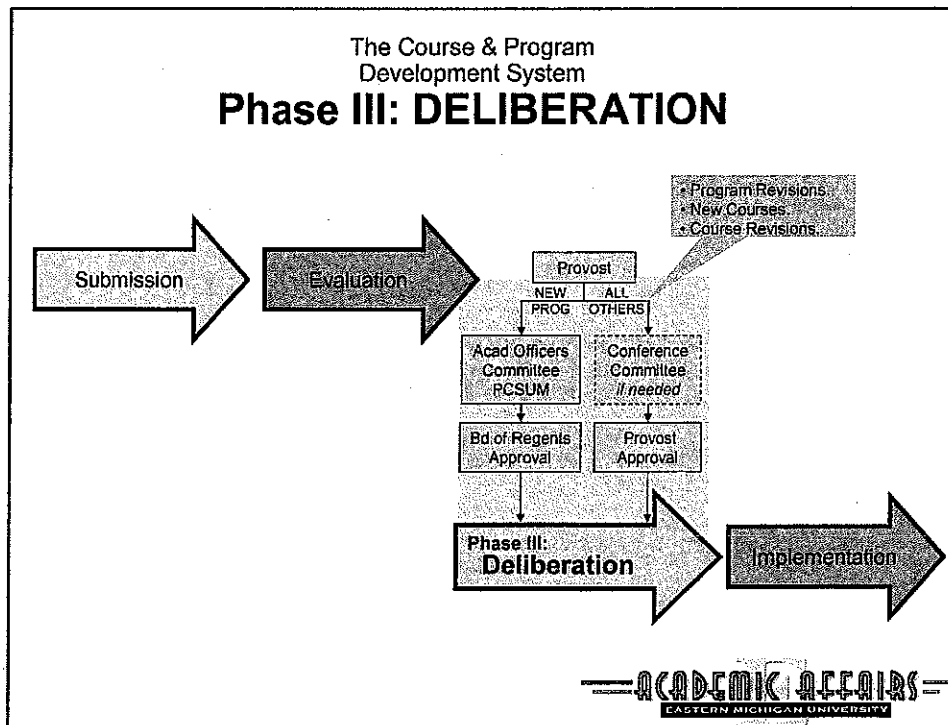
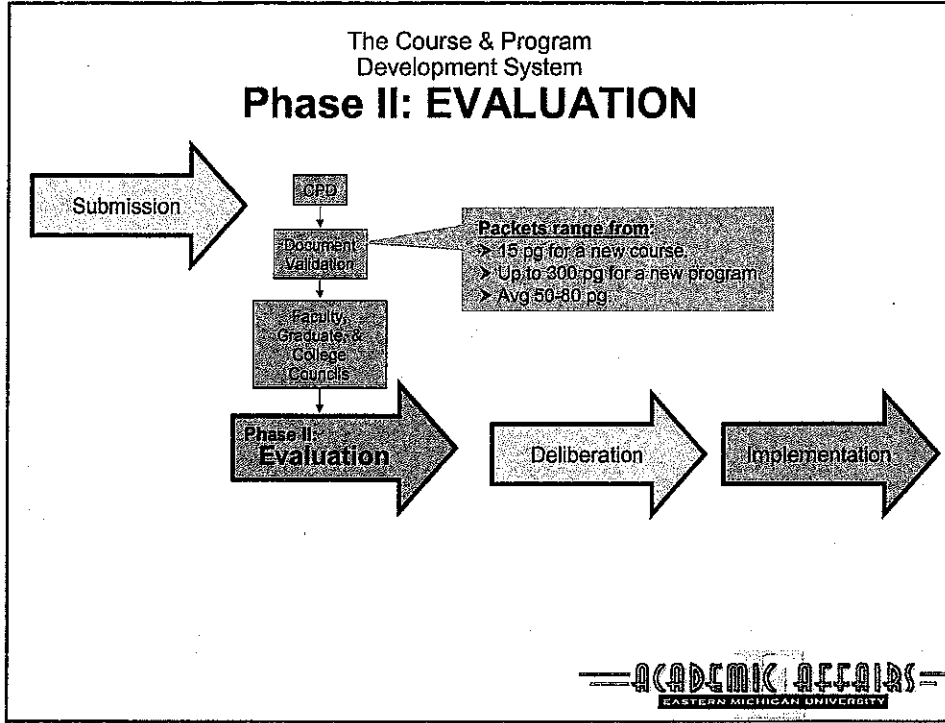
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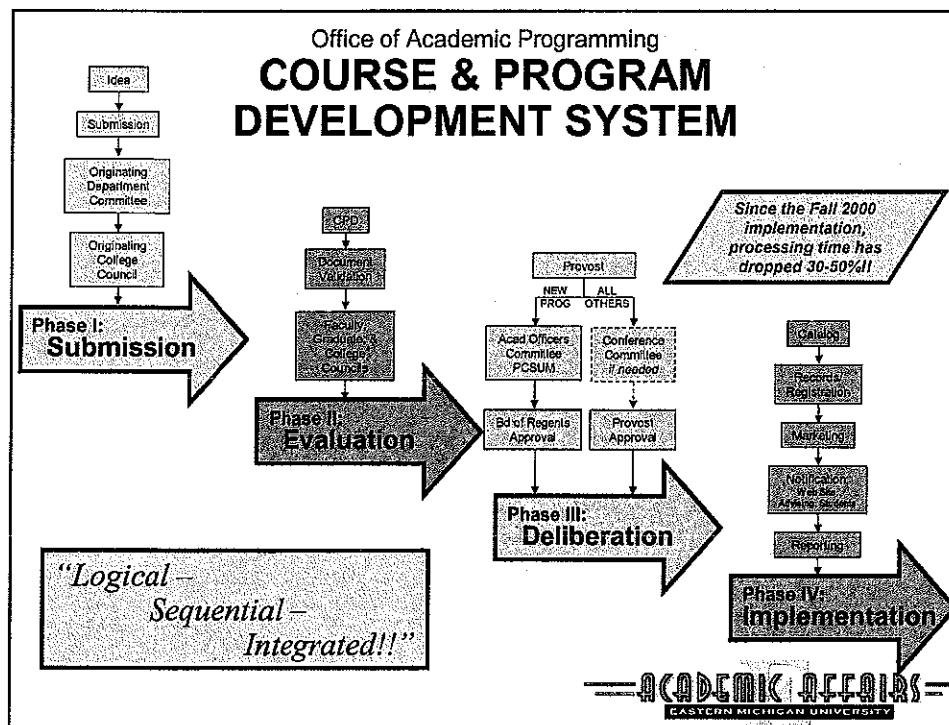
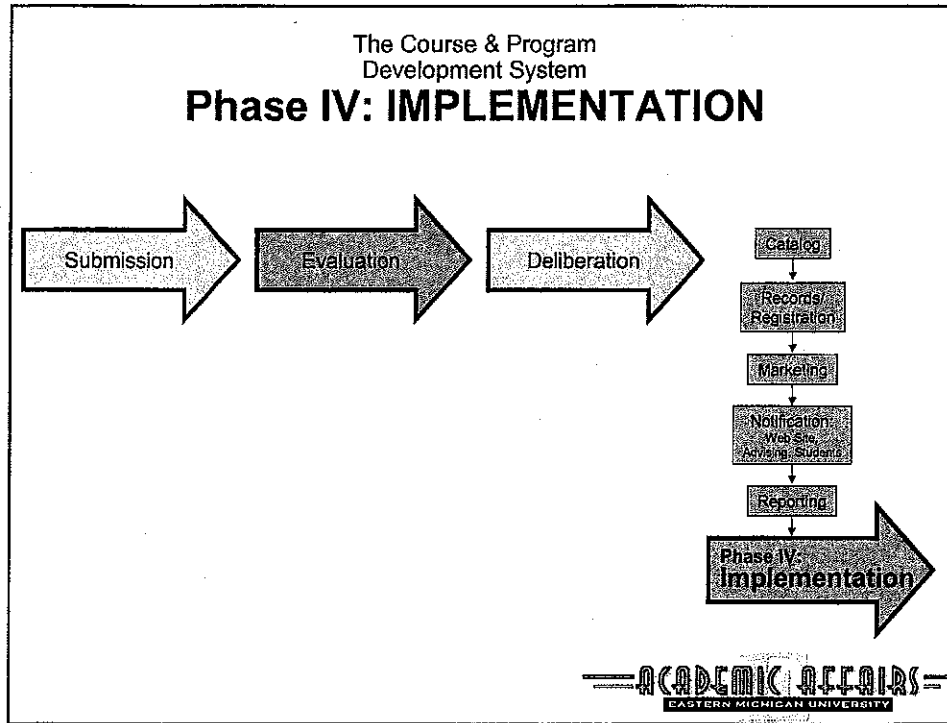
**EDUCATIONAL POLICIES COMMITTEE**

**EMU BOARD OF REGENTS**

**16 MARCH 2004**







The Course & Program  
Development System  
**PRODUCTIVITY**

**Completion times  
have improved  
dramatically.**

Proposals	Median days to complete		% Decrease
	2000-01	2002-03	
New Programs	155	103	33.5%
New Graduate Certificates	123	76	40.6%
Program Revisions	167	78	54%
New Courses	136	72	47%

Approvals	1999-00	2000-01	2001-02	2002-03
New Programs		3	3	10
New Graduate Certificates		4		18
Program Revisions		26	1	27
New Courses	67	87	73	175
Course Revisions		121	93	182
<b>Total</b>	<b>69</b>	<b>243</b>	<b>179</b>	<b>422</b>

**Now we're acting on  
more actions and  
have a much more  
dynamic curriculum.**

Office of Academic Programming  
**COURSE & PROGRAM  
DEVELOPMENT SYSTEM**

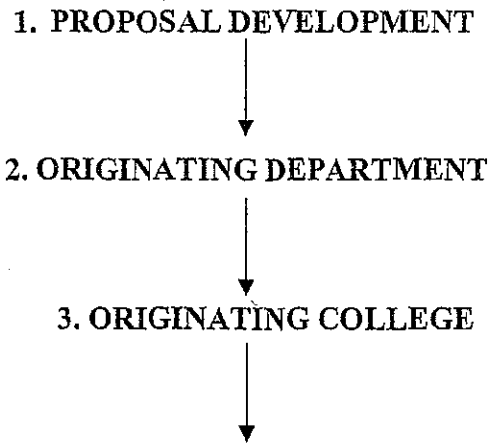
- Appreciate the opportunity to review the CPD process.
- We have a *good* system in place.
- It's responsive:
  - faculty priorities.
  - curriculum dynamics.
- Built-in implementation process & reporting requirement to ensure campus is aware CPD decisions.



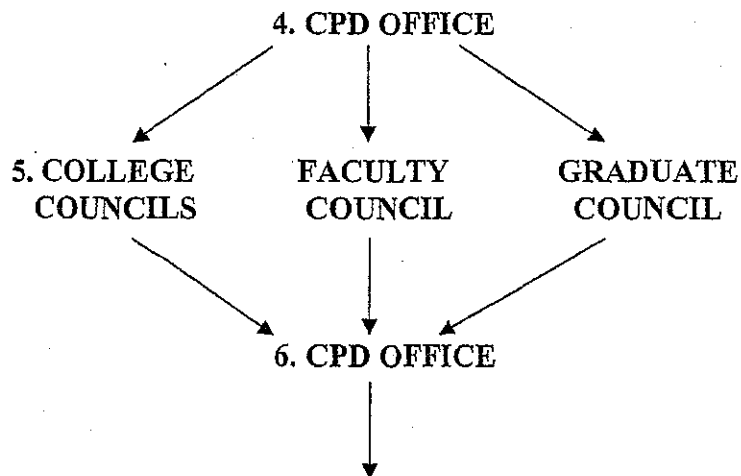
# **CPD OVERVIEW**

# COURSE AND PROGRAM DEVELOPMENT PROCESS

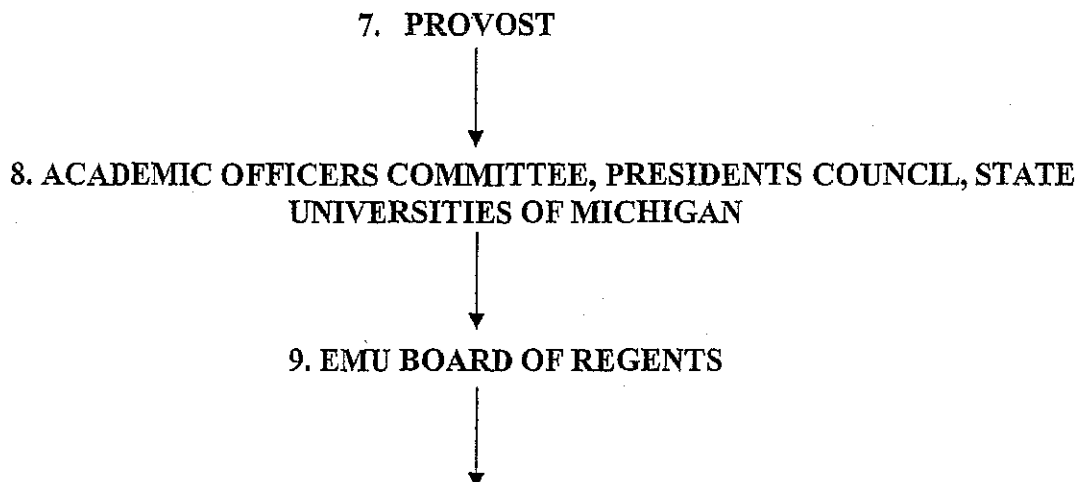
## PHASE I—SUBMISSION



## PHASE II—EVALUATION



## PHASE III—DELIBERATION



## PHASE IV—IMPLEMENTATION

To be approved, a proposal to add or change a course or program almost always goes through at least the first seven of these steps. They are explained below.

## **PHASE I--SUBMISSION**

**1. Proposal Development.** Proposals for new or revised courses or programs are typically initiated by faculty in an academic department. Curriculum modifications may range from something as simple as changing the title of an existing course to adding a new course to an existing program to creating an entirely new degree program. In many cases changes are the result of a perceived need within a department to add to its programmatic offerings, but they may also stem from such diverse external causes as altered accreditation requirements, federal or state mandated changes, or recommendations based on program review.

Proposals from every department are subject to scrutiny by every other department, most apparently through the various faculty advisory bodies in the Colleges, Graduate School and at the University level. All of these bodies will need to find a proposal acceptable before recommending its approval. Thus, proposal preparation involves more than simply writing it up and submitting it. The proposal must also be presented in such a way as to satisfy the Input System. With that in mind, the following:

- The submission of any proposal requires paperwork. Even something as simple as deleting a course or changing its prerequisites requires that a form be completed. For something as complex as a proposing a new program or significantly revising an existing one, the paperwork may be extensive and may require considerable prior effort. New programs will require a needs assessment and budget information; programs offered primarily through Continuing Education will require evidence of CE's agreement; revisions of existing programs will need a detailed comparison of the old and new programs. All forms and guidelines are available on line at: [www.emich.edu/public/aa/cpd](http://www.emich.edu/public/aa/cpd), in both Word and .pdf formats.
- While proposals are most often generated within individual departments, interdisciplinary courses and programs may involve more than one department or more than one college. As they are being developed, such proposals may require collaboration with and acceptance by faculty in several departments and Colleges. This process may complicate and delay the development of intricate proposals.

There is no easy way to estimate the time it may take to develop a proposal. Preparation time seems to be a function of several factors, including the complexity of the proposal and the urgency of making the changes. Clearly, complex proposals take longer than simple ones. New program proposals generally take longer to prepare than revisions of existing programs, oftentimes because they require such things as a needs assessment or a detailed cost analysis. Likewise, the necessity of getting something done quickly, as a result, for example, of a State, Federal or accrediting body mandate, can shorten the time a proposal is in development; while the need to collaborate with other departments or colleges to develop a new interdisciplinary program can significantly lengthen the process.

**2. Originating Department Review.** This is the first step in the review process. Proposals are reviewed in the originating department according to the procedures outlined in its Departmental Input Document (DID). Department faculty may decide to accept or reject the proposal, or to send it back for further work. Once the department faculty have found a proposal acceptable, it is sent to the

Department Head, along with the recorded faculty vote. The Department Head may also accept, reject or return it.

The time a proposal is in the originating department depends on the review that needs to occur. The steps are outlined in the DID, but the actual time a proposal takes to get through these steps varies, depending, for example, on how often faculty meet. Generally, however, most proposals spend about a month under review in their originating departments.

**3. Originating College Review.** A proposal that has been found acceptable at the department level is forwarded to the College. It is first reviewed by the College's faculty advisory body, the College Council. In some cases, e.g., Arts and Sciences, this means it is sent to a standing committee and then on to the full Council; in others, e.g., Technology, it is sent to the entire Council at the start. Councils reviewing the proposal have the same options as departmental faculty: they may accept or reject it, or send it back to the department for revision. Following Council action, the proposal is sent to the Dean, who may accept or reject the Council recommendation. In the vast majority of cases the Dean follows the wishes of the Council, though he/she has the right to decide differently.

The time a proposal spends in the College varies, depending on the review process. If a committee of the College Council looks at it first, it will take longer than if it is immediately reviewed by the entire Council. Again assuming no difficulties, it usually spends between two weeks and two months in the originating College.

## PHASE II--EVALUATION

**4. Distribution.** A proposal that has been accepted at the College level is then sent to the Course and Program Development Office. Proposals received by the CPD Office are logged in, given a response deadline and copied. The majority are then distributed to the University Faculty Input System.

The time a proposal spends in the CPD Office is very short. Simple course revisions or new courses will be there for only a day or two. Lengthy proposals or those that are among a large number that arrive at the same time may take four or five days to be distributed. Under no circumstances, however, does anything remain in the CPD Office for longer than a week.

**5. Faculty Input System Review.** Most proposals emerging from a College are sent to the University Faculty Input System. The exceptions are first, simple course changes that affect only the originating department or College, for example a change in title for a course that is used only by one program in one department; and, second, curricular changes that are mandated by State or federal regulations. A proposal that meets either of these two conditions may be sent directly from the CPD Office to the Associate Provost for final action.

The Faculty Input System consists of College Councils (including the Library), the University Faculty Council and the Graduate Council, the last of which reviews only those proposals that affect graduate education. By Contract, these input bodies have the right and responsibility to review curriculum proposals. The initial review is conducted by the Council in the originating college and is described in Step 3 above. The CPD Office distributes proposals to the remaining input bodies. The review process varies, depending on Council procedures and by-laws; but it parallels the process described in Step 3. In Arts and Sciences, Education and the Graduate School, committees review proposals before they are considered by the full Council. In Business, Health and Human Services and Technology, the full Council reviews them directly. After examining them, Councils typically recommend approval or disapproval; though in some cases they may also delay full consideration, i.e., table a proposal, and request more information. Councils have the responsibility of letting those who have submitted a

proposal know the reasons why it has been tabled. The CPD Office also monitors Council responses and helps see that tabled proposals are acted on without undue delay.

Final Council recommendations are sent to the appropriate Dean (or, in the case of the Graduate Council, to the Associate Vice-President for Graduate Studies and Research). Though they are advisory, seldom do Deans fail to accept them. The Dean sends the College response to the CPD office, usually on a form provided for that purpose. Colleges are, however, offered the option of not responding formally, with the understanding that the lack of a formal response signifies a recommendation to approve.

College Councils may review proposals using whatever criteria and standards they choose. Not all review them with the same degree of scrutiny, nor do they do so according to the same criteria and standards. At the same time, there are some criteria that all share. Three seem most important. First is overall coherence and intelligibility. A proposal that is not clearly articulated is very likely to be rejected or tabled by a reviewing body. Second is internal consistency. If the parts contradict one another, or if similar information is presented in widely different ways, then again a proposal's acceptance is likely to be delayed. Third and most important is content overlap. Reviewers are extremely sensitive to the possibility that the curricular content of a proposal might duplicate what is already being offered elsewhere, especially in areas of their own concern. A proposal for a new course in Law and Chemistry might well be a red flag to others who teach courses in the law. Without some acknowledgement and prior consultation with others who might have an interest in such a proposal, it would certainly run the risk of being waylaid somewhere in the Input System.

Proposals are sent to the Input System for varying lengths of time. As a rule, proposals for new courses, course modifications, and relatively straightforward revisions of existing programs are given a 60 day response deadline; while those for new degree programs and complex revisions of existing programs require a response within 90 days. The issue is complicated, however, by the fact that College Councils do not meet during the summer months. Thus, 60-day proposals that are not distributed to the Input System by about the first of May, or 90-day proposals that are not distributed by about the first of April, may well not be reviewed before the fall.

The actual time a particular proposal is under review may be shortened if all the reviewing bodies recommend it quickly. However, the time may also be lengthened if one or more of the reviewing bodies object to it. How quickly it might then be acted on will depend on how quickly objections can be handled.

**6. Process Resolution.** Proposals that have made their way through the Input System are returned to the CPD Office, where they are immediately forwarded to the Provost. Many of them are sent to the Provost the same day they are received. In no case is the delay more than a day or two.

### **PHASE III—DELIBERATION**

**7. Decision.** It is the Provost's job to approve or disapprove curriculum proposals. In almost all cases, he/she follows the recommendation of the Input System. Since the Input System almost always ends up recommending approval, this means that the Provost approves proposals most of the time, usually within a week or so. However, there are two cases in which approval may be delayed. First, it sometimes happens that there is an unreconciled dispute between those who have put forward a proposal and those who have reviewed it. This does not happen often, but it can occur. When it does, the Director of Course and Program Development sets up a meeting between the parties to the dispute and the Provost. After both sides have had a chance to present their points of view, the Provost decides how the issue is to be resolved. This decision is final. Second, there are occasionally issues with proposals that the Input System is not designed to handle. Most often these have to do with budgeting new programs that

require funding over and above what the department and College can provide. When programs require significant new funding, the Provost may delay approval until the sources of that funding have been identified.

In all cases save one, the decision of the Provost is final. The exception is when a proposal is for a new degree program, an undergraduate major or new Masters degree, for example. Programs such as these must also be reviewed by the Academic Officers Committee, Presidents Council, State Universities of Michigan and the EMU Board of Regents.

**8. Academic Officers Committee, Presidents Council, State Universities of Michigan.** The Academic Officers Committee is made up of the chief academic officers of the fifteen Michigan public universities. It reviews all new degree programs and makes recommendations regarding them to the University.

The Committee meets four times a year and requires that new programs brought before it be submitted six weeks ahead of time. Proposals are introduced, discussed and voted on at the meeting following their submission. Minimally, then, it will be six weeks after a new program has been introduced to the Council before it can be fully reviewed. More realistically, it is likely to take up to four months for the Council to act on it.

Some proposals that appear unproblematic may be sent to the Academic Officers Committee at the same time as they are being reviewed by the Input System. In this case, while there may be some delay between the time a proposal clears the System and when it can finally be approved, the delay may be relatively short. On the other hand, if there are issues with a proposal that require prior Provost scrutiny, budget issues for example, then it may not be sent to the Academic Officers Committee until after the Provost has acted. In this case, it may take the full period after Provost approval for the Committee to act on it.

**9. EMU Board of Regents Review.** New degree programs that have been approved by the Academic Officers Committee are then presented to the EMU Board of Regents for final action. The Board has final authority to approve or disapprove all new degree programs.

EMU's Board meets every two months, with again a stipulation that new programs will be submitted at least two weeks ahead of time. This means that there will be at least a two week interval between Provost approval and Board action; but, as with Academic Officers Committee action, the interval is more likely to be six weeks to two months.

#### **PHASE IV--IMPLEMENTATION**

**10. Implementation.** Proposals that have been approved must then be implemented. Full implementation of any proposal involves such things as loading what has been approved into Banner, listing it in the course schedule book and writing it into the catalog. These things take time and are often dependent on "outside" deadlines. For example, since the printed fall schedule book must be completed prior to the beginning of registration the preceding March, a curricular change that is approved in February will not appear in the printed schedule book until winter registration. This does not mean, however, that the change cannot be implemented earlier. Generally speaking, a change can be implemented the semester immediately after it is approved, provided that the department recognizes that it will not appear in any printed material for that term.

# **FORMS/GUIDELINES**

EASTERN MICHIGAN UNIVERSITY  
DIVISION OF ACADEMIC AFFAIRS

REQUEST FOR COURSE REVISIONS

TYPE OF REVISION: (CHECK ALL THAT APPLY.)

- Course Number
- Course Title
- Credit Hours
- Course Description
- Prerequisite/Corequisite
- Restriction

DEPARTMENT: \_\_\_\_\_

COLLEGE: \_\_\_\_\_

DEPARTMENT CONTACT: \_\_\_\_\_

PHONE: \_\_\_\_\_

CONTACT EMAIL: \_\_\_\_\_

DIRECTIONS: COMPLETE SECTION A AND SECTIONS B1a, B2a, B3a B4a, B9, B10 AND B11. COMPLETE ONLY THE REMAINING PARTS OF SECTION B THAT CONCERN THE REVISIONS CHECKED ABOVE. FOR ASSISTANCE CONTACT THE COURSE AND PROGRAM DEVELOPMENT OFFICE.

**A. Rationale for Revision:**

**B. Course Information**

a) Current Subject Code and Course Number: \_\_\_\_\_

b) (If new) Proposed Subject Code and Course Number: \_\_\_\_\_

a) Current Course Title: \_\_\_\_\_

b) (If new) Proposed Course Title: \_\_\_\_\_

a) Current Credit Hours: \_\_\_\_\_

b) (If new) Proposed Credit Hours: \_\_\_\_\_

a) Current Catalog Description:

b) (If new) Proposed Catalog Description (Limit to 50 words):



(Complete only if prerequisites are to be changed.) List Current and Proposed Prerequisite Courses by subject code, number and title. Students must complete prerequisites before they can take this course.

**Current:**

**Proposed:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

(Complete only if corequisites are to be changed) List Current and Proposed Corequisite Courses by subject code, number and title. Students must take corequisite courses at the same time as they are taking this course.

**Current:**

**Proposed:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

(Complete only if concurrent prerequisites are to be changed.) List Current and Proposed Concurrent Prerequisite Courses by subject code, number and title. Students must take concurrent prerequisites either before or at the same time as they are taking this course.

**Current:**

**Proposed:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. (Complete only if course restrictions are to be changed. Complete only those sections that pertain to the restrictions that are to be changed.) List Current and Proposed Course Restrictions. Course Restrictions limit the type of students who will be allowed to take the course.

a. Academic/Class Level: Check all those who will be allowed to take the course. See Notes below.

**Current**

**Proposed**

Freshperson \_\_\_\_\_

Sophomore \_\_\_\_\_

Junior \_\_\_\_\_

Senior \_\_\_\_\_

Certificate \_\_\_\_\_

Master's \_\_\_\_\_

Specialist \_\_\_\_\_

Doctoral \_\_\_\_\_

Freshperson \_\_\_\_\_

Sophomore \_\_\_\_\_

Junior \_\_\_\_\_

Senior \_\_\_\_\_

Certificate \_\_\_\_\_

Master's \_\_\_\_\_

Specialist \_\_\_\_\_

Doctoral \_\_\_\_\_

**Note:** Only 400-level undergraduate courses can be taken by graduate students for graduate credit. Only Certificate and Masters students may take these courses. If this is a 400-level course that will now be offered for graduate credit, attach Approval Form for 400-level Course for Graduate Credit.

**Note:** Only 500-level graduate courses can be taken by undergraduate students.

b. Majors/Programs: (Check if course is restricted to those in specific majors/programs)

**Current**

**Proposed**

Yes \_\_\_\_\_

Yes \_\_\_\_\_

No \_\_\_\_\_

No \_\_\_\_\_

If yes, list the majors/programs

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

c. Departmental Permission: (Note: Department permission requires the department to enter authorization for every student registering.)

Current

Proposed

Yes \_\_\_\_\_

Yes \_\_\_\_\_

No \_\_\_\_\_

No \_\_\_\_\_

d. Admission to Specific College: (Check if course is restricted to those admitted to specific college.)

Current

Proposed

College of Business: \_\_\_\_\_

College of Business: \_\_\_\_\_

College of Education: \_\_\_\_\_

College of Education: \_\_\_\_\_

9. List all departmental programs for which this course is Required or a Restricted Elective.

Program \_\_\_\_\_ Required \_\_\_\_\_ Restricted Elective \_\_\_\_\_  
Program \_\_\_\_\_ Required \_\_\_\_\_ Restricted Elective \_\_\_\_\_  
Program \_\_\_\_\_ Required \_\_\_\_\_ Restricted Elective \_\_\_\_\_

10. Is this course required by programs in other departments? Yes \_\_\_\_\_ No \_\_\_\_\_

11. If yes, do the affected departments support this change? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, attach letters of support. If no, attach letters from the affected department explaining the lack of support, if available.

### C. Action of the Department/College

#### 1. Department

Vote of department faculty: For \_\_\_\_\_ Against \_\_\_\_\_ Abstentions \_\_\_\_\_  
(Enter the number of votes cast in each category.)

\_\_\_\_\_  
Department Head Signature Date

#### 2. College

\_\_\_\_\_  
College Dean Signature Date

### D. Approval

\_\_\_\_\_  
Associate Provost Signature Date

EASTERN MICHIGAN UNIVERSITY  
DIVISION OF ACADEMIC AFFAIRS

REQUEST FOR NEW COURSE

DEPARTMENT: \_\_\_\_\_

COLLEGE: \_\_\_\_\_

DEPARTMENT CONTACT: \_\_\_\_\_

CONTACT PHONE: \_\_\_\_\_

CONTACT EMAIL: \_\_\_\_\_

**I. Rationale/Justification for the Course**

**II. Course Information**

Subject Code and Course Number: \_\_\_\_\_

Course Title: \_\_\_\_\_

Credit Hours: \_\_\_\_\_

Catalog Description (Limit to 50 words.):

Prerequisites: (List by Subject Code, Number and Title.) Students MUST complete prerequisites before they can take this course.

\_\_\_\_\_

Corequisites: (List by Subject Code, Number and Title.) Students MUST take corequisites at the same time as they are taking this course.

\_\_\_\_\_

Concurrent Prerequisites: (List by Subject Code, Number and Title.) Students MUST take concurrent prerequisites EITHER before or at the same time as they are taking this course.

\_\_\_\_\_

Equivalent Courses: (List by Subject Code, Number and Title) Students may not earn credit for both a course and its equivalent.

\_\_\_\_\_

Course Restrictions:

a. Academic/Class Level (Check all those who will be allowed to take the course.):

Undergraduate

Graduate

Freshperson \_\_\_\_\_

Certificate \_\_\_\_\_

Sophomore \_\_\_\_\_

Masters \_\_\_\_\_

Junior \_\_\_\_\_

Specialist \_\_\_\_\_

Senior \_\_\_\_\_

Doctoral \_\_\_\_\_

Note: Only 400-level undergraduate courses can be taken by graduate students for graduate credit. Only Certificate and Masters students may take these courses. If this is a 400-level course to be offered for graduate credit, attach Approval Form for 400-level Course for Graduate Credit.

Note: Only 500-level graduate courses can be taken by undergraduate students.

b. Will only students in certain majors/programs be allowed to take this course? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, list the majors/programs

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

c. Will Departmental Permission be Required? Yes \_\_\_\_\_ No \_\_\_\_\_

(Note: Department permission requires the department to enter authorization for every student registering.)

d. Is admission to a Specific College Required?

College of Business Yes \_\_\_\_\_ No \_\_\_\_\_

College of Education Yes \_\_\_\_\_ No \_\_\_\_\_

0. Will the course be offered for General Education credit? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, attach Request for Approval of a General Education Course.

2. Relationship to Existing Courses

Within the Department:

1. List all programs in which this course will be Required or a Restricted Elective.

Program \_\_\_\_\_ Required \_\_\_\_\_ Restricted Elective \_\_\_\_\_

Program \_\_\_\_\_ Required \_\_\_\_\_ Restricted Elective \_\_\_\_\_

Program \_\_\_\_\_ Required \_\_\_\_\_ Restricted Elective \_\_\_\_\_

2. Will this course replace an existing course? Yes \_\_\_\_\_ No \_\_\_\_\_

3. Complete #13 only if the answer to #12 is "Yes." Complete #14 only if the answers to #12 and #13b are both "Yes."

(Complete only if the answer to #12 is "Yes.")

a. Subject Code, Number and Title of course to be replaced:

c. Will the course to be replaced be deleted? Yes \_\_\_\_\_ No \_\_\_\_\_

(Complete only if the answers to #12 and #13b are both "Yes.") If the replaced course is to be deleted, it is not necessary to submit Request for Graduate and Undergraduate Course Deletion.

a. When is the last time it will be offered? Term \_\_\_\_\_ Year \_\_\_\_\_

b. Is the course to be deleted required by programs in other departments?  
Contact the Course and Program Development Office if necessary. Yes \_\_\_\_\_ No \_\_\_\_\_

c. If yes, do the affected departments support this change? Yes \_\_\_\_\_ No \_\_\_\_\_  
If yes, attach letters of support. If no, attach letters from the affected department explaining the lack of support, if available.

**Outside the Department:** The following information must be provided. Contact the Course and Program Development office for assistance if necessary.

i. Are there similar courses offered in other University Departments? Yes \_\_\_\_\_ No \_\_\_\_\_  
If yes, list courses by Subject Code, Number and Title

\_\_\_\_\_

\_\_\_\_\_

j. If similar courses exist, do the departments in which they are offered support the proposed course?  
Yes \_\_\_\_\_ No \_\_\_\_\_  
If yes, attach letters of support from the affected departments. If no, attach letters from the affected department explaining the lack of support, if available.

**D. Course Requirements**

7. Attach a detailed Master Course Syllabus including:

- a. Course goals and objectives
- b. Outline of the content to be covered
- c. Student assignments including presentations, research papers, exams, etc.
- d. Method of evaluation
- e. Grading scale (if a graduate course, include graduate grading scale)
- f. Special requirements
- g. Bibliography, supplemental reading list
- h. Other pertinent information.

**E. Cost Analysis** (Complete only if the course cannot be implemented without additional University resources. Fill in Estimated Resources for the sponsoring department(s). Attach separate estimates for other affected departments.)

Estimated Resources:	Year One	Year Two	Year Three
Faculty / Staff	\$ _____	\$ _____	\$ _____
SS&M	\$ _____	\$ _____	\$ _____
Equipment	\$ _____	\$ _____	\$ _____
Total	\$ _____	\$ _____	\$ _____

# Action of the Department/College

## Department

Vote of department faculty: For \_\_\_\_\_ Against \_\_\_\_\_ Abstentions \_\_\_\_\_  
 (Enter the number of votes cast in each category.)

\_\_\_\_\_  
 Department Head Signature Date

## College/Graduate School

### College

\_\_\_\_\_  
 College Dean Signature Date

### Graduate School

\_\_\_\_\_  
 Associate Dean Signature Date

## Approval

\_\_\_\_\_  
 Associate Provost Signature Date

EASTERN MICHIGAN UNIVERSITY  
DIVISION OF ACADEMIC AFFAIRS

OUTLINE FOR SUBMITTING PROPOSALS TO REVISE PROGRAMS

Use this outline to prepare proposals to revise existing programs, including undergraduate majors and minors and graduate degree programs and certificates. Proposals for revising programs should be submitted in narrative form, using the following outline. Guidelines are on the following page.

PROGRAM NAME AND CODE: \_\_\_\_\_

REVISED PROGRAM NAME AND CODE (IF APPLICABLE): \_\_\_\_\_

DEGREE: \_\_\_\_\_

DEPARTMENT(S): \_\_\_\_\_

COLLEGE(S): \_\_\_\_\_

I. Rationale

II. Description of Current Program

III. Proposed Revision

IV. Impact

V. Budget

VI. Action of the Department/College

1. Department:

Vote of department faculty: For \_\_\_\_\_ Against \_\_\_\_\_ Abstentions \_\_\_\_\_  
(Enter the number of votes cast in each category.)

I support this proposal. The proposed revision can \_\_\_\_\_ cannot \_\_\_\_\_ be implemented within the affected Department(s) without additional College or University resources.

\_\_\_\_\_  
Department Head Signature

\_\_\_\_\_  
Date

2. College/Graduate School:

A. College

I support this proposal. The proposed program can \_\_\_\_\_ cannot \_\_\_\_\_ be implemented within the affected College without additional University resources.

\_\_\_\_\_  
College Dean Signature

\_\_\_\_\_  
Date

3. Graduate School

\_\_\_\_\_  
Associate Dean Signature

\_\_\_\_\_  
Date

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## VII. Approval

\_\_\_\_\_  
Associate Provost Signature

\_\_\_\_\_  
Date

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## VIII. Appendices

- A. Market Analysis/Needs Assessment
- B. Mandates
- C. Request for New Graduate or Undergraduate Course Forms
- D. Letters of Support from Impacted Departments
- E. Cost Analysis (Complete only if the revision cannot be implemented without additional University resources. Fill in Estimated Resources for the sponsoring department(s). Attach separate estimates for other affected departments.)

Estimated Resources:	Year One	Year Two	Year Three
Faculty / Staff	\$ _____	\$ _____	\$ _____
SS&M	\$ _____	\$ _____	\$ _____
Equipment	\$ _____	\$ _____	\$ _____
<b>Total</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>



EASTERN MICHIGAN UNIVERSITY  
DIVISION OF ACADEMIC AFFAIRS

**DIRECTIONS FOR PREPARING PROPOSALS TO REVISE DEGREE PROGRAMS**

Departments intending to submit proposals for revising programs are encouraged to consult with the Course and Program Development Office and, if appropriate, the Graduate School prior to submitting such proposals. Proposals for program revisions should be submitted in narrative form, according to the following guidelines:

**I. Rationale:** Explain completely the rationale for the proposed revision. If it is the result of a market analysis or needs assessment, include documentation as Appendix A. If the revision is the result of state of Michigan, federal or accrediting agency mandate, attach documentation, including required implementation date, as Appendix B.

**II. Description of Current Program:** Describe the current program as it appears in the most recent University catalog. Include information about recommended general education courses, major/minor requirements, restricted and general electives, and the minimum number of total credit hours students completing the program will have taken by the time they graduate.

**III. Proposed Revision:** Provide a complete description of the revised program, organized so that the current and revised programs can easily be compared. Include a list of any new or revised courses. Indicate whether the proposed revision will increase the number of credit hours in the program. If the revision will increase the number of credit hours beyond 128 include a detailed rationale for the increase. Attach completed Request for New Course and/or Request for Course Revision form for each proposed new or revised course as Appendix C.

**IV. Impact:** Indicate whether and how the proposed revision will impact other University programs. Attach letters of support from affected departments as Appendix D.

**V. Budget:** Describe the budgetary impact of the proposed revision. If new resources will be needed, indicate their source. If the revision will require resources beyond those the department or college can provide, attach a cost analysis as Appendix E. (Note: If a significant portion of the cost of the revised program will be borne by Continuing Education, include evidence of Continuing Education's willingness to bear those costs.)



**B. Graduate School**

\_\_\_\_\_  
Associate Dean Signature

\_\_\_\_\_  
Date

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**VII. Approval**

\_\_\_\_\_  
Associate Provost Signature

\_\_\_\_\_  
Date

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**VIII. Appendices:**

- A. Required/Elective Courses
- B. Request for New Graduate or Undergraduate Course Forms
- C. Market Analysis/Needs Assessment
- D. Supporting Documents
- E. Faculty Vitae

**EASTERN MICHIGAN UNIVERSITY  
DIVISION OF ACADEMIC AFFAIRS**

**GUIDELINES FOR SUBMITTING PROPOSALS FOR NEW PROGRAMS**

Note: Departments intending to submit proposals for new programs are encouraged to consult with the Course and Program Development Office and, if appropriate, the Graduate School prior to submitting such proposals.

**I. Description.** This section is designed to provide information regarding the proposed program. Any pertinent information beyond that covered in the following should also be included.

**A. Goals and Objectives**

1. State the general philosophy and intent of the proposed program.
2. List the goals and objectives as specifically as possible.
3. How do stated goals and objectives compare with those of the professional community in the area of study proposed?
4. How do stated goals and objectives reflect current departmental, college and divisional goals, the outcome of the department's most recent program review, and university strategic planning directions?

The goals and objectives should be developed and stated so as to permit ready evaluation of whether they are being met or not.

**B. Program**

1. List all current courses that will be included in the program, and indicate whether they will be required, restricted electives or electives (include syllabi for all courses as Appendix A). Care should be exercised to see that all courses implement program goals and objectives.
2. List all new and revised courses that will be needed for the program (a Request for a New Course or Request for Course Revision form should be completed for each one and included as Appendix B). Care should be exercised to see that all courses implement program goals and objectives.
3. Outline a typical program of study a student would follow in completing the program.

**Interdisciplinary programs only:**

4. In which department or college will the program be housed? If more than one department or college will be participating in the program, provide evidence of support from all participating departments and/or colleges.

**Undergraduate programs only:**

5. Indicate the minimum number of total credit hours that students completing the program should have taken by the time they graduate. If the number is greater than 128, provide a detailed rationale for the additional credit hours.

**Graduate programs only:**

6. Indicate how the proposed program will assure graduate-level study (utilization of seminars, thesis, independent study, courses open only to graduate students, etc.).
7. How will the program incorporate an adequate emphasis on research?

**C. Admission**

**Undergraduate programs only:**

1. Will there be special admission requirements to the program (beyond those required for admission to the University)? If so, what are they (e.g., admission to the College of Education or Business, GPA, national examinations, interviews, letters of recommendation, etc.)?

2. If conditional admission is to be granted, how will this be determined and what requirements will be established that are different from those of regular admission?

**Graduate programs only:**

1. What admission requirements will be established for the program (GPA, national examinations, interviews, letters of recommendation, etc.)?
2. If conditional admission is to be granted, how will this be determined and what requirements will be established that are different from those of regular admission?

**D. Projections**

1. If the program is approved, what is the proposed timeline for implementation?
2. Project the number of students at initial enrollment, average number of students enrolled within three years, average number of graduations per year once program is established, etc.
3. Project anticipated directions the new program might take in the next three to five years for which new courses and additional resources would be needed. If possible, identify areas that new course proposals might cover.
4. Project scheduling needs and patterns for the next three to five years.

**E. Other Pertinent Information**

**II. Justification/Rationale.** This section is included to assure an adequate rationale for the proposed program. Any additional justification for the program beyond that covered in the following items should also be included.

- A. Present evidence that there is a demand for the proposed program. This should include an indication of professional and societal need, as well as student interest. (Include a market analysis and/or needs assessment as Appendix C.)
- B. Describe any similar programs that exist in Michigan. How is the proposed program unique? Why is there a need for an additional program in the field?
- C. Present evidence of support for the proposed program from within and outside the University. (Letters and other supporting documents should be included as Appendix D.)
- D. Describe the Program Delivery Plan, i.e. whether it will be offered on or off campus, on line, evenings and/or Saturdays. If courses are to be offered on Saturday, on line or off campus, include evidence of support from Continuing Education as Appendix E.
- E. Additional justification (if appropriate).

**III. Preparedness.** This section attempts to determine the institution's ability to mount a program of the type proposed. Any information beyond that covered by the following questions should also be included.

- A. Describe the qualifications of the faculty who will be involved in the proposed program. (Proposals for new graduate degree programs should include an abbreviated faculty vita for each individual in Appendix F.)
- B. (**Note: Proposals for new programs must include this information.**) Describe current library resources and analyze the adequacy of these resources for the proposed program. Include such items as books, journals, indexes, electronic resources (databases, etc.), multimedia (instructional videos, CDs, etc.) and microforms. If additional library holdings will be needed in the next three to five years, provide a plan for acquiring them.
- C. Analyze the adequacy of existing facilities, laboratories, or other physical equipment applicable to the proposed program.
- D. Determine the adequacy of supportive courses, faculty, and equipment outside of the department that may be important to the program (e.g., cognate courses, research assistance, computer services, facilities controlled by other departments/colleges, etc.).
- E. Outline a plan for marketing the proposed program and recruiting students into it.
- F. Additional information (if appropriate).

**Graduate programs only:**

- G. Describe the scope of any existing undergraduate program in the area described. Include data on the number of majors in the program, graduates per year, applications for graduate school, etc.

**IV. Assessment.** Provide a plan for evaluating the quality of the program, and a schedule for this evaluation. The evaluation plan should assure the inclusion of objective data to determine the degree of success in reaching stated goals and objectives.

**V. Program Costs.** This section attempts to establish the extent of additional funding required if the program is approved.

- A. Faculty, lecturers or supportive staff required (type, level, and approximate cost).
- B. Space or facilities required (type and approximate cost).
- C. Equipment required (type and approximate cost).
- D. Assistantships/fellowships required (number and approximate cost).
- E. Library resources required (type and approximate cost of both minimal and appropriate library resources).
- F. Marketing and recruiting costs
- G. Other costs not covered above (type and approximate cost).
- H. Total of all financial requirements for implementation of proposed degree.
- I. Percentage of total cost to be borne by Continuing Education. (Provide evidence of Continuing Education's willingness to bear these costs).

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

**REPORT**

**REPORT: 2004-2005 SABBATICAL LEAVE AWARDS**

**ACTION REQUESTED**

It is recommended that the Board of Regents accept and place on file the Report on 2004-2005 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 2004-2005, nine (9) two-semester and seven (7) one-semester leaves will be awarded.

**FISCAL IMPLICATIONS**

None. The cost of sabbatical leaves will be absorbed in the 2004-2005 faculty salary budget.

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
University Executive Officer  
Provost and Vice President for Academic Affairs

\_\_\_\_\_  
Date

EASTERN MICHIGAN UNIVERSITY  
DIVISION OF ACADEMIC AFFAIRS

**2004-2005 SABBATICAL LEAVE AWARDS**

**TWO SEMESTER**

**Cheryl M. Cassidy**, English Language & Literature. "Women and Empire 1750-1930: Primary Sources on Gender and Anglo-Imperialism, India 1830-1930"

**Margaret Davis**, Art. "Decoding"

**Cristina Jose-Kampfner**, Teacher Education. "Si Se Puede – It Can Be Done: Advancing Adolescent Latinas in Mathematics"

**Steven D. Kirby**, Foreign Languages & Bilingual Studies. "A Glossary to the Old Spanish Libro de buen amor (Book of Good Love) by Juan Ruiz, Arcipreste de Hita"

**Judith A. Olson**, Associated Health Professions. "The Phenomenon of Early Expulsion and Occupational Therapy Services"

**Alice Jo Rainville**, Human, Environmental & Consumer Resources. "School Lunch Cost Comparison: On-Site vs. Fast Food vs. Home-Prepared"

**Krishnaswamy Rengan**, Chemistry. "Accurate Measurement of Fission-Product Yields"

**James Thornton**, Economics. "Is Increased Spending on Medical Care Worth It?"

**Jose C. Vites**, Chemistry. "Methods Development for Multi-Element Analysis by HR-ICPMS for the Study of Mercury Speciation and Transport in the Environment"

**ONE SEMESTER**

**Linda Burilovich**, Accounting and Finance. "A Study of the Risk of the Reclassification of Debt"

**Shenghui Kathy Chu**, Mathematics. "Professional Development in Bioinformatics"

**Maria C. Milletti**, Chemistry. "Theoretical Modeling of Nitrogen-Containing Compounds"

**Ross Nord**, Chemistry. "Theoretical Modeling of the Catalytic Oxidation of Carbon Monoxide"

**Joseph Ohren**, Political Science. "Faith-Based Delivery of Services Funded Through the CDBG Program"

**Diana Pancioli**, Art. "Glaze Forward"

**Tracy S. Tillman**, Industrial Technology. "Develop the Foundation for the SME/IIIE/Shingo Lean Manufacturing Professional Certification Program"



SECTION: 20

DATE:

June 15, 2004

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

**REPORT**

**REPORT: 2004-2005 FACULTY RESEARCH AND CREATIVE ACTIVITY FELLOWSHIPS**

**ACTION REQUESTED**

It is recommended that the Board of Regents accept and place on file the Report on 2004-2005 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 Vice President for Academic Affairs. Brief summaries of the approved projects are contained on the attached page. Nine faculty will be supported.

**FISCAL IMPLICATIONS**

None. The cost of the fellowships will be absorbed in the 2004-2005 faculty salary budget.

**ADMINISTRATIVE RECOMMENDATION**

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

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University Executive Officer  
Provost and Vice President for Academic Affairs

---

Date

EASTERN MICHIGAN UNIVERSITY  
DIVISION OF ACADEMIC AFFAIRS

**2004-2005 FACULTY RESEARCH AND CREATIVE ACTIVITY  
FELLOWSHIPS**

**Elizabeth R. Butch**, Chemistry

“Development of Biochemical Tools for Studying Neuronal Signal Transduction Pathways”

**Weidlan Shen**, Physics and Astronomy

“Using a Localized Electrochemical Impedance Spectroscopy, Combined with a Scanning Probe Microscope, to Study Corrosion – a New Approach to Investigate Corrosion Mechanism in Micro and Nanoscale”

**Robert M. Citino**, History and Philosophy

“The German Way of War, 1648-1945”

**Lynn M. Nybell**, Social Work

“Connecting Youth and Youth Policy through Participatory Research”

**Steven N. Francoeur**, Biology

“Microbial Interactions in Wetland Ecosystems: Can Algae Affect Decomposition”

**Ulrich Reinhardt**, Biology

“Integration of Research and Management of Invasive Species: Projects in Hokkaido and Galapagos”

**Ruth Ann Armitage**, Chemistry

“Radiocarbon Dating and Compositional Analysis of Rock Paintings”

**Elizabeth Oates Schuster**, Gerontology / Social Work

“Life Review at an Urban Long-Term Care Facility and the Impact on Student Age-Related Attitudes”

**Ellen C. Schwartz**, Art

“Metal Icons – Images for the Middle Class”

SECTION: 21
DATE: June 15, 2004

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

**REPORT**

**REPORT: 2004 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 2004 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 six (6) 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 2004-2005 faculty salary budget.

**ADMINISTRATIVE RECOMMENDATION**

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

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University Executive Officer  
Provost and Vice President for Academic Affairs

---

Date

EASTERN MICHIGAN UNIVERSITY  
DIVISION OF ACADEMIC AFFAIRS

**SPRING-SUMMER AWARDS FOR RESEARCH  
AND CREATIVE ACTIVITY FOR 2004**

**Sanjib Chowdhury**, Management

“Triggers, Barriers, and Viability of Green Entrepreneurship: Challenging the Existing Paradigm”

**Bradley E. Ensor**, Sociology, Anthropology, and Criminology

“Long-Term Archaeological Research Program Development at Islas de Los Cerros, Tabasco, Mexico”

**Matthew Evett**, Computer Science

“CyberLab: A Tool for Constructing Experiments for On-Line Science Courses”

**Simon J. Garrett**, Chemistry

“A Model System to Evaluate the Role of Particulate Carbon Emissions on the Production of Ozone-Depleting Molecules”

**Heather L. S. Holmes**, Chemistry

“Identification and Quantitation of Biomarkers for Acute Kidney Failure Caused by Lipid Peroxidation”

**John M. Palladino**, Special Education

“How School Administrators Collaborate with Homeless Mothers on Behalf of Youth with Emotional Disabilities”

**EASTERN MICHIGAN UNIVERSITY**  
**Board of Regents**  
**Educational Policies Committee**

June 15, 2004  
9:00 – 10:00 a.m.  
205 Welch Hall

**AGENDA**

**Consent Agenda**

- Section 8 Academic Affairs Administrative/Professional Appointments/Transfers  
(*Robert Van Der Velde*)
- Section 9 Staff Appointments (*Susan Patalan*)
- Section 10 Separations/Retirements (*Susan Patalan*)
- Section 11 Emeritus Faculty Status (*Paul Schollaert*)
- Section 12 Faculty Appointments (*Robert Van Der Velde*)
- Section 13 Faculty Reappointments (*Robert Van Der Velde*)
- Section 14 Faculty Tenure (*Robert Van Der Velde*)
- Section 15 Faculty Promotions (*Robert Van Der Velde*)
- Section 16 Lecturer Promotions (*Robert Van Der Velde*)

**Regular Agenda**

- Section 18 Monthly Report and Minutes (*Regent Valvo*)
- Section 19 2004-05 Sabbatical Leaves (*Paul Schollaert*)
- Section 20 2004-05 Faculty Research & Creative Activity Fellowships (*Paul Schollaert*)
- Section 21 2004 Spring-Summer Awards for Research & Creative Activity (*Paul Schollaert*)
- Section 22 POLICY RECOMMENDATIONS: New, Revisions & Deletions (*Cabinet Members*)

**BOARD OF REGENTS**  
EASTERN MICHIGAN UNIVERSITY

SECTION: 22

DATE:

June 15, 2004

**RECOMMENDATION**

**BOARD POLICIES RECOMMENDED FOR APPROVAL**

**ACTION REQUESTED**

It is recommended that the Board of Regents approve the creation of two new policies, the deletion of five policies, and the revision of nine others. (See attached information.)

**STAFF SUMMARY**

Two new policies and the nine policies recommended for revision, along with five policies recommended for deletion will eliminate redundancy, clarify focus, update content, and ensure that all policies are formatted similarly. The rationale for each action is included on the attached documents.

**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  
NEW BOARD POLICIES**

<b>Policy Name</b>	<b>Rationale for New Policies</b>
<p>Distribution of Published Materials</p> <p style="text-align: right;">①</p>	<p>This policy describes current practice and formalizes the parameters under which published materials can be distributed on campus to ensure that safety and orderly traffic patterns are maintained, class or office routines are uninterrupted, and a pleasant living/learning environment is maintained. Additionally, the policy stipulates that published materials may not be sold on campus except as prescribed in the policy on the sale of commercial products. Content of distributed material is not regulated by this policy nor does the policy apply to materials distributed by instructors for classroom use.</p>
<p>Relationship of Student Media to the University</p> <p style="text-align: right;">①</p>	<p>This policy is necessary to articulate the autonomous nature of the relationship between Student Media and the University. Although this relationship can be inferred by the language of the existing Student Media Board policy and by current practice, it is more legally sound to declare expressly the independence of Student Media.</p>



# Policies, Rules And Regulations

<b>Effective Date</b>	<b>Date of Revision</b>		
6-15-04			
<b>Chapter Name</b>	<b>Chapter No.</b>	<b>Page</b>	
EMPLOYMENT/AFFIRMATIVE ACTION	3	Page 1 of 2	
<b>Issue</b>			
DISTRIBUTION OF PUBLISHED MATERIALS			

## UNIVERSITY POLICY STATEMENT

In order to ensure the orderly transaction of business, the University has an interest in controlling where and when published materials are distributed. The University shall make no effort to regulate the content of published materials, which circulate on the campus.

(2)

Published materials may not be sold on campus except as prescribed in the policy on the sale of commercial products.

\* Instructors are responsible for materials distributed within the classroom, in accordance with applicable departmental and University regulations. Any persons who wish to distribute materials in a classroom must receive the instructor's approval.

## UNIVERSITY PRACTICE

The University has an interest in providing for safety and orderly traffic patterns; preventing littering and the interruption of class or office routines; establishing and maintaining pleasant living, working, and studying conditions; and controlling the sale of commercial products on campus. To further these legitimate concerns, the distribution of published materials on the campus (other than course-related materials approved by instructors for classroom use) is limited as prescribed below.

Published materials may be distributed free of charge at locations listed below, without prior regulation of content. The University will not be responsible for any content that is found to be in violation of law or the rights of any person.

(3)

On open grounds owned by the University.

In approved display containers.

At the desks of residence halls or placed in residence hall mailboxes in accordance with residence hall rules in effect.

Outside entranceways of University buildings and, in case of inclement weather, in entranceways of buildings so long as traffic is not obstructed.

Posted on approved bulletin boards in accordance with established regulations relating to size, time of posting, priority of appearance, etc.

No published materials may be left unattended, except in display containers or devices, which will keep them in neat piles. When handed to passersby, such material shall be given only to persons who reach for it or otherwise indicate a willingness to receive it. In no event should published materials be thrown at or thrust into the hands of unwilling recipients.



Chapter Name	Chapter No.	Page
EMPLOYMENT/AFFIRMATIVE ACTION	3	2 of 2
<b>Issue</b>		
DISTRIBUTION OF PUBLISHED MATERIALS		

No published or printed materials may be distributed or solicited in private areas of the University such as offices, lounges, working areas, corridors of residence hall rooms except on the specific invitation of the occupant or person in control of the area.

Violations of these regulations will be processed through the established University disciplinary procedures.

#### **RESPONSIBILITY FOR IMPLEMENTATION**


④ The vice president for student affairs has responsibility for implementing this policy.

#### **SCOPE OF POLICY COVERAGE**

This policy applies to all published materials.

**Authority for Creation or Revision**

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<b>Effective Date</b>		<b>Date of Revision</b>		<b>Policies, Rules And Regulations</b>
6-15-04				
<b>Chapter Name</b>		<b>Chapter No.</b>	<b>Page</b>	
STUDENT PROGRAMS AND REQUIREMENTS		8	Page 1 of 1	
<b>Issue</b>				
RELATIONSHIP OF STUDENT MEDIA TO THE UNIVERSITY				

### UNIVERSITY POLICY STATEMENT

The University recognizes that Student Media is an independent student-run entity with oversight provided by the Student Media Board. Student Media bears the legal responsibility for the content of all of its publications. Unless otherwise specified, statements or viewpoints expressed by Student Media are neither attributable to Eastern Michigan University nor shall Student Media publications be deemed official publications of the University.

### UNIVERSITY PRACTICE

In implementing this policy, Eastern Michigan University will:

1. Encourage free expression and ensure that the members of Student Media are accorded First Amendment rights under the U.S. Constitution.
2. Not take any action that is designed to censor or control the contents of any Student Media publication.
3. Implement, in the interest of safety and the normal operations of the campus environment, reasonable regulations as to the time, place, and manner of distribution of Student Media publications.
4. Regulate non-content based aspects of Student Media, including reviewing financial records and prohibiting any activity or policy that is in violation of law and/or University policy.

### RESPONSIBILITY FOR IMPLEMENTATION

The vice president for student affairs is responsible for the overall implementation, administration, and interpretation of the policy. The director of student media is responsible for the daily administration of the policy.

### SCOPE OF POLICY COVERAGE

This policy applies to Student Media, and all of its publications, at Eastern Michigan University.

**Authority for Creation or Revision**

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**EASTERN MICHIGAN UNIVERSITY  
REVISED BOARD POLICIES**

<b>Policy Number</b>	<b>Policy Name</b>	<b>Rationale for Revising Policies</b>
2.5.1	Enhanced Access to Public Records	The policy has been revised to comply with the new Board policy format, but no substantive content changes have been made. EMU's Office of Research Development initially proposed this policy in response to a request by Wayne County that EMU adopt a policy on enhanced access as a condition for entering into a contract with the county.
3.1.8	Sexual Harassment and Other Prohibited Conduct	The University's Sexual Harassment policy was adopted in 1981. Since that time Federal and State of Michigan Courts and administrative agencies have more clearly defined employers' and educational institutions' obligations in preventing sexual harassment in the workplace and in the classroom. The proposed revision appropriately updates the University's policy and sets forth in more detail the types of harassing conduct which are being prohibited. The prohibitions against sexual harassment are applicable to University faculty, staff, students and non-University employees and guests doing business or providing services on campus. The proposed revision also adds a section to the policy which prohibits consensual sexual relationships (or requests for such relationships) between faculty members and students with whom they have a current instructional or evaluative relationship. The policy further provides that consensual sexual relationships between supervisors and subordinate employees should be avoided. Faculty, staff, students, vendors or guests who violate the policy are subject to disciplinary and/or corrective action.
6.2.4	Grade Grievance	This policy establishes the right to a grade grievance system for students and specifies that the University must have available a formal procedure for handling such grievances as they arise.

**EASTERN MICHIGAN UNIVERSITY  
REVISED BOARD POLICIES**

<b>Policy Number</b>	<b>Policy Name</b>	<b>Rationale for Revising Policies</b>
6.2.6	Human Subjects Research Review	The amendments to this policy align it with current federal regulations regarding institutional human subjects policies.
6.2.7	Animal Care	The amendments to this policy align it with current federal regulations regarding institutional procedures for the protection and care of animals used for research and instruction.
7.2.1	Financial Aid: General	Policies 7.2.1, 7.2.2, 7.2.3, 7.2.4, 7.2.5, and 7.2.6 have been combined into one comprehensive financial aid policy. Language was modified for consistency with current financial aid terminology; external funding source rules and guidelines were specified. The requirement for reporting of departmental payments to students was added, and references to specific awards as well as award criteria (e.g., name, amount, and/or scope) were deleted to eliminate the need to revise the overall policy unnecessarily. The policy was changed to reflect categories of awards and the detail of federal programs currently administered by the Office of Financial Aid; in addition, federal regulations and the basis for grant, work/study, and loan programs were referenced. Lending institutions private loan programs were also added to the portfolio of options available. Enrollment-hour charts were simplified. Finally, the policy was rewritten for consistency with the EMU format.
8.2	Access to Student Records	The existing policy on Access to Student Records needs to be updated to reflect changes in Federal law (Family Educational Rights and Privacy Act – FERPA) and EMU Board of Regents policies. Further, there is a need to update the listing of EMU offices/departments where certain types of records are located.
14.7	Sale of Commercial Products <i>nk</i>	This policy, established in 1970, does not reflect current practice or formatting. In addition to moving information to the practice section, language has been added to clarify our relationship to outside vendors and to maintain the right to refuse to sell certain items that may be considered obscene, contain defamatory material, or do not have appropriate licensed University marks.

**EASTERN MICHIGAN UNIVERSITY  
REVISED BOARD POLICIES**

<b>Policy Number</b>	<b>Policy Name</b>	<b>Rationale for Revising Policies</b>
14.8	Sales and Fundraising	This policy is necessary due to the large number of requests for fundraising, sales, or solicitation by student organizations and non-profits. Changes have been made to reflect current practice and to clarify the scope of permissible fundraising activities and their relationship to University Advancement. References to canvassing, ingress to and egress from the University, and trespassing laws have been removed as these are more appropriately contained in policies related to public safety.

6/15/04



# Policies, Rules And Regulations

<b>Effective Date</b>	<b>Date of Revision</b>		
11-27-01	6-15-04		
<b>Chapter Name</b>	<b>Chapter No.</b>	<b>Page</b>	
ADMINISTRATIVE ORGANIZATION AND AUTHORITY	2.5.1	Page 1 of 1	
<b>Issue</b>			
ENHANCED ACCESS TO PUBLIC RECORDS			

## UNIVERSITY POLICY STATEMENT

In accordance with Public Act 462 of 1996, as amended, the Enhanced Access to Public Records Act, the University may provide enhanced access, which is defined as immediate availability for public inspection, purchase or copying, to a geographical information system ("GIS") or to public records which contain output from a GIS that are not confidential or otherwise exempt, by law from disclosure. The University may establish reasonable fees for providing enhanced access to a GIS or output from a GIS to recover only those operating expenses related to the provision of enhanced access. University officials, employees or agents who are responsible for the creation, preparation, custody, control, maintenance, preservations, retention, possession or use of a GIS or a public record containing output from GIS shall select the information to be made available through enhanced access, with due regard for intellectual property ownership and confidentiality considerations. Recipients of enhanced access pursuant to this policy receive all information at their own risk and without warranties of any kind or nature.

This policy shall not be construed to require Eastern Michigan University to provide enhanced access to any specific public record.

## UNIVERSITY PRACTICE

This policy is adopted pursuant to Public Act 462 of 1996, as amended, the Enhanced Access to Public Records Act, which allows public bodies to provide enhanced access for the inspection, purchase, or copying of a public record that is not confidential or otherwise exempt from disclosure. The legislature requires that a public body which wishes to provide such enhanced access, must enact a policy, approved by its governing board, which complies with P. A. 462.

## RESPONSIBILITY FOR IMPLEMENTATION

- ) The president of Eastern Michigan University is responsible for the overall implementation of this policy.

## SCOPE OF POLICY COVERAGE

The policy applies to a GIS or other public records which contain output from a GIS that are not confidential or otherwise exempt from disclosure.

**Authority for Creation or Revision**

**Minutes of the Board of Regents , Nov. 27, 2001; para. .5891M**



# Policies, Rules And Regulations

Effective Date	Date of Revision
11-27-01	6-15-04

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ADMINISTRATIVE ORGANIZATION AND AUTHORITY	2.5.1	Page 1 of 2

## Issue

ENHANCED ACCESS TO PUBLIC RECORDS

### UNIVERSITY POLICY STATEMENT

~~WHEREAS Public Act 462 of 1996, as amended, the Enhanced Access to Public Records Act, allows public bodies to provide enhanced access for the inspection, purchase, or copying of a public record that is not confidential or otherwise exempt from disclosure; and~~

~~WHEREAS the legislature further requires that a public body, who wishes to provide such enhanced access, must produce a policy, approved by the governing body, in compliance with P. A. 462.~~

~~NOW THEREFORE BE IT RESOLVED that Eastern Michigan University ("the University") wishes to be in compliance with the aforementioned act and to participate in data sharing with regard to geographical information systems or output from a geographical information system ("GIS"), which is defined as an informational unit or network capable of producing customized maps based on a digital representation or geographical data; and~~

~~BE IT FURTHER RESOLVED that, with regard to any GIS or output from a GIS: In accordance with Public Act 462 of 1996, as amended, the Enhanced Access to Public Records Act.~~

- ~~4.~~The University may provide enhanced access, which is defined as immediate availability for public inspection, purchase or copying, to a geographical information system ("GIS") or to public records, which contain output from a GIS that are not confidential or otherwise exempt, by law from disclosure.
- ~~2.~~In accordance with P. A. 462, ~~t~~he University may establish reasonable fees for providing enhanced access to a GIS or output from a GIS to recover only those operating expenses related to the provision of enhanced access.
- ~~3.~~University officials, employees or agents who are responsible for the creation, preparation, custody, control, maintenance, preservations, retention, possession or use of a GIS or a public record containing output from GIS shall select the information to be made available through enhanced access, with due regard for intellectual property ownership and confidentiality considerations.
- ~~4.~~Recipients of enhanced access pursuant to this policy receive all information at their own risk and without warranties of any kind or nature.
- ~~5.~~This policy shall not be construed to require Eastern Michigan University to provide enhanced access to any specific public record.

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ADMINISTRATIVE ORGANIZATION AND AUTHORITY	2.5.1	Page 2 of 2
Issue		
ENHANCED ACCESS TO PUBLIC RECORDS		

### UNIVERSITY PRACTICE

This policy is adopted pursuant to Public Act 462 of 1996, as amended, the Enhanced Access to Public Records Act, which allows public bodies to provide enhanced access for the inspection, purchase, or copying of a public record that is not confidential or otherwise exempt from disclosure. The legislature requires that a public body which wishes to provide such enhanced access, must enact a policy, approved by its governing board, which complies with P. A. 462.

### **RESPONSIBILITY FOR IMPLEMENTATION**

The President of Eastern Michigan University is responsible for the overall implementation of this policy.

### **SCOPE OF POLICY COVERAGE:**

This policy applies to all appeals of final determinations by the University's Freedom of Information Officer in regards to requests made under the Michigan Freedom of Information Act. The policy applies to a GIS or other public records which contain output from a GIS that are not confidential or otherwise exempt from disclosure.

Authority for Creation or Revision

Minutes of the Board of Regents , Nov. 27, 2001; para. .5891M





# Policies, Rules And Regulations

Effective Date	Date of Revision
2-2-81	6-15-04
Chapter Name	Chapter No.
EMPLOYMENT/AFFIRMATIVE ACTION	3.1.8

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Page 1 of 6

Issue  
SEXUAL HARASSMENT AND OTHER PROHIBITED CONDUCT

## UNIVERSITY POLICY STATEMENT

It is the policy of Eastern Michigan University to provide an educational, employment, and business environment free of unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct or communications constituting sexual harassment, as defined and otherwise prohibited by state and federal statutes. Sexual harassment is prohibited at Eastern Michigan University. While sexual harassment often takes place in relationships with a power differential between the persons involved, the University also recognizes that sexual harassment may occur between persons in the absence of such a relationship.

The sexual harassment of University faculty, staff and students by non-University employees and guests doing business or providing services on campus (for example, contractors, vendors, delivery persons) is also prohibited by this policy.

It is the policy of the University that no member of the University community may harass another. Students are entitled to learn in an academic environment free of sexual harassment. However, conduct and pedagogical techniques that reasonably serve legitimate educational purposes do not constitute harassment. In the educational setting within the University, wide latitude for professional judgment in determining the appropriate content and presentation of academic material is required. Those participating in the educational setting bear a responsibility to balance their rights of free expression with a consideration of the reasonable sensitivities of other participants. Therefore, this policy against harassment shall be applied in a manner that protects academic freedom and freedom of expression, including the expression of germane ideas, however controversial, in the classroom setting, academic environment, university-recognized activities, or on the campus. Nothing contained in this policy shall be construed to limit the legitimate exercise of free speech, academic or artistic freedom, including but not limited to written, graphic, or verbal expression that serves legitimate educational or artistic purposes.

### Sexual Harassment

Sexual harassment may take many forms – subtle and indirect, as well as blatant and overt. It may consist of repeated actions or may even arise from a single incident if sufficiently extreme. The victim as well as the harasser may be a woman or man. The victim does not have to be of the opposite sex.

Sexual harassment includes any behavior of a sexual nature where:

- submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual's employment, status in a course or program, or participation in an activity;
- submission to, or rejection of such conduct by an individual is used as the basis for a decision affecting an individual's employment, status in a course or program, or participation in an activity; or

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SEXUAL HARASSMENT AND OTHER PROHIBITED CONDUCT		

- such conduct is intended to or would objectively be regarded by a reasonable person as unreasonably interfering with an individual's work, academic performance in a course or program, or participation in an activity, or of creating an intimidating, hostile or offensive working or educational environment.

Depending on the particular circumstances, sexual harassment may include, but is not limited to, the following:

1. Physical assaults of a sexual nature, such as rape, sexual battery, molestation, or attempts to commit these assaults; and intentional physical conduct that is sexual in nature such as touching, pinching, patting, grabbing, poking, or brushing against another individual's body.
2. Offering or implying an employment-related reward (such as a promotion, raise, or different work assignment) or an education-related reward (such as a better grade, a letter of recommendation, favorable treatment in the classroom, assistance in obtaining employment, grants or fellowships, or admission to any educational program or activity) in exchange for sexual favors or submission to sexual conduct.
3. Threatening or taking a negative employment action (such as termination, demotion, denial of an employee benefit or privilege, or change in working conditions) or negative educational action (such as giving an unfair grade, withholding a letter of recommendation, or withholding assistance with any educational activity) or intentionally making the individual's job or academic work more difficult because sexual conduct is rejected.
4. The use or display in the classroom or workplace, including electronic, of pornographic or sexually harassing materials such as posters, photos, cartoons or graffiti without pedagogical justification.
5. Unwelcome sexual advances, repeated propositions or requests for a sexual relationship to an individual who has previously indicated that such conduct is unwelcome, or sexual gestures, noises, remarks, jokes, questions, or comments about a person's sexuality or sexual experience. Such speech or conduct must be directed against another and either abusive or humiliating, or it must persist despite the objection of the person targeted by the speech or conduct. Such conduct between peers must be sufficiently severe, persistent, or pervasive that it creates an educational or working environment that would reasonably be perceived as hostile or abusive. A single incident involving severe misconduct may rise to the level of harassment.

Sexual harassment may occur within a variety of relationships, including classroom situations involving instruction. It may occur among peers. It may occur where no relationship exists between the parties other than the co-employee or co-student relationship. Sexual harassment often occurs where the relationship is characterized by an imbalance of power and authority, including, without limitation, faculty-student, staff-student, and supervisor-employee relationships.

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### Consensual Sexual Relationships:

#### Professor and student:

The ideal professor demonstrates respect for students as individuals and serves as students' mentor, intellectual guide, and model of honest academic conduct. The professor acts to ensure academic evaluations of students that reflect each student's true merit. He or she respects the confidential nature of the relationship between professor and student and avoids all forms of exploitation, harassment, and discriminatory treatment of students.

Sexual relations (which include contact of a sexual nature) or requests for sexual relations between students and faculty members with whom they also have a current instructional or evaluative relationship are fraught with the potential for exploitation and must be avoided, and are prohibited. The respect and trust accorded a professor by a student, as well as the power exercised by the professor in an instructional or evaluative role, make voluntary consent by the student suspect. In their relationships with students, members of the faculty are expected to be aware of their professional responsibilities and to avoid apparent or actual conflict of interest, favoritism, or bias.

#### Supervisor and subordinate employee:

Similar considerations apply to consensual sexual relationships (which include contact of a sexual nature) between supervisors and subordinate employees. Such relationships are also fraught with the potential for exploitation and should be avoided. The power exercised by a supervisor makes voluntary consent by the employee suspect. In their relationships with employees, those in a position of authority are expected to be aware of their professional responsibilities and to avoid apparent or actual conflict of interest, favoritism, or bias. When a consensual sexual relationship develops between adults, effective steps must be taken to ensure unbiased evaluation and supervision of the employee, and the supervisory employee has an obligation to report the relationship to the appropriate supervisor to ensure that such steps are taken. It is a violation of this policy for a supervisory employee who becomes involved in a sexual relationship with a subordinate employee to fail promptly to report the relationship to the appropriate supervisor.

### Definitions

*Faculty, faculty member, or professor* means all who teach at the University and includes faculty members, lecturers, staff members, graduate students and teaching assistants, and other instructional personnel. The term also includes faculty, staff members, and graduate students whose duties include supervision or evaluation of a student's academic work.

*Position of Authority* includes situations in which one makes or is responsible for the instruction, supervision, or evaluation of a student for coursework, grades, grants, research funding, or other academic work. The term also includes situations in which one makes or is responsible for the supervision or evaluation of an employee with respect to hiring, performance, discipline, or termination.

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*Evaluative relationship* means one in which the faculty member or supervisor exercises judgment in assessing a student's or employee's skills, qualifications, or abilities for the purpose of making such formal determinations as grades, scholarship determinations, award designations, and formal advisory recommendations.

## **Responses to Violations of Policies**

### Protection Against Retaliation

No individual involved in the complaint procedure shall suffer retaliation as a result of such participation. Retaliation exists when action is taken against a complainant or participant in the complaint process which affects his or her employment, academic, or business status which is motivated in whole or in part by his or her participation in the process. Retaliation may be found even where the underlying complaint is found to have no merit.

### Disciplinary Actions for Violation of the Sexual Harassment Policy

Faculty and staff/employees who violate this policy are subject to disciplinary action, up to and including discharge. Students who violate the policy are subject to disciplinary action, up to and including expulsion in accordance with the provisions of the University's Student Conduct Code. Guests and other persons who violate the policy are subject to corrective action, which may include removal from campus and termination of contractual arrangements.

### Malicious Allegations/Complaints; False Information

Any individual who knowingly files a false complaint under this policy, or who knowingly provides false information to or intentionally misleads University officials who are investigating a complaint, may be subject to disciplinary and/or corrective action.

### Confidentiality

To the extent permitted by law, the confidentiality of each party involved in a sexual harassment investigation, complaint, or charge will be observed, provided it does not interfere with the University's ability to investigate the allegations or take corrective action.

## **UNIVERSITY PRACTICE**

The University's policy on Sexual Harassment and Other Prohibited Conduct is based on shared values and collective responsibility to respect all individuals who are part of the University's community or who participate in any way in our learning environment. This policy also reflects the University's commitment to creating and maintaining an environment that values diversity and is free from conflicts of interest.

An employee, faculty member, or student who believes that he/she is the victim of sexual harassment or that the University's policy on Sexual Harassment and Other Prohibited Conduct has been violated may seek information and assistance from the Office of Diversity and Affirmative Action or the Office of Student Judicial Services. If the employee, faculty member, or student wishes to file a complaint, she/he may take the following action(s):

- A. If the alleged harasser or violator of this policy is an employee, faculty member,

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or guest, the affected individual(s) may contact the Office of Diversity and Affirmative Action.

- B. If the alleged harasser or violator of this policy is a student, the affected individual(s) may contact the Office of Student Judicial Services.

The University takes seriously and will investigate all complaints made pursuant to its Sexual Harassment policy. Individuals who are accused of violating the University's Sexual Harassment and Other Prohibited Conduct policy will be provided with the opportunity to hear and respond to the charges made against them.

The University will employ generally accepted principles of progressive discipline in regards to any faculty member or other employee who, following investigation and hearing, is found by the University to have engaged in sexual harassment warranting disciplinary action. Depending on the circumstances of the particular case, disciplinary action may warrant verbal warning, written warning, suspension with or without pay, or, in the most serious cases, termination of employment.

All members of the University community and guests are responsible for knowing and understanding the University's Sexual Harassment and Other Prohibited Conduct policy. Employees and faculty members who do not understand the policy should contact their department head or director. Department heads or directors who need assistance in understanding, interpreting, or applying the policy should contact the Office of Diversity and Affirmative Action. Students who do not understand the policy should contact the Office of Student Judicial Services.

Copies of the policy and procedures will be posted on the web sites of the Office of Diversity and Affirmative Action, the Office of Student Judicial Services, Human Resources, and the Office of the Assistant Vice President for Academic Affairs. Written copies of this policy will be available in bulk for distribution in these offices and posted on available bulletin boards. All department heads will be supplied with written copies of this policy in bulk and shall be required to post copies on official bulletin boards.

## RESPONSIBILITY FOR IMPLEMENTATION

The president of the University is responsible for the overall implementation of this policy. The president is authorized to adopt and implement appropriate complaint and enforcement procedures. Each vice president, dean, director, department head, and other supervisory personnel has responsibility for implementation of this policy within their areas of responsibility. The director of diversity and affirmative action, director of student judicial services, executive director of human resources and assistant vice president for academic affairs are responsible for the administration and enforcement of this policy.

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**SCOPE OF POLICY COVERAGE**

This policy applies to all University employees, faculty, students, and other members of the University community as well as contractors, consultants, and vendors doing business or providing services on campus.

<b>Authority for Creation or Revision</b>

**EASTERN MICHIGAN UNIVERSITY  
POLICIES, RULES AND REGULATIONS**

<b>CHAPTER: CONDITIONS OF EMPLOYMENT</b>  <b>SUBJECT: PERSONNEL POLICY</b>	<b>CHAPTER</b>	<b>PAGE</b>
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	<b>D A T E S</b>	
	<b>EFFECTIVE</b>	<b>REVISED</b>
	2-2-81	

**SEXUAL HARASSMENT**

It is the policy of Eastern Michigan University to provide an educational, employment and business environment free of unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct or communications constituting sexual harassment, as defined and otherwise prohibited by state and federal statutes.

Procedures to implement this policy and help prevent sexual harassment within the Eastern Michigan University community shall be developed administratively and, upon approval by the President, shall be incorporated into the University's affirmative action and equal employment opportunity plan, and the Systems Manual.

**AUTHORITY AND OTHER DETAILS:**

Executive Council Meeting, February 2, 1981.

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# Sexual Harassment Policy

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**TO:** Members of the University Community  
**FROM:** Samuel A. Kirkpatrick, President  
**SUBJECT:** University Policy on Sexual Harassment

~~The University's Mission Statement and accompanying Institutional Values and Guiding Principles reflect our collective commitment to providing an environment that positively affects the lives of all individuals who are part of the EMU community.~~

~~The University's Sexual Harassment Policy affirms our shared values and responsibility to respect all individuals, and prohibits any member of the University community from engaging in sexual harassment activities that demean or diminish an individual in any way. Such activity is prohibited by law and by this policy. The rights and responsibilities inherent in this policy apply to all employees, students, guests and outside contractors.~~

~~One of the strengths of Eastern Michigan University is that we value and respect human dignity and the rights of all people. Each of us shares the responsibility for ensuring that sexual harassment will not be tolerated and that we strictly adhere to the tenants of this policy.~~

## **POLICY ON SEXUAL HARASSMENT**

### **UNIVERSITY POLICY STATEMENT**

It is the policy of Eastern Michigan University to provide an educational, employment, and business environment free of unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct or communications constituting sexual harassment, as defined and otherwise prohibited by state and federal statutes. (2-2-84) **SEXUAL HARASSMENT IS PROHIBITED AT EASTERN MICHIGAN UNIVERSITY. WHILE SEXUAL HARASSMENT OFTEN TAKES PLACE IN RELATIONSHIPS WITH A POWER DIFFERENTIAL BETWEEN THE PERSONS INVOLVED, THE UNIVERSITY ALSO RECOGNIZES THAT SEXUAL HARASSMENT MAY OCCUR BETWEEN PERSONS IN THE ABSENCE OF SUCH A RELATIONSHIP.**

**THE SEXUAL HARASSMENT OF UNIVERSITY FACULTY, STAFF AND STUDENTS BY NON-UNIVERSITY EMPLOYEES AND GUESTS DOING BUSINESS OR PROVIDING SERVICES ON CAMPUS (FOR EXAMPLE, CONTRACTORS, VENDORS, DELIVERY PERSONS) IS ALSO PROHIBITED BY THIS POLICY.**

**IT IS THE POLICY OF THE UNIVERSITY THAT NO MEMBER OF THE UNIVERSITY COMMUNITY MAY HARASS ANOTHER. STUDENTS ARE ENTITLED TO LEARN IN AN ACADEMIC ENVIRONMENT FREE OF SEXUAL HARASSMENT. HOWEVER, CONDUCT AND PEDAGOGICAL TECHNIQUES**



THAT REASONABLY SERVE LEGITIMATE EDUCATIONAL PURPOSES DO NOT CONSTITUTE HARASSMENT. IN THE EDUCATIONAL SETTING WITHIN THE UNIVERSITY, WIDE LATITUDE FOR PROFESSIONAL JUDGMENT IN DETERMINING THE APPROPRIATE CONTENT AND PRESENTATION OF ACADEMIC MATERIAL IS REQUIRED. THOSE PARTICIPATING IN THE EDUCATIONAL SETTING BEAR A RESPONSIBILITY TO BALANCE THEIR RIGHTS OF FREE EXPRESSION WITH A CONSIDERATION OF THE REASONABLE SENSITIVITIES OF OTHER PARTICIPANTS. THEREFORE, THIS POLICY AGAINST HARASSMENT SHALL BE APPLIED IN A MANNER THAT PROTECTS ACADEMIC FREEDOM AND FREEDOM OF EXPRESSION, INCLUDING THE EXPRESSION OF GERMANE IDEAS, HOWEVER CONTROVERSIAL, IN THE CLASSROOM SETTING, ACADEMIC ENVIRONMENT, UNIVERSITY-RECOGNIZED ACTIVITIES, OR ON THE CAMPUS. NOTHING CONTAINED IN THIS POLICY SHALL BE CONSTRUED TO LIMIT THE LEGITIMATE EXERCISE OF FREE SPEECH, ACADEMIC OR ARTISTIC FREEDOM, INCLUDING BUT NOT LIMITED TO WRITTEN, GRAPHIC, OR VERBAL EXPRESSION THAT SERVES LEGITIMATE EDUCATIONAL OR ARTISTIC PURPOSES.

## PROHIBITED ACTS

### SEXUAL HARASSMENT

SEXUAL HARASSMENT MAY TAKE MANY FORMS – SUBTLE AND INDIRECT, AS WELL AS BLATANT AND OVERT. IT MAY CONSIST OF REPEATED ACTIONS OR MAY EVEN ARISE FROM A SINGLE INCIDENT IF SUFFICIENTLY EXTREME. THE VICTIM AS WELL AS THE HARASSER MAY BE A WOMAN OR MAN. THE VICTIM DOES NOT HAVE TO BE OF THE OPPOSITE SEX.

~~No member of the University community shall engage in sexual harassment. Persons who engage in sexual harassment are subject to disciplinary action, up to and including dismissal for employees and/or suspension or dismissal for students.~~

Sexual harassment INCLUDES ANY ~~is defined as unwelcome advances, requests for sexual favors, or other~~ behavior of a sexual nature ~~when:~~ WHERE:

- submission to such conduct is made, explicitly or implicitly, a term or condition of an individual's employment, ~~or status in a course,~~ OR program, or PARTICIPATION IN AN activity;

- submission to, or rejection of, such conduct BY AN INDIVIDUAL is used as a THE basis for a decision affecting an individual's employment, ~~or participation~~ STATUS in a course, OR program, or PARTICIPATION IN AN activity; OR

- such conduct IS INTENDED TO OR WOULD OBJECTIVELY BE REGARDED BY A REASONABLE PERSON AS unreasonably interfering with an individual's work, ~~or ACADEMIC~~ performance in a course, OR program, or PARTICIPATION IN AN activity, or of creating an intimidating, hostile, or offensive environment in which one engages in employment, a course, a program, ~~or an activity.~~ WORKING OR EDUCATIONAL ENVIRONMENT.

## **CONFIDENTIALITY**

~~To the extent permitted by law, the confidentiality of each party involved in a sexual harassment investigation, complaint, or charge will be observed, provided it does not interfere with the University's ability to investigate the allegations or take corrective action.~~

## **EXAMPLES OF SEXUAL HARASSMENT**

DEPENDING ON THE PARTICULAR CIRCUMSTANCES, SEXUAL HARASSMENT MAY INCLUDE, BUT IS NOT LIMITED TO, THE FOLLOWING:

1. PHYSICAL ASSAULTS OF A SEXUAL NATURE, SUCH AS RAPE, SEXUAL BATTERY, MOLESTATION, OR ATTEMPTS TO COMMIT THESE ASSAULTS; AND THE INTENTIONAL PHYSICAL CONDUCT THAT IS SEXUAL IN NATURE SUCH AS TOUCHING, PINCHING, PATTING, GRABBING, POKING, OR BRUSHING AGAINST ANOTHER INDIVIDUAL'S BODY.
  
2. OFFERING OR IMPLYING AN EMPLOYMENT-RELATED REWARD (SUCH AS A PROMOTION, RAISE, OR DIFFERENT WORK ASSIGNMENT) OR AN EDUCATION-RELATED REWARD (SUCH AS A BETTER GRADE, A LETTER OF RECOMMENDATION, FAVORABLE TREATMENT IN THE CLASSROOM, ASSISTANCE IN OBTAINING EMPLOYMENT, GRANTS OR FELLOWSHIPS, OR ADMISSION TO ANY EDUCATIONAL PROGRAM OR ACTIVITY) IN EXCHANGE FOR SEXUAL FAVORS OR SUBMISSION TO SEXUAL CONDUCT.
  
3. THREATENING OR TAKING A NEGATIVE EMPLOYMENT ACTION (SUCH AS TERMINATION, DEMOTION, DENIAL OF AN EMPLOYEE BENEFIT OR PRIVILEGE, OR CHANGE IN WORKING CONDITIONS) OR NEGATIVE EDUCATIONAL ACTION (SUCH AS GIVING AN UNFAIR GRADE, WITHHOLDING A LETTER OF RECOMMENDATION, OR WITHHOLDING ASSISTANCE WITH ANY EDUCATIONAL ACTIVITY) OR INTENTIONALLY MAKING THE INDIVIDUAL'S JOB OR ACADEMIC WORK MORE DIFFICULT BECAUSE SEXUAL CONDUCT IS REJECTED.
  
4. THE USE OR DISPLAY IN THE CLASSROOM OR WORKPLACE, INCLUDING ELECTRONIC, OF PORNOGRAPHIC OR SEXUALLY HARASSING MATERIALS SUCH AS POSTERS, PHOTOS, CARTOONS OR GRAFFITI WITHOUT PEDAGOGICAL JUSTIFICATION.
  
5. UNWELCOME SEXUAL ADVANCES, REPEATED PROPOSITIONS OR REQUESTS FOR A SEXUAL RELATIONSHIP TO AN INDIVIDUAL WHO HAS PREVIOUSLY INDICATED THAT SUCH CONDUCT IS UNWELCOME, OR SEXUAL GESTURES, NOISES, REMARKS, JOKES, QUESTIONS, OR COMMENTS ABOUT A PERSON'S SEXUALITY OR SEXUAL EXPERIENCE. SUCH SPEECH OR CONDUCT MUST BE DIRECTED AGAINST ANOTHER AND EITHER ABUSIVE OR HUMILIATING, OR IT MUST PERSIST DESPITE THE OBJECTION OF THE

PERSON TARGETED BY THE SPEECH OR CONDUCT. SUCH CONDUCT BETWEEN PEERS MUST BE SUFFICIENTLY SEVERE, PERSISTENT, OR PERVASIVE THAT IT CREATES AN EDUCATIONAL OR WORKING ENVIRONMENT THAT WOULD REASONABLY BE PERCEIVED AS HOSTILE OR ABUSIVE. A SINGLE INCIDENT INVOLVING SEVERE MISCONDUCT MAY RISE TO THE LEVEL OF HARASSMENT.

~~—Threats or insinuations which cause the victim to believe that sexual submission or rejection will affect his/her reputation, education, employment, advancement, or any conditions which concern the victim's standing at the University.~~

~~—Direct propositions of a sexual nature~~

~~—Subtle pressure for sexual activity, an element of which may be conduct such as unwelcome sexual leering~~

~~—Conduct (not legitimately related to the subject matter of the work, course, program, or activity in which one is involved) intending to or having the effect of discomforting and/or humiliating a reasonable person at whom the conduct is directed. This may include, but is not limited to, comments of a sexual nature or sexually explicit statements, questions, jokes, or anecdotes, and unnecessary touching, patting, hugging, or brushing against a person's body. Depending upon the circumstances, any of the above types of conduct may be sexual harassment and subject to disciplinary action, even if that conduct only occurs once.~~

SEXUAL HARASSMENT MAY OCCUR WITHIN A VARIETY OF RELATIONSHIPS, INCLUDING CLASSROOM SITUATIONS INVOLVING INSTRUCTION. IT MAY OCCUR AMONG PEERS. IT MAY OCCUR WHERE NO RELATIONSHIP EXISTS BETWEEN THE PARTIES OTHER THAN THE CO-EMPLOYEE OR CO-STUDENT RELATIONSHIP. SEXUAL HARASSMENT OFTEN OCCURS WHERE THE RELATIONSHIP IS CHARACTERIZED BY AN IMBALANCE OF POWER AND AUTHORITY, INCLUDING, WITHOUT LIMITATION, FACULTY-STUDENT, STAFF-STUDENT, AND SUPERVISOR-EMPLOYEE RELATIONSHIPS.

#### **CONSENSUAL SEXUAL RELATIONSHIPS:**

##### **PROFESSOR AND STUDENT:**

THE IDEAL PROFESSOR DEMONSTRATES RESPECT FOR STUDENTS AS INDIVIDUALS AND SERVES AS STUDENTS' MENTOR, INTELLECTUAL GUIDE, AND MODEL OF HONEST ACADEMIC CONDUCT. THE PROFESSOR ACTS TO ENSURE ACADEMIC EVALUATIONS OF STUDENTS THAT REFLECT EACH STUDENT'S TRUE MERIT. HE OR SHE RESPECTS THE CONFIDENTIAL NATURE OF THE RELATIONSHIP BETWEEN PROFESSOR AND STUDENT AND AVOIDS ALL FORMS OF EXPLOITATION, HARASSMENT, AND DISCRIMINATORY TREATMENT OF STUDENTS.

SEXUAL RELATIONS (WHICH INCLUDE CONTACT OF A SEXUAL NATURE) OR REQUESTS FOR SEXUAL RELATIONS BETWEEN STUDENTS AND FACULTY MEMBERS WITH WHOM THEY ALSO HAVE A CURRENT INSTRUCTIONAL OR EVALUATIVE RELATIONSHIP ARE FRAUGHT WITH THE POTENTIAL FOR EXPLOITATION AND MUST BE AVOIDED, AND ARE PROHIBITED. THE RESPECT AND TRUST ACCORDED A PROFESSOR BY A STUDENT, AS WELL AS THE POWER EXERCISED BY THE PROFESSOR IN AN INSTRUCTIONAL OR EVALUATIVE ROLE, MAKE VOLUNTARY CONSENT BY THE STUDENT SUSPECT. IN THEIR RELATIONSHIPS WITH STUDENTS, MEMBERS OF THE FACULTY ARE

EXPECTED TO BE AWARE OF THEIR PROFESSIONAL RESPONSIBILITIES AND TO AVOID APPARENT OR ACTUAL CONFLICT OF INTEREST, FAVORITISM, OR BIAS.

#### **SUPERVISOR AND SUBORDINATE EMPLOYEE:**

SIMILAR CONSIDERATIONS APPLY TO CONSENSUAL SEXUAL RELATIONSHIPS (WHICH INCLUDE CONTACT OF A SEXUAL NATURE) BETWEEN SUPERVISORS AND SUBORDINATE EMPLOYEES. SUCH RELATIONSHIPS ARE ALSO FRAUGHT WITH THE POTENTIAL FOR EXPLOITATION AND SHOULD BE AVOIDED. THE POWER EXERCISED BY A SUPERVISOR MAKES VOLUNTARY CONSENT BY THE EMPLOYEE SUSPECT. IN THEIR RELATIONSHIPS WITH EMPLOYEES, THOSE IN A POSITION OF AUTHORITY ARE EXPECTED TO BE AWARE OF THEIR PROFESSIONAL RESPONSIBILITIES AND TO AVOID APPARENT OR ACTUAL CONFLICT OF INTEREST, FAVORITISM OR BIAS. WHEN A CONSENSUAL SEXUAL RELATIONSHIP DEVELOPS BETWEEN ADULTS, EFFECTIVE STEPS MUST BE TAKEN TO ENSURE UNBIASED EVALUATION AND SUPERVISION OF THE EMPLOYEE, AND THE SUPERVISORY EMPLOYEE HAS AN OBLIGATION TO REPORT THE RELATIONSHIP TO THE APPROPRIATE SUPERVISOR TO ENSURE THAT SUCH STEPS ARE TAKEN. IT IS A VIOLATION OF THIS POLICY FOR A SUPERVISORY EMPLOYEE WHO BECOMES INVOLVED IN A SEXUAL RELATIONSHIP WITH A SUBORDINATE EMPLOYEE TO FAIL PROMPTLY TO REPORT THE RELATIONSHIP TO THE APPROPRIATE SUPERVISOR.

#### **DEFINITIONS**

*FACULTY, FACULTY MEMBER, OR PROFESSOR* MEANS ALL WHO TEACH AT THE UNIVERSITY AND INCLUDES FACULTY MEMBERS, LECTURERS, STAFF MEMBERS, GRADUATE STUDENTS AND TEACHING ASSISTANTS, AND OTHER INSTRUCTIONAL PERSONNEL. THE TERM ALSO INCLUDES FACULTY, STAFF MEMBERS AND GRADUATE STUDENTS WHOSE DUTIES INCLUDE SUPERVISION OR EVALUATION OF A STUDENT'S ACADEMIC WORK.

*POSITION OF AUTHORITY* INCLUDES SITUATIONS IN WHICH ONE MAKES OR IS RESPONSIBLE FOR THE INSTRUCTION, SUPERVISION, OR EVALUATION OF A STUDENT FOR COURSEWORK, GRADES, GRANTS, RESEARCH FUNDING, OR OTHER ACADEMIC WORK. THE TERM ALSO INCLUDES SITUATIONS IN WHICH ONE MAKES OR IS RESPONSIBLE FOR THE SUPERVISION OR EVALUATION OF AN EMPLOYEE WITH RESPECT TO HIRING, PERFORMANCE, DISCIPLINE, OR TERMINATION.

*EVALUATIVE RELATIONSHIP* MEANS ONE IN WHICH THE FACULTY MEMBER OR SUPERVISOR EXERCISES JUDGMENT IN ASSESSING A STUDENT'S OR EMPLOYEE'S SKILLS, QUALIFICATIONS, OR ABILITIES FOR THE PURPOSE OF MAKING SUCH FORMAL DETERMINATIONS AS GRADES, SCHOLARSHIP DETERMINATIONS, AWARD DESIGNATIONS, AND FORMAL ADVISORY RECOMMENDATIONS.

#### **RESPONSES TO VIOLATIONS OF POLICIES**

##### **PROTECTION AGAINST RETALIATION**

NO INDIVIDUAL INVOLVED IN THE COMPLAINT PROCEDURE SHALL SUFFER RETALIATION AS A RESULT OF SUCH PARTICIPATION. RETALIATION EXISTS WHEN ACTION IS TAKEN AGAINST A COMPLAINANT OR PARTICIPANT IN THE COMPLAINT PROCESS WHICH AFFECTS HIS OR HER EMPLOYMENT, ACADEMIC, OR BUSINESS STATUS WHICH IS MOTIVATED IN WHOLE OR IN PART BY HIS OR HER PARTICIPATION IN

THE PROCESS. RETALIATION MAY BE FOUND EVEN WHERE THE UNDERLYING COMPLAINT IS FOUND TO HAVE NO MERIT.

#### DISCIPLINARY ACTIONS FOR VIOLATION OF THE SEXUAL HARASSMENT POLICY

FACULTY AND STAFF/EMPLOYEES WHO VIOLATE THIS POLICY ARE SUBJECT TO DISCIPLINARY ACTION, UP TO AND INCLUDING DISCHARGE. STUDENTS WHO VIOLATE THE POLICY ARE SUBJECT TO DISCIPLINARY ACTION, UP TO AND INCLUDING EXPULSION IN ACCORDANCE WITH THE PROVISIONS OF THE UNIVERSITY'S STUDENT CONDUCT CODE. GUESTS AND OTHER PERSONS WHO VIOLATE THE POLICY ARE SUBJECT TO CORRECTIVE ACTION, WHICH MAY INCLUDE REMOVAL FROM CAMPUS AND TERMINATION OF CONTRACTUAL ARRANGEMENTS.

#### MALICIOUS ALLEGATIONS/COMPLAINTS: FALSE INFORMATION

ANY INDIVIDUAL WHO KNOWINGLY FILES A FALSE COMPLAINT UNDER THIS POLICY, OR WHO KNOWINGLY PROVIDES FALSE INFORMATION TO OR INTENTIONALLY MISLEADS UNIVERSITY OFFICIALS WHO ARE INVESTIGATING A COMPLAINT, MAY BE SUBJECT TO DISCIPLINARY AND/OR CORRECTIVE ACTION.

#### CONFIDENTIALITY

TO THE EXTENT PERMITTED BY LAW, THE CONFIDENTIALITY OF EACH PARTY INVOLVED IN A SEXUAL HARASSMENT INVESTIGATION, COMPLAINT, OR CHARGE WILL BE OBSERVED, PROVIDED IT DOES NOT INTERFERE WITH THE UNIVERSITY'S ABILITY TO INVESTIGATE THE ALLEGATIONS OR TAKE CORRECTIVE ACTION.

#### UNIVERSITY PRACTICE

THE UNIVERSITY'S POLICY ON SEXUAL HARASSMENT AND OTHER PROHIBITED CONDUCT IS BASED ON SHARED VALUES AND COLLECTIVE RESPONSIBILITY TO RESPECT ALL INDIVIDUALS WHO ARE PART OF THE UNIVERSITY'S COMMUNITY OR WHO PARTICIPATE IN ANY WAY IN OUR LEARNING ENVIRONMENT. THIS POLICY ALSO REFLECTS THE UNIVERSITY'S COMMITMENT TO CREATING AND MAINTAINING AN ENVIRONMENT THAT VALUES DIVERSITY AND IS FREE FROM CONFLICTS OF INTEREST.

#### SEEKING ASSISTANCE OR FILING A COMPLAINT

AN EMPLOYEE ~~Students~~, faculty MEMBER, OR STUDENT, ~~and staff~~ who believeS THAT HE/SHE IS ~~they are~~ the victims of sexual harassment OR THAT THE UNIVERSITY'S POLICY ON SEXUAL HARASSMENT AND OTHER PROHIBITED CONDUCT HAS BEEN VIOLATED may seek information and assistance from the OFFICE OF DIVERSITY AND AFFIRMATIVE ACTION OR THE Office of Student Judicial Services. (204 King Hall), Jennifer Schrage, Director 487-2157 or the Diversity and Affirmative Action Office (11 Welch Hall), 487-1166. If the EMPLOYEE, student, faculty member, or ~~staff member~~ STUDENT wishes to file a complaint, she/he may take the following action(s):

A. If the alleged harasser OR VIOLATOR OF THIS POLICY is an EMPLOYEE, ~~staff or~~ faculty member, OR GUEST, the affected individual(s) may contact the OFFICE OF Diversity and Affirmative Action Office (11 Welch Hall).

B. If the alleged harasser OR VIOLATOR OF THIS POLICY is a student, the affected individual(s) may contact the Office of Student Judicial Services. ~~(204 King Hall).~~

~~Note: EMU has the obligation to investigate all complaints of sexual harassment.~~

THE UNIVERSITY TAKES SERIOUSLY AND WILL INVESTIGATE ALL COMPLAINTS MADE PURSUANT TO ITS SEXUAL HARASSMENT POLICY. INDIVIDUALS WHO ARE ACCUSED OF VIOLATING THE UNIVERSITY'S SEXUAL HARASSMENT AND OTHER PROHIBITED CONDUCT POLICY WILL BE PROVIDED WITH THE OPPORTUNITY TO HEAR AND RESPOND TO THE CHARGES MADE AGAINST THEM.

THE UNIVERSITY WILL EMPLOY GENERALLY ACCEPTED PRINCIPLES OF PROGRESSIVE DISCIPLINE IN REGARDS TO ANY FACULTY MEMBER OR OTHER EMPLOYEE WHO, FOLLOWING INVESTIGATION AND HEARING, IS FOUND BY THE UNIVERSITY TO HAVE ENGAGED IN SEXUAL HARASSMENT WARRANTING DISCIPLINARY ACTION. DEPENDING ON THE CIRCUMSTANCES OF THE PARTICULAR CASE, DISCIPLINARY ACTION MAY WARRANT VERBAL WARNING, WRITTEN WARNING, SUSPENSION WITH OR WITHOUT PAY, OR, IN THE MOST SERIOUS CASES, TERMINATION OF EMPLOYMENT.

#### ~~SEEKING ASSISTANCE OUTSIDE THE UNIVERSITY~~

~~Persons who believe they are the victims of sexual harassment may also seek assistance from: Equal Employment Opportunity Commission, or the Michigan Department of Civil Rights.~~

#### **AWARENESS**

ALL Members of the University community AND GUESTS are responsible for knowing and understanding the University's SEXUAL HARASSMENT AND OTHER PROHIBITED CONDUCT policy. ~~prohibiting sexual harassment. Students who do not understand the policy should contact the Office of Student Judicial Services at 487-2157.~~ EMPLOYEES AND Faculty MEMBERS and staff who do not understand the policy should contact their department head or director. Department heads or directors who need assistance in understanding, interpreting, or applying the policy should contact the OFFICE OF Diversity and Affirmative Action. ~~Office at 487-1166. Persons who make false allegations subject themselves to the possibility of disciplinary action.~~ STUDENTS WHO DO NOT UNDERSTAND THE POLICY SHOULD CONTACT THE OFFICE OF STUDENT JUDICIAL SERVICES.

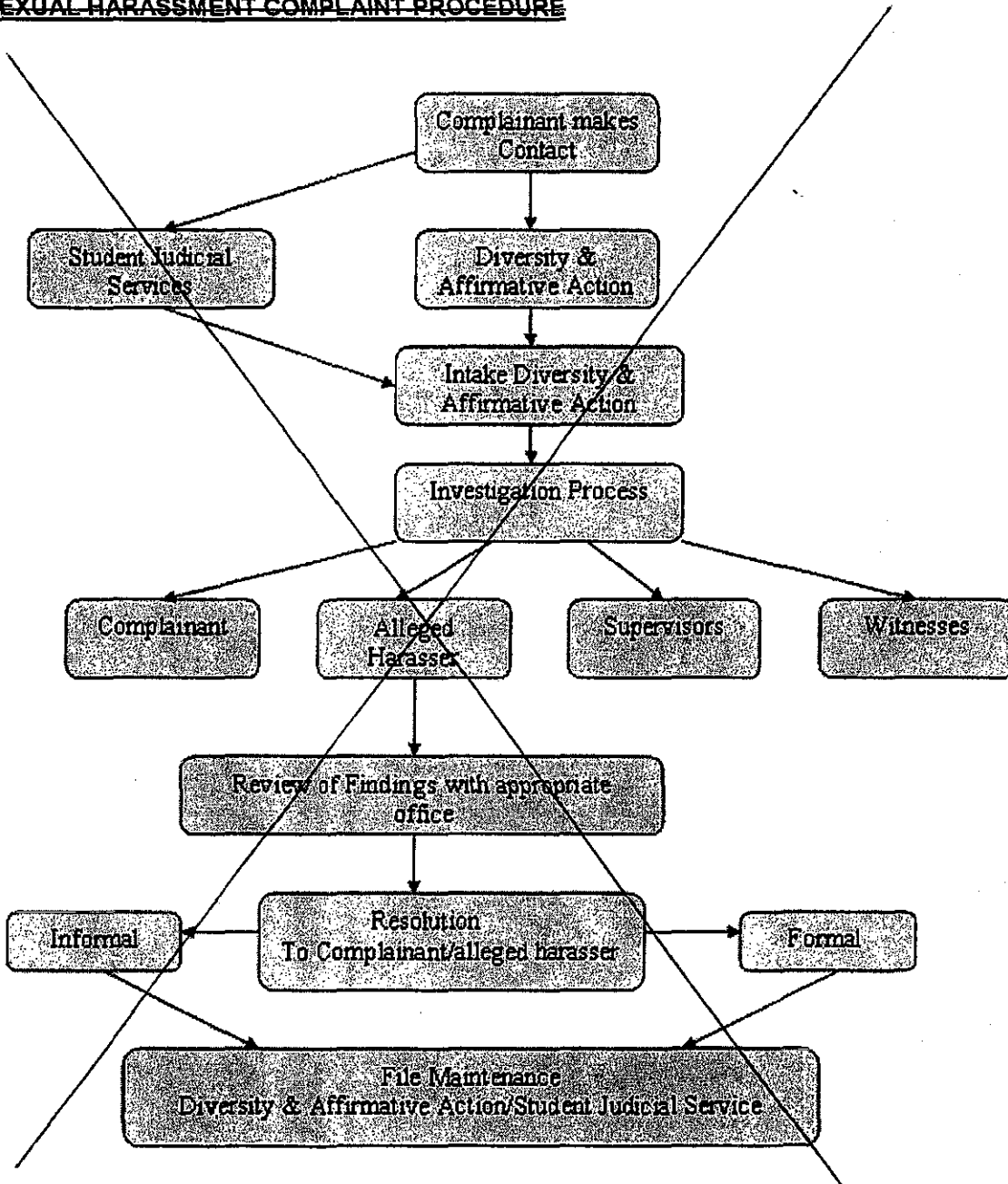
COPIES OF THE POLICY AND PROCEDURES WILL BE POSTED ON THE WEB SITES OF THE OFFICE OF DIVERSITY AND AFFIRMATIVE ACTION, THE OFFICE OF STUDENT JUDICIAL SERVICES, HUMAN RESOURCES, AND THE OFFICE OF THE ASSISTANT VICE PRESIDENT FOR ACADEMIC AFFAIRS. WRITTEN COPIES OF THIS POLICY WILL BE AVAILABLE IN BULK FOR DISTRIBUTION IN THESE OFFICES AND POSTED ON AVAILABLE BULLETIN BOARDS. ALL DEPARTMENT HEADS WILL BE SUPPLIED WITH WRITTEN

COPIES OF THIS POLICY IN BULK AND SHALL BE REQUIRED TO POST COPIES ON OFFICIAL BULLETIN BOARDS.

**IF YOU ARE ACCUSED OF SEXUAL HARASSMENT**

You will have an opportunity to hear and respond to the charges brought against you. All situations are treated as confidential matters to the extent permitted by law. Judgments are not made nor action taken until the investigation is complete. Employees represented by collective bargaining agents may enlist assistance from their union as necessary.

**SEXUAL HARASSMENT COMPLAINT PROCEDURE**




## **RESPONSIBILITY FOR IMPLEMENTATION**

THE PRESIDENT OF THE UNIVERSITY IS RESPONSIBLE FOR THE OVERALL IMPLEMENTATION OF THIS POLICY. THE PRESIDENT IS AUTHORIZED TO ADOPT AND IMPLEMENT APPROPRIATE COMPLAINT AND ENFORCEMENT PROCEDURES. EACH VICE PRESIDENT, DEAN, DIRECTOR, DEPARTMENT HEAD, AND OTHER SUPERVISORY PERSONNEL HAS RESPONSIBILITY FOR IMPLEMENTATION OF THIS POLICY WITHIN THEIR AREAS OF RESPONSIBILITY. THE DIRECTOR OF DIVERSITY AND AFFIRMATIVE ACTION, DIRECTOR OF STUDENT JUDICIAL SERVICES, EXECUTIVE DIRECTOR OF HUMAN RESOURCES AND ASSISTANT VICE PRESIDENT FOR ACADEMIC AFFAIRS ARE RESPONSIBLE FOR THE ADMINISTRATION AND ENFORCEMENT OF THIS POLICY.

## **SCOPE OF POLICY COVERAGE:**

THIS POLICY APPLIES TO ALL UNIVERSITY EMPLOYEES, FACULTY, STUDENTS AND OTHER MEMBERS OF THE UNIVERSITY COMMUNITY AS WELL AS CONTRACTORS, CONSULTANTS AND VENDORS DOING BUSINESS OR PROVIDING SERVICES ON CAMPUS.



<b>Effective Date</b>		<b>Date of Revision</b>			<b>Policies, Rules And Regulations</b>
10-18-78		6-15-04			
<b>Chapter Name</b>			<b>Chapter No.</b>	<b>Page</b>	
ACADEMIC PROGRAM AND REQUIREMENTS			6.2.4	Page 1 of 1	
<b>Issue</b>					
GRADE GRIEVANCE					

**UNIVERSITY POLICY STATEMENT**

Eastern Michigan University provides students with the opportunity to appeal formally a final grade in a course because they believe that the grade has been awarded capriciously or unfairly.

**UNIVERSITY PRACTICE**

A formal grade grievance procedure will be promulgated and included in the University Catalog.

**RESPONSIBILITY FOR IMPLEMENTATION**

The provost and vice president for academic affairs or his or her designee is responsible for the implementation of this policy.

**SCOPE OF POLICY COVERAGE**

This policy applies to all Eastern Michigan University students.

<b>Authority for Creation or Revision</b>
Minutes of the Board of Regents, October 19, 1978: para. .1996M.
Minutes of the Board of Regents, December 15, 1982: para. .2646K.
Minutes of the Board of Regents, September 25, 1991; para. .4433K.



# Policies, Rules And Regulations

Effective Date	Date of Revision
10-18-78	9-25-94, 6-15-04

Chapter Name	Chapter No.	Page
ACADEMIC PROGRAM AND REQUIREMENTS	6.2.4	Page 1 of 1
<b>Issue</b>		
GRADE GRIEVANCE		

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Eastern Michigan University provides students with the opportunity to appeal formally a final grade in a course because ~~he or she~~ they believes that the grade has been awarded capriciously or unfairly.

### UNIVERSITY PRACTICE:

~~University practices for implementing this policy include:~~ A formal grade grievance procedure will be promulgated and included in the University Catalog.

- ~~1. The Grade Grievance Procedure provides three (3) levels of formal appeal of a final grade believed to have been awarded capriciously or unfairly in a class.~~
- ~~2. All step levels will be followed as outlined in the Grade Grievance Procedure brochure.~~

### RESPONSIBILITY FOR IMPLEMENTATION:

~~The Provost and vice President for Academic Affairs or his or her designee is responsible for the implementation of this policy. Students hold responsibility for initiation of the grievance at step I and Step II; department heads for scheduling a hearing at Step II; and the instructor or the student grievant for submission of a written appeal of the decision at Step II. The Associate Provost or a substitute designated by the Provost is responsible for the Step III procedures.~~

### SCOPE OF POLICY COVERAGE:

This policy applies to all Eastern Michigan University students.

Authority for Creation or Revision
Minutes of the Board of Regents, October 19, 1978: para. .1996M. Minutes of the Board of Regents, December 15, 1982: para. .2646K. Minutes of the Board of Regents, September 25, 1991: para. .4433K.



# Policies, Rules And Regulations

<b>Effective Date</b>	<b>Date of Revision</b>		
12-6-89	6-15-04		
<b>Chapter Name</b>	<b>Chapter No.</b>	<b>Page</b>	
ACADEMIC PROGRAM AND REQUIREMENTS	6.2.7	Page 1 of 1	
<b>Issue</b>			
ANIMAL CARE			

## UNIVERSITY POLICY STATEMENT

Eastern Michigan University will comply with all applicable provisions of the Animal Welfare Act and other federal and state statutes and regulations relating to animals to ensure the humane use of animals in research and education.

## UNIVERSITY PRACTICE

University practices for implementing this policy include:

1. The application of this policy is specified by the procedures detailed in the provisions of the Animal Welfare Act as administered by the United States Department of Agriculture Animal Plant Health Inspection Service.
2. The University will maintain an Animal Care Program in accordance with the National Institute of Health Office for Protection from Research Risk policies for the humane care and use of laboratory animals.
3. The provost will appoint the Institutional Animal Care and Use Committee (IACUC) which shall be responsible for drafting procedures for the implementation of this policy and for enforcement.
4. The IACUC will provide supervision, coordination, and review of all projects and classroom instruction that includes the use of animals.

## RESPONSIBILITY FOR IMPLEMENTATION


The provost and vice president for academic affairs shall have responsibility for the implementation and administration of this policy. The provost shall appoint the Institutional Animal Care and Use Committee (IACUC), which shall report directly to the provost.

## SCOPE OF COVERAGE

This policy applies to any University activity involving the use of animals covered under the Animal Welfare Act.

## Authority for Creation or Revision

Minutes of the Board of Regents, December 6, 1989; para. .4127M.

Effective Date		Date of Revision			<b>Policies, Rules And Regulations</b>
12-6-89		6-15-04			
Chapter Name			Chapter No.		Page
ACADEMIC PROGRAM AND REQUIREMENTS			6.2.7		Page 1 of 1
Issue					
ANIMAL CARE					

**UNIVERSITY POLICY STATEMENT:**

Eastern Michigan University will comply with all applicable provisions of the Animal Welfare Act and other Federal and State statutes and regulations relating to animals to ensure the humane use of animals in research and education.

**UNIVERSITY PRACTICE:**

University practices for implementing this policy include:

1. The application of this policy is specified by the procedures detailed in the provisions of the Animal Welfare Act and the U.S. Government Principles for the Utilization and Care of Vertebrate Animals Used in Testing, Research and Training as administered by the United States Department of Agriculture Animal Plant Health Inspection Service.
2. The University will maintain an Animal Care Program in accordance with the National Institute of Health guidelines Office for Protection from Research Risk policies for the humane care and use of laboratory animals.
3. The Provost will appoint the Institutional Animal Care and Use Committee (IACUC) which shall be responsible for drafting procedures for the implementation of this policy and for its enforcement.
4. The IACUC will provide supervision, coordination, and review of all projects proposed to and classroom instruction that includes the use of animals.

**RESPONSIBILITY FOR IMPLEMENTATION:**

The Provost and Vice President for Academic Affairs shall have responsibility for the implementation and administration of this policy. The Provost shall appoint the Institutional Animal Care and Use Committee (IACUC), which shall report directly to the Provost.

**SCOPE OF COVERAGE**

This policy applies to any University activity involving the use of animals covered under the Animal Welfare Act.

**Authority for Creation or Revision**

Minutes of the Board of Regents, December 6, 1989; para. .4127M.



# Policies, Rules And Regulations

Effective Date	Date of Revision
9-3-75	6-15-04
Chapter Name	Chapter No.
ADMISSION AND FINANCIAL AID	7.2.1

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**Issue**

**FINANCIAL AID: GENERAL**

## UNIVERSITY POLICY STATEMENT

The Office of Financial Aid shall administer financial aid resources to provide access and affordability for a post-secondary education according to the regulations, guidelines, or other requirements as prescribed by the funding source.

Five types of financial aid (i.e., scholarships, grants, awards, loans, and college work-study employment) are available to Eastern Michigan University undergraduate students. Scholarships, fellowships, graduate assistantships, loans, and college work-study employment are available to graduate students. Guest students are not eligible for financial aid.

Financial aid is funded by the federal government, state of Michigan, university, and private sources. Each funding source has regulations, guidelines, or other funding requirements that must be followed while administering aid programs.

Financial aid programs are available to assist qualified students who have limited funds and resources and to recognize students with excellent academic records and special talents. Financial aid applicants are considered for all types of financial aid for which they are eligible.

Scholarships, grants, and awards range from small dollar amounts to amounts covering full tuition and living costs. Qualifications may vary; however, scholarships are generally awarded on the basis of academic achievement. Grants are awarded on the basis of financial need; other awards may be allocated on the basis of special talents. Two federal loan programs and college work-study employment are awarded on the basis of financial need; other loan programs are available to students who do not have financial need.

In compliance with federal regulations, University departments must report any funds provided directly to students through departmental requisition, departmental awards, gifts, or stipends to the Office of Financial Aid.

## UNIVERSITY PRACTICE

### GENERAL FUND

Eastern Michigan University provides a variety of scholarships, awards, and grants-in-aid to students. Awards are made on the basis of academic merit, special talent, and financial need.

Each year the general fund scholarships, awards, and grants-in-aid program proposal is presented to the Board of Regents for approval. The proposal is made one year in advance of the normal budget cycle to meet admission publication time lines for recruiting the following year's freshman class.

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FINANCIAL AID: GENERAL		

These three categories of general fund program requests exist: academic scholarships, awards, and need-based grants; athletic grants-in-aid; and university match requirements.

1. Academic scholarships, awards, and need-based grants: Scholarships, awards and grants are offered to students who have attained exceptional academic achievement, who have demonstrated special talents or skills, or who have documented high financial need.

2. Athletic grants-in-aid: As a Division I participating school, Eastern Michigan University offers grants-in-aid for several women's and men's sports. The grants-in-aid covers full or partial tuition and room and board.

3. University match requirements: Three federal aid programs and one state campus-based program require a proportional match to the annual dollars appropriated for each program. The federal programs are the Federal Perkins loan, the Federal Supplemental Educational Opportunity Grant, and Federal College Work Study. The state program is the Michigan College Work Study.

#### **EMU ENDOWED SCHOLARSHIPS AND DEPARTMENTAL AWARDS**

Endowed scholarships and departmental awards are funded by the EMU Foundation and jointly administered by the Office of Financial Aid and authorizing departments. Most of the scholarships have restrictions established by the donor and are awarded on a variety of criteria including academic achievement, leadership, major field of study, and financial need.

#### **FEDERAL STUDENT AID PROGRAMS**

To be considered for the following federal (Title IV) aid programs, students must apply by completing and submitting an application to the federal government. The federal processor returns a response to students that identifies the amount students and their families are expected to pay toward direct and indirect educational costs. The Office of Financial Aid determines final eligibility for federal aid in compliance with U.S. regulations. Federal financial aid programs offered by Eastern Michigan University include the following:

The Federal Pell Grants assist undergraduate students who have demonstrated high financial need and who are U.S. citizens or permanent U. S. residents. The value of the Pell Grant is set each year by the U.S. Congress.

The Federal Supplemental Educational Opportunity Grants assist undergraduate students who are U.S. citizens or permanent U.S. residents and who have exceptional financial need. The maximum amount of this grant is reflected in federal regulations.

The Federal College Work-Study Program provides students with funds through employment. Students may be employed on-campus or at participating off-campus agencies. The hourly rate of pay is determined by the skills required for the job. Approval for possible employment under the Federal College Work-Study Program is based upon student need. Undergraduate and graduate students are eligible.

The Federal Perkins loans are awarded to students who demonstrate high financial need. These educational loans carry a relatively low interest rate and are payable 9 months after a student graduates or drops below half-time enrollment. Other loan limits and terms are set by federal regulation.

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FINANCIAL AID: GENERAL		

The Federal Stafford loans are available to all students who are enrolled at least half time. These educational loans carry a variable interest rate that is determined each year. Repayment of loan proceeds begins 6 months after a student graduates or drops below half time. Other loan limits and terms are set by federal regulation.

The Parent loans for undergraduate students (PLUS) are available to parents of dependent undergraduate students who are enrolled at least half time. Loan limits and terms are determined by federal regulation.

### **MICHIGAN CAMPUS-BASED AID PROGRAMS**

Eligible Michigan residents are considered for state campus-based aid programs by completing and submitting the federal student aid application. Residency requirements and other award criteria are promulgated by Public Act No. 102 of 1986, Public Act No. 273 of 1986, Public Act No. 288 of 1986, as amended by Public Act No. 47 of 1990, and Public Act No. 303 of 1986. The Michigan Higher Education Assistance Authority publishes additional rules, regulations, policies, and procedures.

The Michigan Work-Study Program helps eligible students meet educational expenses by placement in on- and off-campus employment. The primary criterion for award consideration is financial need.

The Michigan Educational Opportunity Grant is provided to students who demonstrate high financial need.

The Michigan Part-Time Adult Grant is awarded to part-time, independent students who demonstrate high financial need.

The State of Michigan Competitive Scholarships pay a portion of tuition and fees for the academic year to undergraduate students. The Scholarship is awarded on the basis of academic potential and financial need. Students must take a qualifying test before they enroll in college.

The Michigan Merit Award is earned by students who pass the Michigan Educational Assessment Program test. Award amounts and terms are set by the state of Michigan. The Michigan Higher Education Assistance Authority directly notifies students of their eligibility for this award.

### **PRIVATE AGENCY PROGRAMS**

Scholarships offered by associations, clubs, agencies, and corporations are available to Eastern Michigan University students and are administered by the Office of Financial Aid. Awards are made to entering freshmen and to students already attending the University. Qualifications and eligibility for these scholarships vary considerably. The Office of Financial Aid arranges for award disbursement according to donor instructions and specifications.

Many lending institutions have private student loan programs that are available to students to help pay for educational costs. Program qualifications, loan limits, and loan terms vary by lender. Information on these programs is provided in the Office of Financial Aid.

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FINANCIAL AID: GENERAL		

Eastern Michigan University requires that student recipients of University-based financial aid awards be enrolled full-time in each term they receive financial aid. In addition, many external programs require that students be enrolled full-time each term. The federal government and the state of Michigan, however, provide financial aid appropriate to the student's enrollment level and have programs that allow aid to pay at less than full-time.

	FULL-TIME STATUS	¾ TIME	½ TIME
Fall or Winter Semester, Undergraduate:	12 or more	9, 10 or 11	6, 7 or 8
Fall or Winter Semester, Graduate:	8 or more	6 or 7	4 or 5
Spring or Summer Term, Undergraduate	6 or more	5	3 or 4
Spring or Summer Term, Graduate	4 or more	3	2

Students may be considered full-time for University-based aid only in the following exceptional circumstances, with the approval of the Director of Financial Aid:

1. A student is enrolled during his/her final semester of enrollment in sufficient credit hours to complete his/her degree requirements; or
2. A student provides satisfactory documentation of unusual circumstances to the Office of Financial Aid. Examples might include confirmation of participation in student teaching, a practicum or internship, or other academic activity which in combination with other courses is considered equivalent to a full-time academic load.

#### RESPONSIBILITY FOR IMPLEMENTATION

The vice president for enrollment services is responsible for implementation of this policy.

#### SCOPE OF POLICY COVERAGE

This policy applies to all Eastern Michigan University students.

#### Authority for Creation or Revision

Executive Council, September 3, 1975.  
Board of Regents Finance Committee Meeting, August 2, 1977.  
Executive Council, December 19, 1977.





# Policies, Rules And Regulations

Effective Date                      Date of Revision

9-3-75                                      8-2-776-15-04

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FINANCIAL AID: GENERAL

~~The Office of Financial Aid~~ ~~HE OFFICE OF FINANCIAL AID shall~~ shall administer financial aid resources to provide access and affordability for a post-secondary education according to the regulations, guidelines, or other requirements as prescribed by the funding source. ~~SHALL ADMINISTERS A VARIETY OF FINANCIAL AID RESOURCES TO PROVIDE ACCESS AND AFFORDABILITY FOR A POST SECONDARY EDUCATION ACCORDING TO THE REGULATIONS, GUIDELINES OR OTHER REQUIREMENTS AS PRESCRIBED BY THE FUNDING SOURCE.~~

Five types of financial aid —; scholarships, grants, awards, loans, and ~~cCollege w~~Work-sStudy employment —are available to Eastern Michigan University undergraduate students. ~~s, and two types — scholarships, fellowships, graduate assitantships~~ ~~SCHOLARSHIPS, FELLOWSHIPS, GRADUATE ASSISTANTSHIPS,~~ loans and College Work-Study employment — are available to graduate students ~~STUDENTS~~ through the Office of Financial Aid. Guest students are not eligible for financial aid.

Financial aid is funded by the federal government, State of Michigan, university, and private sources. Each funding source has regulations, guidelines or other funding requirements that must be followed while administering aid programs.

~~These Financial aid programs are administered~~ ~~available under a coordinated program of financial assistance, the purpose of which is to assist qualified students who have limited funds and resources, and to recognize students with excellent academic records and special talents. Financial aid applicants are considered for all types of financial aid for which they are eligible. Guest students are not eligible for Eastern Michigan University financial aid. Except as noted, recipients of financial aid must be full-time students.~~

Scholarships, grants, and awards range from small ~~dollar~~ ~~DOLLAR~~ awards amounts up to and including to amounts covering full tuition and living costs. ~~Scholarships, grants, and awards for any school year are normally awarded in the spring preceding that year. Qualifications may vary but, in general, ; however~~ ~~HOWEVER,~~ scholarships are ~~generally~~ ~~GENERALLY~~ awarded on the basis of academic achievement. ~~G, and for some scholarships financial need; grants are awarded~~ ~~grants~~ ~~GRANTS ARE AWARDED~~ on the basis of financial need. ~~; O-other and awards~~ ~~OTHER~~ awards may be ~~AWARDS MAY BE OFFERED~~ awarded on the basis of special talents. ~~Two Federal Loan programs~~ ~~s and Ccollege Wwork-sStudy employment eligibility~~ ~~are~~ ~~MAY BE~~ are awarded on the basis of financial need. There are other loan programs available to students who do not have financial need.

In compliance with federal regulations, University departments must report any funds provided directly to students through departmental requisition, departmental awards, gifts, or stipends to the Office of Financial Aid.

## Authority for Creation or Revision

Executive Council, September, 3, 1975.  
Board of Regents Finance Committee Meeting, August 2, 1977.



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Issue
FINANCIAL AID: UNIVERSITY PROGRAMS

## GENERAL FUND

Eastern Michigan University provides a variety of scholarships, awards and grants, in-aid to students. Awards are made on the basis of academic merit, special talent, and financial need.

Each year the general fund scholarships, awards, and grants-in-aid program proposal is presented to the Board of Regents for approval. The proposal is made one year in advance of the normal budget cycle to meet admission's publication time lines for recruiting the following year's freshmen class.

There are three categories of general fund program requests: academic scholarships, awards and need-based grants: athletic grants-in-aid; and university match requirements.

Academic scholarships, awards and need-based grants: scholarships, awards and grants are offered to students who have attained exceptional academic achievement, who have demonstrated special talents or skills or who have documented high financial need.

Athletic grants-in-aid: as a division I participating school, Eastern Michigan University offers grants-in-aid for several women's and men's sports. The grants-in-aid cover full or partial tuition and room and board.

University match requirements: three federal aid programs and one state campus-based program require a proportional match to the annual dollars appropriated for each program. The federal programs are the Federal Perkins loan, the Federal Supplemental Educational Opportunity Grant, and Federal College Work Study. The state program is Michigan College Work Study.

Programs with stipends payable toward residence hall charges (available only to undergraduates except as noted) are as follows:

### REGENTS SCHOLAR AWARDS

Regents Scholar Awards recognize students with outstanding academic achievement (minimum 3.75 grade average) with \$1,200 stipends per academic year. A limited number of awards are available as \$400 tuition credits.

### PRESIDENTIAL AWARDS

Presidential Awards recognize students with a special curricular-related talent and a 2.5 minimum grade average. Awards are \$850 per academic year. A limited number of awards are available as \$250 tuition credits.

### CAMPUS LEADER AWARDS

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~~Campus Leader Awards recognize students with demonstrated leadership abilities and a 3.0 minimum grade average. Awards are \$850 per academic year.~~

#### **REGIONAL HIGH SCHOOL AWARDS**

~~Regional High School Awards recognize new freshmen with a minimum 3.0 grade average from a variety of geographical areas. Awards are \$850 per academic year.~~

#### **TRANSFER SCHOLARSHIPS**

~~Transfer Scholarships recognize new community college transfer students with a minimum 3.5 grade average from a variety of geographical areas. Awards are \$850 per academic year.~~

#### **INTERNATIONAL STUDENT AWARDS**

~~International Student Awards recognize student visa holders who can make a significant contribution to an intercultural residential center. Awards are \$1,000 per academic year.~~

#### **ALUMNI AWARDS**

~~Alumni Awards recognize students with a minimum 3.0 grade average who are daughters or sons of EMU alumni. Awards are \$850 per academic year.~~

#### **RESIDENCE HALL FINANCIAL AID**

~~Residence Hall financial aid assist students with a program of scholarships, leadership awards, grants, and Commuting Student opportunity Awards designed to help defray residence hall costs, recognize academic achievement and leadership potential, and enable commuting students to experience residence hall living. Leadership awards and grants are available to graduate as well as undergraduate students. Scholarships, awards, and grants range from \$100 to \$850 per academic year.~~

~~Other academic achievement scholarships are as follows:~~

#### **PRESIDENT'S SCHOLARSHIPS**

~~President's Scholarships recognize undergraduate students with a minimum 3.0 grade average on a renewal basis only. Awards range from \$650 to 30 hours of tuition per academic year.~~

~~Other special talent and leadership awards are described below (available only to undergraduates except as noted):~~

#### **ATHLETIC AWARDS**

~~Athletic awards are available to men and women participants in varsity athletics to recognize special skills in athletics. Award recipients are recommended by the Director of Athletics. Awards to women are full tuition and fees. Awards to men range up to full tuition, fees, room, board and book loan.~~

#### **SERVICE AWARDS**

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~~Service awards recognize students with special skills in Speech and Dramatic Arts and Music. Award recipients are recommended by the respective department heads. Awards are \$100 to \$500 per academic year.~~

~~**STUDENT LEADER AWARDS**~~

~~Student Leader Awards recognize campus student leaders. Award recipients are recommended by the Dean of Students. Awards are available to graduate as well as undergraduate students. Awards are \$175 to \$350 per semester.~~

~~Programs based on financial need (available only to undergraduates) are as follows:~~

~~**BOARD OF REGENTS SCHOLARSHIPS**~~

~~Board of Regents Scholarships are awarded to students with a minimum 2.75 EMU grade average and financial need. Only renewal scholarships will be awarded after 1976-77. Awards are \$100 to \$500 per academic year.~~

~~**UNIVERSITY GRANTS**~~

~~University grants are available to students with exceptional financial need. Awards are \$100 to \$1,000 per academic year.~~

~~Other programs are noted below:~~

~~**UNIVERSITY AWARDS**~~

~~University Awards meet a variety of special student needs and are awarded at the discretion of the Director of Financial Aid. Awards range from \$100 to \$19000 per academic year.~~

**EMU ENDOWED SCHOLARSHIPS AND DEPARTMENTAL AWARDS**

~~The endowed Endowed scholarships funds and departmental awards are administered funded by the University the EMU Foundation are listed in the scholarship brochure and jointly administered by the Office of Financial Aid and authorizing departments. Most of the scholarships have restrictions established by the donor and are awarded on a variety of criteria including academic achievement, leadership, major field of study, and financial need.~~

~~**UNIVERSITY SHORT TERM LOANS**~~

~~Part-time and full-time students with emergency educational expenses who (1) are currently enrolled at the University, (2) have earned previous academic credit at Eastern and (3) who qualify academically (minimum 2.0 "C" undergraduate, 5.0 "B" graduate) are eligible to receive funds. Students may borrow up to \$500 at 4% annual interest. Non-cosigned loans are limited to \$150 with a maximum 90-day repayment period. All other loans require a cosigner and have a maximum 12-month repayment period. Loans may be granted to students who do not meet~~

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~~normal loan requirements if such action is considered appropriate in view of individual student circumstances.~~

~~Small loans are 30-day interest free loans to meet small needs.~~

### **SPECIAL TUITION STIPENDS**

~~In order to recognize the academic excellence and special academically-related talents of all students, the Board of Regents has approved a policy that up to 15% of each year's Regents Scholar awards and Presidential Awards may be partial tuition stipends. Any student may compete for these tuition stipends. No student may receive a tuition stipend and a residence hall stipend concurrently from any of the new financial aid programs.~~

- ~~1. Those students requesting tuition stipends will be considered for scholarship or award recognition on the same program basis as all other applicants, and tentative recipient selection will be made. If the tentative recipient pool contains more than 15% of students requesting a tuition stipend, tuition stipend recipients will be chosen based on program criteria.
 
  - ~~a. For Regents Scholars, those students with the highest grade point averages (for new freshmen, a combination of grade average and test scores) will be chosen. Regents Scholar tuition stipends will be \$400 per academic year. Regents Scholar tuition stipends may be granted to new student applicants, returning student applicants, and renewal applicants.~~
  - ~~b. For Presidential Awards, prime consideration will be given to the students' relative level of curriculum-related talent or skill and overall academic achievement. Presidential Award tuition stipends will be \$250 per year. Each college may designate up to 15% of its Presidential Award recipients to receive tuition stipends. If fewer than 15% of the recipients in one college receive tuition awards, more than 15% of the recipients in another college may receive tuition awards. However the total number of tuition awards in the program may not exceed 15%, except that in cases where 15% of the recipients within a college would result in partial awards, the college may be authorized to make a full award.~~~~
- ~~2. In addition to the tuition stipends awarded in the Regents Scholar and Presidential Awards programs, students who receive awards from any of the new scholarship programs except International Student Awards may apply to the Director of Financial Aid for an exception to the residence hall requirement.
 
  - ~~a. Exceptions will be granted only to students who can document that residence hall living is a severe personal hardship.~~
  - ~~b. Circumstances which may warrant the granting of an exception are:
 
    - ~~Parental illness or disability necessitating that the student remain home to care for parent and/or younger siblings.~~
    - ~~Student illness or disability necessitating frequent care for student by parent.~~~~~~

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~~c. If an exception is granted, the tuition stipend amount will be \$250 per academic year (\$400 for Regents Scholar).~~

~~d. Denials of exception requests may be appealed to the Associate Vice President for Student Affairs.~~

**Authority for Creation or Revision**

Executive Council, September 3, 1975.

Board of Regents Finance Committee, August 2, 1977.



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FINANCIAL AID: FEDERAL PROGRAMS

## FEDERAL STUDENT AID PROGRAMS:

To be considered for the following federal (Title IV) aid programs, students must apply for by completing and submitting an application to the federal government. The federal processor returns a response to students that identifies the amount students and their families are expected to pay toward direct and indirect educational costs. The Office of Financial Aid determines final eligibility for federal aid in compliance with U.S. regulations. The Office of Financial Aid determines final eligibility for federal aid in compliance with U.S. regulations. Federal financial aid programs offered by Eastern Michigan University include:

### BASIC EDUCATIONAL OPPORTUNITY GRANTS FEDERAL PELL GRANTS

The Basic Educational Opportunity Federal Pell Grants assist undergraduate students with who have demonstrated considerable high financial need and who are U.S. citizens or permanent U.S. residents. Students apply for eligibility determination and receive a Student Eligibility Report (SER). Eligible students then submit the SER to the Office of Financial Aid for final award determination. Half-time and 3/4-time students can receive reduced grants. The value of the Pell Grant is set each year by the U.S. Congress.

### FEDERAL SUPPLEMENTAL EDUCATIONAL OPPORTUNITY GRANTS

The Federal Supplemental Educational Opportunity Grants assist undergraduate students who are U.S. citizens or permanent U.S. residents and who have exceptional financial need. The normal maximum yearly grant is \$1,000. SEOG Grants can be no more than one-half the student's total financial need and must be matched by other types of financial aid. The maximum amount of this grant is reflected in federal regulations

### NURSING SCHOLARSHIPS (GRANTS)

Nursing Scholarships (Grants) assist undergraduate nursing students with exceptional financial need. Scholarships are normally no more than \$1,000.00 per academic year. Recipients must be U.S. citizens or permanent U.S. residents.

### LAW ENFORCEMENT GRANTS

Law Enforcement Grants assist part-time and full-time students enrolled in undergraduate or graduate programs leading to degrees in areas directly related to or suitable for law enforcement careers. Recipients must be employed full-time in a state or local law enforcement agency.

### NATIONAL DIRECT STUDENT LOANS

National Direct Student Loans are low interest (3%), long-term repayment loans to full-time students up to a normal maximum of \$1,000 each academic year (\$2,500.00 for graduate

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## FINANCIAL AID: FEDERAL PROGRAMS

~~students) based on demonstrated financial need. Recipients must be U.S. citizens or permanent U.S. residents.~~

**NURSING LOANS**

~~Nursing Loans are available to undergraduate or graduate nursing students with demonstrated financial need. Loans are normally limited to a maximum of \$1,000.00 per academic year, with 3% interest. Recipients must be U.S. citizens or permanent U.S. residents.~~

**FEDERAL COLLEGE WORK-STUDY PROGRAM**

~~The Federal College Work-Study Program provides students with funds through employment. The studentStudents may be employed on-campus or at one of the participating off-campus agencies. Approved AUTHORIZED students may work a maximum of 20 ~~29~~ hours per week when the University is in session DURING THE FALL AND WINTER SEMESTERS and a maximum of 40 hours per week when the University is not in session DURING THE SPRING AND SUMMER TERMS. The hourly rate of pay is determined by the skills required for the job. Approval for possible employment under the Federal College Work-Study Program is based upon student need. Recipients must be U.S. citizens or permanent U.S. residents. Undergraduate and graduate students are eligible.~~

**FEDERAL PERKINS LOAN PROGRAM**

~~The Federal perkinsPerkins loans are awarded to students who demonstrate high financial need. These educational loans carry a 5%relatively low interest rate and are payable 9 months after a student graduates or drops below half-time enrollment. Other loan limits and terms are set by federal regulation.~~

**FEDERAL STAFFORD LOAN PROGRAM**

~~The Federal staffordStanford loans are available to all students who are enrolled at least half time. These educational loans carry a variable interest rate that is determined each year. Repayment of loan proceeds begins 6 months after a student graduates or drops below half time. Other loan limits and terms are set by federal regulation.~~

~~The Parent loans for undergraduate (plusPLUS) are available to parents of dependent undergraduate students who are enrolled at least half time. Loan limits and terms are determined by federal regulation.~~

Executive Council, September 3, 1975.

Board of Regents Finance Committee Meeting, August 2, 1977.





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FINANCIAL AID: STATE PROGRAMS

## MICHIGAN CAMPUS BASED AID PROGRAMS

Eligible Michigan residents are considered for state campus based aid programs by completing and submitting the federal student aid application. Residency requirements and other award criteria are promulgated by public act no. 102 of 1986, public act no. 273 of 1986, public act 288 of 1986; as amended by public act no. 47 of 1990, and public act no. 303 of 1986. The Michigan higher education assistance authority published additional rules, regulations, policies and procedures.

### STATE OF MICHIGAN COMPETITIVE SCHOLARSHIPS

The Michigan work study program helps eligible students meet educational expenses by placement in on and off-campus employment. The primary criterion for award consideration is financial need.

The Michigan Educational Opportunity Grant is provided to students who demonstrate high financial need.

The Michigan Part Time Adult Grant is awarded to part time independent students who demonstrate high financial need.

State of Michigan Competitive Scholarships pay ~~up to full~~ a portion of tuition and fees for the ~~full~~ college academic year to undergraduate students. This scholarship is awarded on the basis of academic potential and financial need. Students must take ~~the original~~ a qualifying test before they enroll in college.

### ACT 245, PUBLIC ACTS OF 1935

Act 245, Public Acts of 1935 was created to provide tuition payments for children of certain Michigan soldiers, sailors, marines and nurses. Full time and part time students eligible for benefits receive payment of tuition and fees.

### MICHIGAN VETERANS TRUST FUND LOANS

Michigan Veterans Trust Fund loans are available to Michigan veterans, their legal dependents, or the children of a deceased veteran. The applicant must be enrolled as a full-time student and have need for a loan. The loan may not exceed \$600 and is repayable, without interest, within six months.

### Authority for Creation or Revision

Executive Council, September 3, 1975.

Board of Regents Finance Committee Meeting, August 2, 1977.



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FINANCIAL AID: PRIVATE AGENCY PROGRAMS			

## ~~GENERAL AND SPECIAL SCOLARSHIPS PRIVATE AGENCY PROGRAMS~~

Scholarships offered by associations, clubs, agencies, and corporations are available to Eastern Michigan University students and are administered by the Office of Financial Aid. ~~AND ARE ADMINISTERED BY THE OFFICE OF FINANCIAL AID.~~ Awards are made ~~Some are AWARDS ARE offered MADE~~ to entering freshmen, ~~some to~~ and to ~~AND TO~~ students already attending ~~in ATTENDING~~ the University. Qualifications and eligibility for these scholarships vary considerably. The Office of Financial Aid arranges for award disbursement according to donor instructions and specifications ~~AND SPECIFICATIONS.~~

## ~~PRIVATE LENDING INSTITUTION STUDENT LOANS~~

Many lending institutions have private student loan programs that are available to students to help pay for educational costs. Program qualifications, loan limits, and loan terms vary by lender. Information on these programs is provided in the Office of Financial Aid.

### Authority for Creation or Revision

Executive Council, September 3, 1975.

Board of Regents Finance Committee Meeting, August 2, 1977.



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### Issue

FINANCIAL AID: STUDENT STATUS FOR FINANCIAL AID PURPOSES

Eastern Michigan University requires that student recipients of most based financial aid awards be full-time students in each term they receive financial aid. In addition many external programs require that students be enrolled full-time each term. ~~the University be full-time AT LEAST HALF-TIME students each term SEMESTER they receive financial aid. THE FEDERAL PELL GRANT AND MICHIGAN PART-TIME ADULT GRANT ALLOW LESS THAN HALF TIME ENROLLMENT.~~ In addition many external programs such as the State of Michigan Scholarship Program require that students be full-time each term. For these purposes students must be registered at least the number of credit hours shown below. Academic, activity, and non-index hours in any combination may be used to fulfill the requirements. The federal government and the state of Michigan; however, provide financial aid appropriate to the students' enrollment level and have programs that allow aid to pay at less than full-time.

	FULL-TIME STATUS	¾ TIME	½ TIME
		<u>Undergraduate</u>	<u>Graduate</u>
Fall or Winter Semester, Undergraduate:	8 or more	6, 7, or 8	12 or more
Spring or Summer Term, Undergraduate	6 or more	5	3 or 4
Fall or Winter Semester, Graduate:	8 or more	6 or 7	4 or 5
Spring or Summer Term, Graduate	6 or more	4 or more	3

Exceptions to these minimums may be made, and students considered full time, in the following circumstances, upon the approval of the director of financial aid:

1. If a student is enrolled, during his or her final term or semester, in sufficient hours to complete his or her degree requirements.
2. In any term during which a student provides to the Office of Financial Aid satisfactory documentation of unusual circumstances which would warrant considering the student as enrolled for the equivalent of a full-time academic load; or which would warrant an exception to the normal full-time requirement. This would include any term during which a student is confirmed by an academic unit as participating in student teaching, practicum, internship, or other academic activity; which, in combination with any other courses the student is carrying, is considered the equivalent of a full-time academic load.

Some programs, such as the Basic Educational Opportunity Grant and Guaranteed/Federally Insured/State Direct Loans provide for differing levels of eligibility for students enrolled less than full time but at least half time. For these and any other financial aid programs, the following total hours per term shall be used to define student status:

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**FINANCIAL AID: STUDENT STATUS FOR FINANCIAL AID PURPOSES**

**3/4 TIME STATUS**

	<u>Undergraduate</u>	<u>Graduate</u>
Fall or Winter Semester	9, 10, or 11	6 or 7
Spring or Summer Term	5	3

**1/2 TIME STATUS**

	<u>Undergraduate</u>	<u>Graduate</u>
Fall or Winter Semester	6, 7, or 8	8 or more
Spring or Summer Term	3 or 4	2

No student, regardless of exceptional circumstance, will be eligible to receive financial aid in any term during which he or she is enrolled for fewer than the minimum hours shown in the "1/2 Time Status" table above.

Students may be considered full-time for university-based aid only in the following exceptional circumstances, with the approval of the Director of Financial Aid:

1. A student is enrolled during his/her final semester of enrollment in sufficient credit hours to complete his/her degree requirements; or
2. A student provides satisfactory documentation of unusual circumstances to the Office of Financial Aid. Examples might include confirmation of participation in student teaching, a practicum or internship, or other academic activity which in combination with other courses is considered equivalent to a full-time academic load.

**RESPONSIBILITY FOR IMPLEMENTATION**

The Vice President for Enrollment Services is responsible for implementation of this policy.

**SCOPE OF POLICY COVERAGE**

This policy applies to all Eastern Michigan University students.

**Authority for Creation or Revision**

Board of Regents Finance Committee Meeting, August 2, 1977.  
Executive Council, December 19, 1977.



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Issue
ACCESS TO STUDENT RECORDS

## UNIVERSITY POLICY STATEMENT

It is the policy of Eastern Michigan University to assure any person who *is* or has been in attendance as a student at the University access to his/her educational records and to protect such individual's rights to privacy by limiting the transferability of records without his/her consent. It is the further purpose of this policy to comply with the Family Educational Rights and Privacy Act (FERPA) and other federal and state regulations.

The following are matters of public record and may be included in publications or disclosed upon request without consent: the student's name, address, telephone listing; email address; date and place of birth; major field of study; participation in officially recognized activities and sports; weight and height of members of athletic teams; dates of attendance; enrollment status; degrees and awards received (including, but not limited to, the Dean's List); and the most recent previous educational agency or institution attended by the student. This is considered directory information.

Registration documents of student organizations which contain the names and addresses of the officers and the statement of purpose of the organization are also considered public information. These documents are available in the Office of Campus Life.

## UNIVERSITY PRACTICE

The University shall annually notify enrolled students of their rights under this Act and also give notice of the categories of personally identifiable information, which the institution has designated as public or directory information.

The University shall make known the rights of eligible students by publishing a statement of those rights in appropriate University publications and websites.

I. All personally identifiable information not designated as directory information is confidential and shall be disclosed by the University only as provided herein.

### A. Disclosure of Public Information

1. Inquiries by telephone or in person for the items of public record listed as directory information may be honored.
2. Blanket requests or requests requiring data in specific formats (mailing labels, etc.) may be denied or a charge for the service may be levied.
3. EMU reserves the right to make public directory information unless a student's written objection (specifying the category of information not to be made public without prior consent) is filed at the Office of Records and Registration within 14 days after each term begins.

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## B. Disclosure of Confidential Information to the Student

Upon proper identification, a currently enrolled student has the right to inspect and review official records, files, and data directly related to the student as a student. This right extends to former students and applicants for admission. Where such information involves other students, the student shall be entitled to inspect or be informed of that portion of the information which pertains to himself or herself only. Student access to records shall be pursuant to procedures established for the granting of requests later in this section.

For the purposes of this section, the term educational records, files, and data shall include that material on students pertaining to their status as students held by any person, office, or department which is intended for University use, or to be available to parties outside the University. However, there are a number of records maintained in the University that are not educational records.

Records that are maintained by a physician, psychiatrist, counselor, or other recognized professional or paraprofessional, used only in connection with a student's treatment and unavailable to anyone not providing treatment, are not educational records. (Note: A personal record inspection is permitted by a physician or appropriate professional of the student's choice.) However, if the records involve or affect the status of the individual as a student in the University, the student shall have access to them. If the records serve a client-professional practitioner relationship, the student shall have access only through the practitioner. Release or disclosure of these records shall be governed by state statute and codes of professional ethics.

Records created and maintained by the University's Department of Public Safety for the purpose of law enforcement are not educational records.

Confidential recommendations or statements of evaluation obtained or prepared before January 1, 1975, and confidential recommendations (placed in the educational records after January 1, 1975) regarding admission to the University, employment application or credentials, or receipt of honors, provided the student has signed a waiver of his/her right of access thereto, are an exception also. However, waivers may not be required as a condition of admission, receipt of financial aid, or receipt of any other benefit from the University.

Any records on the financial status of parents are confidential between the parents and University and are, therefore, not available to students.

A personal record made by and in possession of an EMU instructional/supervisory/administrative staff member and accessible to no one else (except a substitute) is not an educational record.

## C. Disclosure of Confidential Information to Third Parties

1. Disclosure to individuals and public or private agencies.

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Confidential information may be disclosed to individuals or agencies only with the prior written consent of the student, unless the disclosure is pursuant to Section C2, following. Written consent on the part of the student must be provided prior to the disclosure of the requested information and shall (1) identify the individual, agency, or classes of individuals or agencies to whom the information is to be made available; and (2) specify the records to be released.

2. Disclosure of confidential information without prior consent of the student.

Information otherwise confidential and requiring a student's consent may be released without such consent pursuant to the conditions listed as follows:

- a. The disclosure is to other school officials, including teachers, within the agency or institution whom the agency or institution has determined to have legitimate educational interests.

A school official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the University has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Regents; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

All confidential information shall be disclosed only on a NEED TO KNOW BASIS. That is, an official requesting information must have a legitimate educational interest in the information (i.e., the official needs to review the information in order to fulfill his or her professional responsibility). Determining whether the person making the request for the confidential information is a school official and determining whether the person has a legitimate educational interest in the information shall be the responsibility of the person in charge of that record or file.

University faculty and staff whose responsibilities require the receipt or use of information shall be responsible for its release and disclosure pursuant to the provisions of this policy. Release or disclosure shall always be by the office which has primary responsibility for maintaining the information.

- b. Disclosure pursuant to judicial order.

Confidential information shall be released if properly subpoenaed pursuant to a judicial, legislative, or administrative proceeding. The student shall be notified of the order in advance of compliance, unless the Court or other issuing agency orders the University not to disclose the existence or contents of the subpoena or any information furnished in response.

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- c. Disclosure pursuant to requests for financial aid.

Appropriate student records may be disclosed without the student's prior consent in connection with the student's application for, or receipt of, financial aid.

- d. Disclosure to federal and state authorities.

Authorized federal and state officials shall have access to student records as required by the audit and evaluation of federally supported education programs and in connection with the enforcement of federal legal requirements which relate to such programs.

- e. Disclosure to organizations conducting studies for, or on behalf of, educational agencies or institutions to: 1) develop, validate, or administer predictive tests; 2) administer student aid programs; or 3) improve instruction.

Requests for access to information for research must be presented to and authorized by the president of the University or his/her designee. Such requests should include the elimination of personal identification information. If the research requires release of information by name, the president or his/her designee will require assurance that data will be treated confidentially and either returned or destroyed as soon as they have served their research purposes.

- f. Disclosure to accrediting organizations.

- g. Disclosure to parents of a dependent student, as defined by the Internal Revenue Code, Section 152, 1954.

- h. Conditions for disclosure in health and safety emergencies.

The University may disclose personally identifiable information from the education records of a student to appropriate parties in connection with an emergency if knowledge of the information is necessary to protect the health or safety of the student or other individuals.

- i. Disclosure to an alleged victim of any crime of violence (as that term is defined in Section 16 of Title 18 of the U.S. Code), the results of any disciplinary proceeding conducted by the University against the alleged perpetrator of such crime with respect to such crime.

- j. Disclosure to officials of other schools upon request, in which a student seeks or intends to enroll.

- k. Disclosure of certain information to parents or guardians of students under the age of 21 found responsible for violating any law, rule, or University policy pertaining to drugs or alcohol.



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I. Disclosure of information the educational agency or institution has designated as "directory information."

3. Restriction on further release of related records.

The University shall include, with any personal information on a student transferred to any party, a written statement that such recipient cannot subsequently release such data in personally identifiable form without first obtaining the written consent of the student.

4. Record of access.

Each office or officer of the University having custody of educational records shall maintain a record, kept with the educational records of each student, which will indicate all individuals, agencies, or organizations which have requested or obtained access to a student's educational records maintained by such office or officer. Also, it will indicate specifically the legitimate interest that such person, agency, or organization has in obtaining this information. Such record of access shall be available to the student, to the aforesaid University officials, to the University official and his/her assistants who are responsible for the custody of such records, and to the federal and state officials involved in audit and evaluation under Section 99.37 of the Act's regulations.

5. The University has a fee schedule for copies of academic transcripts and charges may be made for copies of other records requested.

## II. Procedure to Challenge Content of Educational Records at EMU

If a student believes his/her records contain inaccurate or misleading information or otherwise are in violation of his/her rights, the first step to resolve the issue *is* through informal discussion between the student and the official responsible for the maintenance of the records. If within 10 class days, when the University is in session, the matter is not satisfactorily settled, the issue will be taken to the appropriate vice president who will initiate the hearing procedure. The eligible student shall be afforded a full and fair opportunity to present evidence relevant to a request (1) for correction or deletion of any inaccurate, misleading, or other data *in* violation of the student's rights, and (2) for insertion into such records a written explanation regarding the contents of such records. A decision shall be rendered in writing within a reasonable period of time after the conclusion of the hearing to the appropriate vice president.

## III. Annual Review and Disposition of Records

A policy on Annual Review and Disposition of Records shall be established to charge each individual unit with the responsibility of annually reviewing the records it holds. In all cases, the objectives of the annual review will include consideration of reduction of records kept in operational files, provide for a continuing review and evaluation of the

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type of records kept *in* the operational files, and for disposal of routing records which are no longer necessary to the operation.

If not otherwise prohibited by law, the University recognizes that educational institutions are not precluded from destroying inappropriate or useless records which should not be maintained. However, access shall be granted prior to destruction in those incidents where the eligible student has requested such access prior to destruction.

#### IV. Student Access to His/Her Educational Records

The registrar or his/her designee is the University officer responsible for coordinating access procedures. A list of University educational records and copies of the Family Educational Rights and Privacy Act of 1974, as amended, and the Act's Regulations, are available at the Office of Records and Registration. A student seeking access to his/her personal educational records should go to the Office of Records and Registration and complete the application form required. The student will then be informed by letter as to the date and procedure to follow. In no case will this process extend 45 days after the request has been made.

A student shall be entitled to an explanation of any information contained in official records, files, and data directly related to the student and shall have the opportunity for a hearing to challenge the content of such records to ensure that they are not inaccurate, misleading, or otherwise in violation of privacy or other rights of the student, and to provide an opportunity for the correction or deletion of any inaccurate, misleading, or otherwise inappropriate data.

The University reserves the right to deny transcripts or copies of records not required to be made available by the Act in any of the following circumstances:

- A. The student has unpaid financial obligations to the university.
- B. There is unresolved disciplinary action against the student.

The following is a list of the types of records that Eastern Michigan University maintains, their locations, and their custodians:

TYPES	LOCATION	CUSTODIAN
Admission Records	Admissions Office, Pierce Hall	Director, Admissions
Cumulative Academic Records	Records and Registration, Pierce Hall	Registrar
Health Records	University Health Services, Snow Health Center	Director, University Health Services
Financial Aid Records	Financial Aid, Pierce Hall	Director, Financial Aid

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TYPES	LOCATION	CUSTODIAN
Placement Records	Career Services Center, King Hall	Director, Career Services Center
Financial Records	Student Business Services, Pierce Hall	Director, Student Business Services

**RESPONSIBILITY FOR IMPLEMENTATION**

The president of the University has the overall responsibility for implementing this policy in compliance with the Family Educational Rights and Privacy Act and its regulations. The president has the authority to modify this policy where modification(s) is required to bring the policy into compliance with future amendments of the Act and/or its implementing regulations, subject to notice to and ratification by the Board of Regents. Vice presidents, deans, and department heads are responsible for relaying the policy to faculty and staff for compliance.

**SCOPE OF POLICY**

The policy applies to all currently enrolled or formerly enrolled students.

**Authority for Creation or Revision**

Minutes of the Board of Regents. February 14, 1966; para. .363 M  
 Minutes of the Board of Regents. March 20, 1974; para. .1321 M.  
 Minutes of the Board of Regents. December 11, 1974; para. .1461 M.  
 Minutes of the Board of Regents. March 19, 1975; para. .1507 M.  
 Minutes of the Board of Regents. May 18, 1977; para. .1806 M.



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## Issue

ACCESS TO STUDENT RECORDS

### UNIVERSITY POLICY STATEMENT: ~~I. UNIVERSITY POLICY STATEMENT~~

It is the policy of Eastern Michigan University to assure any person who *is* or has been in attendance as a student at the University access to his/her educational records and to protect such individual's rights to privacy by limiting the transferability of records without his/her consent. It is the further purpose of this policy to comply with the Family Educational Rights and Privacy Rights Act (FERPA) and other federal and state regulations. ~~Buckley Amendment (Act), 20 U.S.C. 1232 (g) and the Act's implementing regulations.~~

### ~~I. PUBLIC INFORMATION FROM STUDENT RECORDS~~

The following are matters of public record and may be included in publications or disclosed upon request without consent: the student's name, address, telephone listing; email address; date and place of birth; major field of study; participation in officially recognized activities and sports; weight and height of members of athletic teams; dates of attendance; enrollment status; degrees and awards received (including, but not limited to, the Dean's List); and the most recent previous educational agency or institution attended by the student. This is considered directory information.

~~a.~~ Registration documents of student organizations which contain the names and addresses of the officers and the statement of purpose of the organization are also considered public information. These documents are available in the Office of Campus Life.

### UNIVERSITY PRACTICE:

The University shall annually notify enrolled students and parents of students of their rights under this Act and also give notice of the categories of personally identifiable information, which the institution has designated as public or directory information.

The University shall make known the rights of eligible students by publishing a statement of those rights in ~~its undergraduate and graduate catalogs~~ appropriate University publications and websites.

### ~~II. CONFIDENTIAL RECORDS AND INFORMATION~~

- ~~I.~~ All personally identifiable information not designated as directory information ~~covered by Part II~~ is confidential and shall be disclosed by the University only as provided herein.

### ~~III. PRACTICE GOVERNING DISCLOSURE~~

#### ~~4.A.~~ Disclosure of Public Information

- ~~a.1.~~ Inquiries by telephone or in person for the items of public record listed ~~in~~

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~~Part II, Section 1, as directory information may be honored, may be honored.~~

- b.2. Blanket requests or requests requiring data in specific formats (mailing labels, etc.) may be denied or a charge for the service may be levied.
- e.3. EMU reserves the right to make public directory information unless a student's written objection (specifying the category of information not to be made public without prior consent) is filed at the Office of the Registrar Records and Registration within 14 days after each term begins.

#### 2-B. Disclosure of Confidential Information to the Student

Upon proper identification, a currently enrolled student has the right to inspect and review official records, files, and data directly related to the student as a student. This right extends to former students and applicants for admission. Where such information involves other students, the student shall be entitled to inspect or be informed of that portion of the information which pertains to himself or herself only. Student access to records shall be pursuant to procedures established for the granting of requests later in this section.

For the purposes of this section, the term educational records, files, and data shall include that material on students pertaining to their status as students held by any person, office, or department which is intended for University use, or to be available to parties outside the University. However, there are a number of records maintained in the University that are not educational records.

Records that are maintained by a physician, psychiatrist, counselor, or other recognized professional or paraprofessional, used only in connection with a student's treatment and unavailable to anyone not providing treatment, are not educational records. (Note: ~~a~~ A personal record inspection is permitted by a physician or appropriate professional of the student's choice.) However, if the records involve or affect the status of the individual as a student in the University, the student shall have access to them. If the records serve a client-professional practitioner relationship, the student shall have access only through the practitioner. Release or disclosure of these records shall be governed by state statute and codes of professional ethics.

Records created and maintained by the University's Department of Public Safety for the purpose of law enforcement are not educational records.

Confidential recommendations or statements of evaluation obtained or prepared before January 1, 1975, and confidential recommendations (placed in the educational records after January 1, 1975) ~~respecting~~ regarding admission to the University, employment application or credentials, or receipt of honors, provided the student has signed a waiver of his/her right of access thereto, are an exception also. However, waivers may not be required as a condition of admission, receipt of financial aid, or receipt of any other benefit from the University.

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Any records on the financial status of parents are confidential between the parents and University and are, therefore, not available to students.

A personal record made by and in possession of an EMU instructional/ supervisory/administrative staff member and accessible to no one else (except a substitute) are is not an educational records.

3-C. Disclosure of Confidential Information to Third Parties

a-1. Disclosure to individuals and public or private agencies.

Confidential information may be disclosed to individuals or agencies only with the prior written consent of the student, unless the disclosure is pursuant to Section 3bC2, following. Written consent on the part of the student must be provided prior to the disclosure of the requested information and shall (1) identify the individual, agency, or classes of individuals or agencies to whom the information is to be made available; and (2) specify the records to be released.

b-2. Disclosure of confidential information without prior consent of the student.

Information otherwise confidential and requiring a student's consent may be released without such consent pursuant to the conditions listed as follows:

i-a. ~~Disclosure to University officials, advisers, and student's faculty advisers.~~

~~All confidential information shall be disclosed only on a NEED TO KNOW BASIS. That is, an official requesting information must have a legitimate need for the information for the effective function of the position or office. Determinations whether the need to know requirement has been satisfied shall be made by the person in charge of the record or file. The disclosure is to other school officials, including teachers, within the agency or institution whom the agency or institution has determined to have legitimate educational interests.~~

A school official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the University has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Regents; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

All confidential information shall be disclosed only on a NEED TO KNOW BASIS. That is, an official requesting information must have a legitimate educational interest in the information (i.e., the official needs to review the information in order to fulfill his or her professional responsibility). Determining whether the person making the request for the confidential

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information is a school official and determining whether the person has a legitimate educational interest in the information shall be the responsibility of the person in charge of that record or file.

University faculty and staff whose responsibilities require the receipt or use of information shall be responsible for its release and disclosure pursuant to the provisions of this policy. Release or disclosure shall always be by the office which has primary responsibility for maintaining the information.

ii.b. Disclosure pursuant to judicial order.

Confidential information shall be released if properly subpoenaed pursuant to a judicial, legislative, or administrative proceeding. The student shall be notified of the order in advance of compliance, unless the Court or other issuing agency orders the University not to disclose the existence or contents of the subpoena or any information furnished in response.

iii.c. Disclosure pursuant to requests for financial aid.

Appropriate student records may be disclosed without the student's prior consent in connection with the student's application for, or receipt of, financial aid.

iv.d. Disclosure to federal and state authorities.

Authorized federal and state officials shall have access to student records as required by the audit and evaluation of federally supported education programs and in connection with the enforcement of federal legal requirements which relate to such programs.

~~v.e. Disclosure pursuant to the University's obligation to support study and research undertaken to better understand and to improve its own educational programs or those of institutions and agencies with which the University cooperates. Disclosure to organizations conducting studies for, or on behalf of, educational agencies or institutions to: 1) develop, validate, or administer predictive tests; 2) administer student aid programs; or 3) improve instruction.~~

Requests for access to information for research must be presented to and authorized by the president of the University or his/her designee. Such requests should include the elimination of personal identification information. If the research requires release of information by name, the president or his/her designee will require assurance that the data will be treated confidentially and either returned or destroyed as soon as ~~it has~~ they have served its/their research purposes.

vi.f. Disclosure to accrediting organizations.

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vii.g. Disclosure to parents of a dependent student, as defined by the Internal Revenue Code, Section 152, 1954.

viii.h. Conditions for disclosure in health and safety emergencies.

The University may disclose personally identifiable information from the education records of a student to appropriate parties in connection with an emergency if knowledge of the information is necessary to protect the health or safety of the student or other individuals.

ix.i. Disclosure to an alleged victim of any crime of violence (as that term is defined in Section 16 of Title 18 of the U.S. Code), the results of any disciplinary proceeding conducted by the University against the alleged perpetrator of such crime with respect to such crime.

x.j. Disclosure to officials of other schools upon request, in which a student seeks or intends to enroll with.

k. Disclosure of certain information to parents or guardians of students under the age of 21 found responsible for violating any law, rule, or University policy pertaining to drugs or alcohol.

l. Disclosure of information the educational agency or institution has designated as "directory information."

e.3. Restriction on further release of related records.

The University shall include, with any personal information on a student transferred to any party, a written statement that such recipient cannot subsequently release such data in personally identifiable form without first obtaining the written consent of the student.

d.4. Record of access.

Each office or officer of the University having custody of educational records shall maintain a record, kept with the educational records of each student, which will indicate all individuals, agencies, or organizations which have requested or obtained access to a student's educational records maintained by such office or officer. Also, it will indicate specifically the legitimate interest that such person, agency, or organization has in obtaining this information. Such record of access shall be available to the student, to the aforesaid University officials, to the University official and his/her assistants who are responsible for the custody of such records, and to the federal and state officials involved in audit and evaluation under Section 99.37 of the Act's regulations.

a. 5. Cost to student for record reproduction.



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The University has a fee schedule for copies of academic transcripts and charges may be made for copies of other records requested. ~~Payment shall be made in advance and written authorization shall accompany each request.~~

#### V. II. Procedure to Challenge Content of Educational Records at EMU

If a student believes his/her records contain inaccurate or misleading information or otherwise are in violation of his/her rights, the first step to resolve the issue *is* through informal discussion between the student and the official responsible for the maintenance of the records. If within 10 class days, when the University is in session, the matter is not satisfactorily settled, the issue will be taken to the appropriate vice president who will initiate the hearing procedure. The eligible student shall be afforded a full and fair opportunity to present evidence relevant to a request (1) for correction or deletion of any inaccurate, misleading, or other data *in* violation of the student's rights, and (2) for insertion into such records a written explanation regarding the contents of such records. A decision shall be rendered in writing within a reasonable period of time after the conclusion of the hearing to the appropriate vice president.

#### VI. III. Annual Review and Disposition of Records

A policy on Annual Review and Disposition of Records shall be established to charge each individual unit with the responsibility of annually reviewing the records it holds. In all cases, the objectives of the annual review will include consideration of reduction of records kept in operational files, provide for a continuing review and evaluation of the type of records kept *in* the operational files, and for disposal of routing records which are no longer necessary to the operation.

If not otherwise prohibited by law, the University recognizes that educational institutions are not precluded from destroying inappropriate or useless records which should not be maintained. However, access shall be granted prior to destruction in those incidents where the eligible student has requested such access prior to destruction.

#### VII. IV. Student Access to His/Her Educational Records

The ~~registrar~~ Director of Records, Registration and Academic Advising (Registrar's Office) or his/her designee is the University ~~Officer~~ ~~officer~~ responsible for coordinating access procedures. A list of University educational records and copies of the Family Educational Rights and Privacy Act of 1974, as amended, and the Act's Regulations, are available at the Registrar's Office of Records and Registration. A student seeking access to his/her personal educational records should go to the Registrar's Office of Records and Registration and complete the application form required. The student will then be informed by letter as to the date and procedure to follow. In no case will this process extend 45 days after the request has been made.

A student shall be entitled to an explanation of any information contained in official records, files, and data directly related to the student and shall have the opportunity for a hearing to challenge the content of such records to ensure that they are not inaccurate, or misleading, or otherwise in violation of privacy or other rights of the student, and to

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provide an opportunity for the correction or deletion of any inaccurate, ~~or misleading,~~ or otherwise inappropriate data.

The University reserves the right to deny transcripts or copies of records not required to be made available by the Act in any of the following circumstances:

~~1-A.~~ The student has unpaid financial obligations to the University.

~~2-B.~~ There is unresolved disciplinary action against the student.

The following is a list of the types of records that Eastern Michigan University maintains, their locations, and their custodians:

TYPES	LOCATION	CUSTODIAN
<del>Undergraduate Admission Records</del>	Admissions Office, Pierce Hall  (After enrolled) <del>Student Business Services, Pierce Hall</del>	Director, <del>Undergraduate Admissions</del>  Assistant Controller
<del>Graduate Admission Records</del>	<del>Graduate School, Starkweather Hall</del>	Dean, <del>Graduate School</del>
<del>Cumulative Academic Records — Undergraduate</del>	<del>Academic Records, Starkweather Hall, Office, Records and Registration, Pierce Hall</del>	Director, <del>Academic Records Registrar</del>
<del>Cumulative Academic Records — Graduate</del>	<del>Graduate School, Starkweather Hall</del>	Dean, <del>Graduate School</del>
Health Records	University Health Services, Snow Health Center	Director, <u>University Health Services</u>
Financial Aid Records	Financial Aid, Pierce Hall	Director, Financial Aid
Placement Records	<del>Career Planning &amp; Placement Services Center, Goodison King Hall</del>	Director, <del>Career Planning &amp; Placement Services Center</del>
<u>Financial Records</u>	<u>Student Business Services, Pierce Hall</u>	Director, <u>Student Business Services</u>

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### RESPONSIBILITY FOR IMPLEMENTATION

The President of the University has the overall responsibility for implementing this policy in compliance with the Family Educational Rights and Privacy Rights Act and its regulations. The President has the authority to modify this policy where a modification(s) is required to bring the policy into compliance with future amendments of the Act and/or its implementing regulations, subject to notice to and ratification by the Board of Regents. Vice Presidents, deans, and department heads are responsible for relaying the policy to faculty and staff for compliance.

### SCOPE OF POLICY

The policy applies to all currently enrolled or formerly enrolled students.

### Authority for Creation or Revision

Minutes of the Board of Regents. February 14, 1966; para. .363 M  
 Minutes of the Board of Regents. March 20, 1974; para. .1321 M.  
 Minutes of the Board of Regents. December 11, 1974; para. .1461 M.  
 Minutes of the Board of Regents. March 19, 1975; para. .1507 M.  
 Minutes of the Board of Regents. May 18, 1977; para. .1806 M.



# Policies, Rules And Regulations

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Issue
SALE OF COMMERCIAL PRODUCTS

## UNIVERSITY POLICY STATEMENT

Commercial products may be sold only at approved outlets under the jurisdiction of Eastern Michigan University. Sale or distribution of products shall be limited to products that are not inconsistent or in conflict with the primary purposes, aims, and policies of the University and are not violations of any local, state, or federal law, provided that there is or is established a substantial demand for such products.

## UNIVERSITY PRACTICE

The University will not sell or allow to be sold by authorized vendors/lessors products which are obscene under the law, or which may be defamatory to the character of students, faculty, staff or administration; do not have appropriate licensed university marks; are in violation of University rules and regulations, or which may encourage violation of University rules and regulations; are in violation of the terms and conditions of any existing contract with an outside vendor.

If the manager of sales activity has reason to believe any item, either being sold or proposed to be sold, is obscene or contains defamatory material, the manager will submit the item to the appropriate divisional head for a determination of action.

Sales outlets are authorized by the appropriate divisional head.

## RESPONSIBILITY FOR IMPLEMENTATION

The appropriate divisional head has responsibility for implementing this policy.

## SCOPE OF POLICY COVERAGE

This policy applies to all sales outlets.

Authority for Creation or Revision
Minutes of the Board of Regents, March 18, 1970; para. .863M



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Issue
SALE OF COMMERCIAL PRODUCTS

## POLICY

### UNIVERSITY POLICY STATEMENT

~~Sale or distribution of products at~~ Commercial products may be sold only at approved outlets under the jurisdiction of Eastern Michigan University. Sale or distribution of products shall be limited to products which that are not inconsistent or in conflict with the primary purposes, aims, and policies of the University and are not violative- violations of any local, state, or federal law, provided that there is or is established a substantial demand for such products.

### UNIVERSITY PRACTICE

The University will not ~~sell or allow to be sold by authorized vendors/lessors products which: are obscene under the law, or which may be defamatory to the character of students, faculty, staff, or administration; do not have appropriate licensed university marks; The University will not sell products which- are in violation of University rules and regulations, or which may encourage violation of University rules and regulations-; are in violation of the terms and conditions of any existing contract with an outside vendor.~~

If the manager of sales activity has reason to believe any item, either being sold or proposed to be sold, is obscene or contains defamatory material, the manager will submit the item to the appropriate divisional head for a determination of action.

~~Sales outlets are authorized by the vice president for student affairs-~~ appropriate divisional head.

## REGULATIONS

~~Authorized sales activities and the categories of products authorized to be sold at each are:~~

~~Bookstore in McKenny Union~~

~~Books, manuals, other printed matter, and supplies for curriculum use; clothing, drugs and leisure items to meet convenience demands of customers.~~

~~McKenny Union News and Information Counter~~

~~Newspapers, magazines, other periodicals which further the primary purpose of the University, tobacco and candy.~~

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~~There will be a reasonable selection of items within each category, but specific brands and titles will be determined by each management in response to customer demand and in conformity with good merchandising principles such as amount of display space, inventory volume, rate of turnover, etc.~~

~~Management may expand or discontinue the sale of any item at any time within the framework of the policy hereby established.~~

~~If the manager of sales activity has reason to believe any item, either being sold or proposed to be sold, is obscene or contains defamatory material, the manager will submit the item to the vice-president for student affairs for a determination of action.~~

#### **RESPONSIBILITY FOR IMPLEMENTATION**

The appropriate divisional head has responsibility for implementing this policy.

#### **SCOPE OF POLICY COVERAGE**

This policy applies to all sales outlets.



# Policies, Rules And Regulations

Effective Date	Date of Revision
12-20-78	6-15-04

Chapter Name	Chapter No.	Page
AUXILIARY OPERATIONS	14.8	Page 1 of 1
<b>Issue</b>		
SALES AND FUNDRAISING		

## UNIVERSITY POLICY STATEMENT

Fundraising by approved agencies and student organizations may be permissible if the activity benefits the University as a whole and supports an educational or public service function. The use of University facilities for sales or solicitation for private gain is prohibited except at approved outlets as defined in the policy on Sale of Commercial Products.

## UNIVERSITY PRACTICE

Fundraising for such projects as the establishment and growth of scholarship and loan funds, the development of University facilities, and the expansion of research, teaching, and service initiatives of the University must not be in conflict with University Advancement. In the case of student organizations such fundraising projects must have the prior written approval of the vice president for student affairs or his/her designee.

## RESPONSIBILITY FOR IMPLEMENTATION

The president of the University or his/her designee is responsible for implementation of this policy as it relates to all non-student groups and the vice president for student affairs is responsible for implementation of the policy in terms of student organizations.

## SCOPE OF POLICY COVERAGE

This policy applies to all forms of fundraising by University agencies and student organizations except for fundraising under the auspices of University Advancement or for University-sponsored initiatives such as the annual United Way Campaign.

## Authority for Creation or Revision

Minutes of the Board of regents, December 20, 1978; para. .2038M



# Policies, Rules And Regulations

Effective Date      Date of Revision

12-20-78

6-15-04

Chapter Name

Chapter No.

Page

AUXILIARY OPERATIONS

14.8

Page 1 of 2

Issue

SALES AND FUNDRAISING

## UNIVERSITY POLICY STATEMENT

~~Canvassing or solicitation of funds, sales or subscriptions, except for community and national causes such as the United Way and the American Red Cross is prohibited on the University campus, in University buildings and in residence halls unless prior written permission is granted by the vice-president for student affairs or designee.~~

~~The raising of funds Fundraising by approved agencies and student organizations within the general campus community and the campus proper is restricted to purposes of an all-University nature and should be consistent with the educational and public service responsibilities of the University. Fund-raising is may be permissible if the activity benefits the University as a whole and supports an educational or public service function, for such projects as the establishment and growth of scholarship and loan funds, the development of University facilities and the expansion of research, teaching and service activities of the University. The use of University facilities for sales or solicitation for private gain is prohibited except at approved outlets as defined in the policy on Sale of Commercial Products.~~

## CANVASSING POLICY

~~Resolve that the Board of Regents of Eastern Michigan University does hereby expressly delegate to the President and his written designees the authority to act on behalf of the Board of Regents in enforcing the University's rules concerning ingress to and egress from all University facilities, including but not limited to the authority to invoke state and local trespass laws.~~

## UNIVERSITY PRACTICE

~~Fundraising for such projects as the establishment and growth of scholarship and loan funds, the development of University facilities, and the expansion of research, teaching, and service initiatives of the University must not be in conflict with University Advancement. In the case of student organizations such fundraising projects must have the prior written approval of the vice president for student affairs or his/her designee.~~

## RESPONSIBILITY FOR IMPLEMENTATION

~~The president of the University or his/her designee is responsible for implementation of this policy as it relates to all non-student groups and the vice president for student affairs is responsible for implementation of the policy in terms of organizations.~~



Chapter Name	Chapter No.	Page
AUXILIARY OPERATIONS	14.8	Page 2 of 2
Issue		
SALES AND FUNDRAISING		

**SCOPE OF POLICY COVERAGE:**

This policy applies to all forms of fundraising by University agencies and student organizations except for fundraising under the auspices of University Advancement or for University-sponsored initiatives such as the annual United Way Campaign.

**Authority for Creation or Revision**

Minutes of the Board of regents, December 20, 1978; para. .2038M

**EASTERN MICHIGAN UNIVERSITY  
BOARD POLICIES  
RECOMMENDED FOR DELETION**

<b>Policy Number</b>	<b>Policy Name</b>	<b>Rationale for Deletion</b>
7.2.2	Financial Aid: University Programs	Deleted because policies 7.2.1, 7.2.2, 7.2.3, 7.2.4, 7.2.5, and 7.2.6 were combined into one comprehensive financial aid policy.
7.2.3	Financial Aid: Federal Programs	Deleted because policies 7.2.1, 7.2.2, 7.2.3, 7.2.4, 7.2.5, and 7.2.6 were combined into one comprehensive financial aid policy.
7.2.4	Financial Aid: State Programs	Deleted because policies 7.2.1, 7.2.2, 7.2.3, 7.2.4, 7.2.5, and 7.2.6 were combined into one comprehensive financial aid policy.
7.2.5	Financial Aid: Private Agency Programs	Deleted because policies 7.2.1, 7.2.2, 7.2.3, 7.2.4, 7.2.5, and 7.2.6 were combined into one comprehensive financial aid policy.
7.2.6	Financial Aid: Student Status for Financial Aid Purposes	Deleted because policies 7.2.1, 7.2.2, 7.2.3, 7.2.4, 7.2.5, and 7.2.6 were combined into one comprehensive financial aid policy.



# Policies, Rules And Regulations

Effective Date	Date of Revision
<del>3-75</del>	8-2-77

Chapter Name	Chapter No.	Page
ADMISSION AND FINANCIAL AID	7.2.2	Page 1 of 4

## Issue

FINANCIAL AID: UNIVERSITY PROGRAMS

### GENERAL FUND

Programs with stipends payable toward residence hall charges (available only to undergraduates except as noted) are as follows:

#### REGENTS SCHOLAR AWARDS

Regents Scholar Awards recognize students with outstanding academic achievement (minimum 3.75 grade average) with \$1,200 stipends per academic year. A limited number of awards are available as \$400 tuition credits.

#### PRESIDENTIAL AWARDS

Presidential Awards recognize students with a special curricular related talent and a 2.5 minimum grade average. Awards are \$850 per academic year. A limited number of awards are available as \$250 tuition credits.

#### CAMPUS LEADER AWARDS

Campus Leader Awards recognize students with demonstrated leadership abilities and a 3.0 minimum grade average. Awards are \$850 per academic year.

#### REGIONAL HIGH SCHOOL AWARDS

Regional High School Awards recognize new freshpersons with a minimum 3.0 grade average from a variety of geographical areas. Awards are \$850 per academic year.

#### TRANSFER SCHOLARSHIPS

Transfer Scholarships recognize new community college transfer students with a minimum 3.5 grade average from a variety of geographical areas. Awards are \$850 per academic year.

#### INTERNATIONAL STUDENT AWARDS

International Student Awards recognize student visa holders who can make a significant contribution to an intercultural residential center. Awards are \$1,000 per academic year.

#### ALUMNI AWARDS

Alumni Awards recognize students with a minimum 3.0 grade average who are daughters or sons of EMU alumni. Awards are \$850 per academic year.

Chapter Name	Chapter No.	Page
ADMISSION AND FINANCIAL AID	7.2.2	Page 2 of 4

**Issue**  
**FINANCIAL AID: UNIVERSITY PROGRAMS**

**RESIDENCE HALL FINANCIAL AID**

Residence Hall financial aid assist students with a program of scholarships, leadership awards, grants, and Commuting Student opportunity Awards designed to help defray residence hall costs, recognize academic achievement and leadership potential, and enable commuting students to experience residence hall living. Leadership awards and grants are available to graduate as well as undergraduate students. Scholarships, awards, and grants range from \$100 to \$850 per academic year.

Other academic achievement scholarships are as follows:

**PRESIDENT'S SCHOLARSHIPS**

President's Scholarships recognize undergraduate students with a minimum 3.0 grade average on a renewal basis only. Awards range from \$650 to 30 hours of tuition per academic year.

Other special talent and leadership awards are described below (available only to undergraduates except as noted):

**ATHLETIC AWARDS**

Athletic awards are available to men and women participants in varsity athletics to recognize special skills in athletics. Award recipients are recommended by the Director of Athletics. Awards to women are full tuition and fees. Awards to men range up to full tuition, fees, room, board and book loan.

**SERVICE AWARDS**

Service awards recognize students with special skills in Speech and Dramatic Arts and Music. Award recipients are recommended by the respective department heads. Awards are \$100 to \$500 per academic year.

**STUDENT LEADER AWARDS**

Student Leader Awards recognize campus student leaders. Award recipients are recommended by the Dean of Students. Awards are available to graduate as well as undergraduate students. Awards are \$175 to \$350 per semester.

Programs based on financial need (available only to undergraduates) are as follows:

**BOARD OF REGENTS SCHOLARSHIPS**

Board of Regents Scholarships are awarded to students with a minimum 2.75 EMU grade average and financial need. Only renewal scholarships will be awarded after 1976-77. Awards are \$100 to \$500 per academic year.

**UNIVERSITY GRANTS**

University grants are available to students with exceptional financial need. Awards are \$100 to \$1,000 per academic year.

Chapter Name	Chapter No.	Page
ADMISSION AND FINANCIAL AID	7.2.2	Page 2 of 4

Issue
FINANCIAL AID: UNIVERSITY PROGRAMS

Other programs are noted below:

**UNIVERSITY AWARDS**

University Awards meet a variety of special student needs and are awarded at the discretion of the Director of Financial Aid. Awards range from \$100 to \$19000 per academic year.

**EMU ENDOWED SCHOLARSHIPS**

The endowed scholarship funds administered by the University are listed in the scholarship brochure. Most of the scholarships have restrictions established by the donor and are awarded on a variety of criteria including academic achievement, leadership, major field of study, and financial need.

**UNIVERSITY SHORT-TERM LOANS**

Part-time and full-time students with emergency educational expenses who (1) are currently enrolled at the University, (2) have earned previous academic credit at Eastern and (3) who qualify academically (minimum 2.0 "C" undergraduate, 5.0 "B" graduate) are eligible to receive funds. Students may borrow up to \$500 at 4% annual interest. Non-cosigned loans are limited to \$150 with a maximum 90-day repayment period. All other loans require a cosigner and have a maximum 12-month repayment period. Loans may be granted to students who do not meet normal loan requirements if such action is considered appropriate in view of individual student circumstances.

Small loans are 30-day interest free loans to meet small needs.

**SPECIAL TUITION STIPENDS**

In order to recognize the academic excellence and special academically-related talents of all students, the Board of Regents has approved a policy that up to 15% of each year's Regents Scholar awards and Presidential Awards may be partial tuition stipends. Any student may compete for these tuition stipends. No student may receive a tuition stipend and a residence hall stipend concurrently from any of the new financial aid programs.

1. Those students requesting tuition stipends will be considered for scholarship or award recognition on the same program basis as all other applicants, and tentative recipient selection will be made. If the tentative recipient pool contains more than 15% of students requesting a tuition stipend, tuition stipend recipients will be chosen based on program criteria.
  - a. For Regents Scholars, those students with the highest grade point averages (for new freshmen, a combination of grade average and test scores) will be chosen. Regents Scholar tuition stipends will be \$400 per academic year. Regents Scholar tuition stipends may be granted to new student applicants, returning student applicants, and renewal applicants.

Chapter Name	Chapter No.	Page
ADMISSION AND FINANCIAL AID	7.2.2	Page 2 of 4
Issue		
FINANCIAL AID: UNIVERSITY PROGRAMS		

~~b. For Presidential Awards, prime consideration will be given to the students' relative level of curriculum-related talent or skill and overall academic achievement. Presidential Award tuition stipends will be \$250 per year. Each college may designate up to 15% of its Presidential Award recipients to receive tuition stipends. If fewer than 15% of the recipients in one college receive tuition awards, more than 15% of the recipients in another college may receive tuition awards. However, the total number of tuition awards in the program may not exceed 15%, except that in cases where 15% of the recipients within a college would result in partial awards, the college may be authorized to make a full award.~~

~~2. In addition to the tuition stipends awarded in the Regents Scholar and Presidential Awards programs, students who receive awards from any of the new scholarship programs except International Student Awards may apply to the Director of Financial Aid for an exception to the residence hall requirement.~~

~~a. Exceptions will be granted only to students who can document that residence hall living is a severe personal hardship.~~

~~b. Circumstances which may warrant the granting of an exception are:~~

~~Parental illness or disability necessitating that the student remain home to care for parent and/or younger siblings.~~

~~Student illness or disability necessitating frequent care for student by parent.~~

~~c. If an exception is granted, the tuition stipend amount will be \$250 per academic year (\$400 for Regents Scholar).~~

~~d. Denials of exception requests may be appealed to the Associate Vice President for Student Affairs.~~

Authority for Creation or Revision
Executive Council, September 3, 1975.
Board of Regents Finance Committee, August 2, 1977.



# Policies, Rules And Regulations

Effective Date	Date of Revision		
8-3-75	8-2-77		
Chapter Name	Chapter No.	Page	
ADMISSION AND FINANCIAL AID	7.2.3	Page 1 of 2	
Issue			
FINANCIAL AID: FEDERAL PROGRAMS			

## **BASIC EDUCATIONAL OPPORTUNITY GRANTS**

Basic Educational Opportunity Grants assist undergraduate students with considerable financial need who are U.S. citizens or permanent U.S. residents. Students apply for eligibility determination and receive a Student Eligibility Report (SER). Eligible students then submit the SER to the Office of Financial Aid for final award determination. Half-time and 3/4-time students can receive reduced grants.

## **SUPPLEMENTAL EDUCATIONAL OPPORTUNITY GRANTS**

Supplemental Educational Opportunity Grants assist undergraduate students who are U.S. citizens or permanent U.S. residents and who have exceptional financial need. The normal maximum yearly grant is \$1,000. SEO Grants can be no more than one-half the student's total financial need and must be matched by other types of financial aid.

## **NURSING SCHOLARSHIPS (GRANTS)**

Nursing Scholarships (Grants) assist undergraduate nursing students with exceptional financial need. Scholarships are normally no more than \$1,000.00 per academic year. Recipients must be U.S. citizens or permanent U.S. residents.

## **LAW ENFORCEMENT GRANTS**

Law Enforcement Grants assist part-time and full-time students enrolled in undergraduate or graduate programs leading to degrees in areas directly related to or suitable for law enforcement careers. Recipients must be employed full-time in a state or local law enforcement agency.

## **NATIONAL DIRECT STUDENT LOANS**

National Direct Student Loans are low interest (3%), long-term repayment loans to full-time students up to a normal maximum of \$1,000 each academic year (\$2,500.00 for graduate students) based on demonstrated financial need. Recipients must be U.S. citizens or permanent U.S. residents.

## **NURSING LOANS**

Nursing Loans are available to undergraduate or graduate nursing students with demonstrated financial need. Loans are normally limited to a maximum of \$1,000.00 per academic year, with 3% interest. Recipients must be U.S. citizens or permanent U.S. residents.

Chapter Name	Chapter No.	Page
ADMISSION AND FINANCIAL AID	7.2.3	Page 2 of 2
Issue		
FINANCIAL AID: FEDERAL PROGRAMS		

**COLLEGE WORK STUDY PROGRAM**

The College Work Study Program provides students with funds through employment. The student may be employed on campus or at one of the participating off campus agencies. Approved students may work a maximum of 20 hours per week when the University is in session and a maximum of 40 hours per week when the University is not in session. The hourly rate of pay is determined by the skills required for the job. Approval for possible employment under the College Work Study Program is based upon student need. Recipients must be U.S. citizens or permanent U.S. residents. Undergraduate and graduate students are eligible.

**Authority for Creation or Revision**

Executive Council, September 3, 1975

Board of Regents Finance Committee Meeting, August 2, 1977.





# Policies, Rules And Regulations

<b>Effective Date</b>	<b>Date of Revision</b>	
3-75	8-2-77	
<b>Chapter Name</b>	<b>Chapter No.</b>	<b>Page</b>
ADMISSION AND FINANCIAL AID	7.2.4	Page 1 of 1
<b>Issue</b>		
FINANCIAL AID: STATE PROGRAMS		

## **STATE OF MICHIGAN COMPETITIVE SCHOLARSHIPS**

State of Michigan Competitive Scholarships pay up to full tuition and fees for the full college year to undergraduate students. Scholarships are awarded on the basis of academic potential and financial need. Students must take the original qualifying test before they enroll in college.

### **ACT 245, PUBLIC ACTS OF 1935**

Act 245, Public Acts of 1935 was created to provide tuition payments for children of certain Michigan soldiers, sailors, marines and nurses. Full time and part time students eligible for benefits receive payment of tuition and fees.

### **GUARANTEED STUDENT LOANS**

Guaranteed student loans are available to undergraduate and graduate full time and half time students through participating lending institutions. Maximum loans are \$2,500 per year (\$5,000 for graduate students) at 7% per year interest. Students with adjusted family incomes under \$25,000 receive federal interest subsidy. Other states have similar guaranteed loan programs.

### **STATE DIRECT LOANS**

State Direct Loans are available through the State of Michigan with terms similar to Guaranteed Student Loans, except that loans cannot exceed 1/2 of cost. Students must qualify for federal interest subsidy and have been denied a Guaranteed Loan through a commercial lender.

### **VOCATIONAL REHABILITATION BENEFITS**

Vocational Rehabilitation Benefits are available to students from the Division of Vocational Rehabilitation. Benefits are normally 1/2 of the student's financial need.

### **MICHIGAN VETERANS TRUST FUND LOANS**

Michigan Veterans Trust Fund loans are available to Michigan veterans, their legal dependents, or the children of a deceased veteran. The applicant must be enrolled as a full time student and have need for a loan. The loan may not exceed \$600 and is repayable, without interest, within six months.

#### **Authority for Creation or Revision**

Executive Council, September 3, 1975.  
Board of Regents Finance Committee Meeting, August 2, 1977.



# Policies, Rules And Regulations

Effective Date	Date of Revision
3-75	8-2-77

Chapter Name	Chapter No.	Page
ADMISSION AND FINANCIAL AID	7.2.5	Page 1 of 1

Issue
FINANCIAL AID: PRIVATE AGENCY PROGRAMS

## GENERAL AND SPECIAL SCOLARSHIPS

Scholarships offered by associations, clubs, agencies and corporations are available to Eastern Michigan University students. Some are offered to entering freshmen, some to students already in the University. Qualifications and eligibility for these scholarships vary considerably. The Office of Financial Aid arranges for award disbursement according to donor instructions.

### Authority for Creation or Revision

Executive Council, September 3, 1975.  
Board of Regents Finance Committee Meeting, August 2, 1977.



# Policies, Rules And Regulations

Effective Date	Date of Revision
8-2-77	12-19-77

Chapter Name	Chapter No.	Page
ADMISSION AND FINANCIAL AID	7.2.6	Page 1 of 2

### Issue

### FINANCIAL AID: STUDENT STATUS FOR FINANCIAL AID PURPOSES

Eastern Michigan University requires that student recipients of most financial aid awarded by the University be full-time students each term they receive financial aid. In addition many external programs such as the State of Michigan Scholarship Program require that students be full-time each term. For these purposes students must be registered for at least the number of credit hours shown below. Academic, activity, and non-index hours in any combination may be used to fulfill the requirements:

#### FULL-TIME STATUS

	<u>Undergraduate</u>	<u>Graduate</u>
Fall or Winter Semester	12 or more	8 or more
Spring or Summer Term	6 or more	4 or more

Exceptions to these minimums may be made, and students considered full-time, in the following circumstances, upon the approval of the director of financial aid:

1. If a student is enrolled, during his or her final term or semester, in sufficient hours to complete his or her degree requirements.
2. In any term during which a student provides to the Office of Financial Aid satisfactory documentation of unusual circumstances which would warrant considering the student as enrolled for the equivalent of a full-time academic load; or which would warrant an exception to the normal full-time requirement. This would include any term during which a student is confirmed by an academic unit as participating in student teaching, practicum, internship, or other academic activity; which, in combination with any other courses the student is carrying, is considered the equivalent of a full-time academic load.

Some programs, such as the Basic Educational Opportunity Grant and Guaranteed/Federally Insured/State Direct Loans provide for differing levels of eligibility for students enrolled less than full-time but at least half-time. For these and any other financial aid programs, the following total hours per term shall be used to define student status:

#### 3/4 TIME STATUS

	<u>Undergraduate</u>	<u>Graduate</u>
Fall or Winter Semester	9, 10, or 11	6 or 7
Spring or Summer Term	5	3

#### 1/2 TIME STATUS

	<u>Undergraduate</u>	<u>Graduate</u>
Fall or Winter Semester	6, 7, or 8	8 or more
Spring or Summer Term	3 or 4	2

Effective Date	Date of Revision
12-1-78	6-15-04



# Policies, Rules And Regulations

Chapter Name	Chapter No.	Page
ACADEMIC PROGRAM AND REQUIREMENTS	6.2.6	Page 1 of 1

## Issue

HUMAN SUBJECTS RESEARCH REVIEW

### UNIVERSITY POLICY STATEMENT

Eastern Michigan University shall safeguard the rights and welfare of all individuals involved as subjects in research, experimental procedures in instruction, or other related activities.

### UNIVERSITY PRACTICE

University practices for implementing this policy include:

1. The Human Subjects Review Committee will oversee the University's compliance with the United States Department of Health and Human Services for the Protection of Human Research Subjects (Part 46 of Title 45 of the Code of Federal Regulations, as amended).
2. In consultation with the Human Subjects Review Committee, the provost and vice president for academic affairs shall promulgate administration policies and procedures for protecting human subjects in research covered by this policy.

### RESPONSIBILITY FOR IMPLEMENTATION

The provost and vice president for academic affairs is responsible for appointing the members of the Human Subjects Review Committee, providing the Committee with direction, and promulgating the procedures to be used in the implementation of this policy.

The Human Subjects Review Committee is responsible for the review of all research involving human subjects.

### SCOPE OF POLICY COVERAGE

This policy applies to all research involving the use of human subjects: (1) funded or unfunded (2) participated in or directed by any faculty, staff, or student at Eastern Michigan University; (3) done on the property of, or using the facilities, of Eastern Michigan University; or (4) using University personnel or students as subjects.

### Authority for Creation or Revision

Minutes of the Board of Regents, September 27, 1988; para. .3841M



# Policies, Rules And Regulations

Effective Date	Date of Revision
12-1-78	9-27-886-15-04

Chapter Name	Chapter No.	Page
ACADEMIC PROGRAM AND REQUIREMETNS	6.2.6	Page 1 of 2

Issue
HUMAN SUBJECTS RESEARCH REVIEW

## UNIVERSITY POLICY STATEMENT:

Eastern Michigan University shall safeguard the rights and welfare of all individuals involved as subjects in research, experimental procedures in instruction, or other related activities.

## UNIVERSITY PRACTICE:

University practices for implementing this policy include:

1. The Human Subjects Review Committee will oversee the University's compliance with the United States Department of Health and Human services for the Protection of Human Research Subjects (Part 46 of Title 45 of the Code of Federal Regulations, Code of Federal Regulations, as amended).
  2. In consultation with the Human Subjects Review Committee, the provost and vice president for academic affairs shall promulgate administrative policies and procedures for protecting human subjects in research covered by this policy.
- ~~2. Research may be approved upon determination that the following requirements are satisfied:~~
- ~~a. Risks to the subjects are minimized.~~
  - ~~b. Risks to subjects are reasonable in relation to anticipated benefits, if any, to subjects.~~
  - ~~c. Selection of subjects is equitable.~~
  - ~~d. Informed consent will be sought from each prospective subject or the subject's legally authorized representative and will be appropriately documented.~~
  - ~~e. Provisions for the protection of subjects' privacy and the confidentiality of data will be made.~~
  - ~~f. Safeguards to protect the rights and welfare of the subjects shall be included in the study.~~

## RESPONSIBILITY FOR IMPLEMENTATION:

The ~~P~~rovost and ~~V~~ice ~~P~~resident for ~~A~~cademic ~~A~~ffairs is responsible for appointing the members of the Human Subjects Review Committee, providing the Committee with direction, and promulgating the procedures to be used in the implementation of this policy.

Chapter Name	Chapter No.	Page
ACADEMIC PROGRAM AND REQUIREMENTS	6.2.6	Page 2 of 2
Issue		
HUMAN SUBJECTS RESEARCH REVIEW		

The Human Subjects Review Committee is responsible for the review of all research involving human ~~rights~~-subjects.

**SCOPE OF POLICY COVERAGE:**

This policy applies to all research involving the use of human subjects: (1) funded or unfunded (2) participated in or directed by any faculty, staff, or students at Eastern Michigan University; (3) done on the property of, or using the facilities, of Eastern Michigan University; or (4) using University personnel or students as subjects.

**Authority for Creation or Revision**

Minutes of the Board of Regents, September 27, 1988; para. .3841M

2.

**EASTERN MICHIGAN UNIVERSITY  
BOARD OF REGENTS  
FINANCE AND AUDIT COMMITTEE MEETING**

**June 15, 2004  
10:00 a.m.  
201 Welch Hall**

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**FINANCE AND AUDIT COMMITTEE MISSION:**

*To review the financial affairs of the University, assuring costs are managed effectively, revenues are sufficient, the budget is balanced, valuable resources protected with uncompromising integrity while working effectively with the many different constituencies to achieve University goals.*

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**Section 23: Finance and Audit Committee Monthly Report**  
John W. Beaghan, CMA, Interim Vice President for Business and Finance

**CONSENT AGENDA**

**Section 1: Treasurer's Report**  
John W. Beaghan, CMA, Interim Vice President for Business and Finance

**Section 2: Internal Audit Report**  
Jeff Fineis of Andrews, Hooper and Pavlik, P.L.C.

**Section 3: Grants/Contracts Report**  
Brian Anderson, Director, Office of Research Development

**Section 4: Construction Projects Progress Report**  
Anthony Catner, Associate Vice President for Business and Finance – Facilities

**Section 5: Accounts Receivable Report**  
Thom Madden, Director, Student Business Services

**Section 6: Interim Budget Status Report**  
Al Levett, Executive Director, Budget Management

**Section 7: Technology Plan Implementation Report**  
Margaret Cline, Chief Information Officer and Executive Director, Information and Communications Technology

**REGULAR AGENDA**

**Section 24: Recommendation: FY 2004-05 Tuition and Fees**  
John W. Beaghan, CMA, Interim Vice President for Business and Finance

**Section 25: Recommendation: FY 2004-05 General Fund Operating Budget**  
John W. Beaghan, CMA, Interim Vice President for Business and Finance

**Section 26: Recommendation: FY 2004-05 Room and Board Rates**  
Jim Vick, Vice President for Student Affairs

**Section 27: Recommendation: FY 2004-05 Auxiliary Fund Operating Budgets**  
Jim Vick, Vice President for Student Affairs

**Section 28: Recommendation: FY 2005-06 General Fund Scholarships, Awards, and Grants**  
Bernice Lindke, Assistant Vice President, Enrollment Services

**Section 29: Recommendation: Appointment of EMU Director and Alternate Director to the Michigan Universities Self-Insurance Company (MUSIC)**  
Ken McKanders, University Attorney

**Section 30: Recommendation: Campus Concept Plan**  
John W. Beaghan, CMA, Interim Vice President for Business and Finance

**EASTERN MICHIGAN UNIVERSITY**  
**Board of Regents**  
**FINANCE AND AUDIT COMMITTEE**

**MINUTES OF MEETING**  
March 16, 2004

Present: Regents Antonini (Committee Chair), Brandon, Gordon, Griffin, Incarnati, Morris, Rothwell, Valvo, and Interim Vice President Beaghan (Business and Finance)

Regent Antonini called the meeting to order at 10:08 a.m.

**MONTHLY REPORT**

John Beaghan recommended that the working agenda for the March 16, 2004 Finance Committee meeting and the minutes for the January 20, 2004 Finance Committee meeting be received and placed on file.

**TREASURER'S REPORT**

John Beaghan recommended that the Treasurer's report for the month of January 2004 be received and placed on file. Beaghan reported that as of January 31, 2004 cash and investments totaled \$130,125,000 and were invested at a rate of 1.73 percent. Each of the individual types of investments slightly exceeded their benchmarks. Beaghan reported that cash is currently up \$6.5 million over last year, primarily due to an improved collection process and lower expenses from budget reductions. Investment income is expected to meet budget.

**INTERNAL AUDIT**

Jeff Fineis and Bryan Anderson of Andrews, Hooper and Pavlik recommended that the internal auditors' activity report for the period January to March 2004 be received and placed on file. Fineis stated that reports for the software compliance, Snow Health Center and ticket sales internal audits have been issued. These reports include findings and corresponding recommendations to improve controls. A status report prepared by University management on findings and recommendations from previous audits was included with an updated status report of the cash disbursement audit, which was completed in August 2003. Fineis said the recommendations have been implemented and the bank reconciliations are up to date. An updated internal audit schedule, which includes the budget for the period ending September 30, 2004 and actual hours expensed year-to-date, was presented.

Regent Morris asked Fineis to explain the recommendation to create a policy that prohibits spyware. Fineis said the policy would prohibit downloading spyware to a University computer. He said it creates a security issue but is not a compliance issue. Morris asked about the software compliance audit follow-up. Fineis stated that work continues on compliance issues regarding free, downloadable software.

Regent Brandon asked if the EMU Foundation will be added to the internal audit schedule, being that the Foundation's audited financial statements will now be consolidated with the University's financial statements. Beaghan stated that the University's auditors will receive the Foundation's audited financial statements through their external auditors, and the Foundation should have their own internal audit process; however, Beaghan stated that he has not confirmed this. Regent Antonini recommended that the Finance and Audit committee review the Foundation internal audit issue.



Regent Morris commented on the Snow Health Center audit findings and said that more effort needs to be directed toward the administrative operation of the Health Center. Morris recommended that audit recommendations and management responses refer to a specific date of completion.

### **GRANTS AND CONTRACTS**

Brian Anderson recommended that 61 grants and contracts totaling \$3,290,301 for the period January 1 through February 29, 2004 be accepted. Anderson reported that one-hundred percent sponsor funded grants and contracts totaling \$2,366,681 were awarded. Grants and contracts that require EMU cost sharing and/or in kind contributions totaled \$923,620. Anderson reported that cash contributions for those awards totaled \$90,000 for a fiscal year-to-date total of \$200,961 against the base budget of \$361,652. Through the end of February 2004, the University processed 320 proposals for a total value of \$39 million. Anderson reported that the University processed two fewer proposals compared to last year; however, the dollar value of proposals processed was up \$11.3 million. Awards processed to date were 246 with a total value of \$11,417,000. Compared to last fiscal year to date, this is an increase of two grants and the dollar value is up \$2,607,000. Anderson reported that the number of proposals received is down five from the plan, but the dollar value of proposals is up \$10.1 million compared to the plan. Awards received to date are down nine from the plan, but the dollar value of awards is up \$1.28 million compared to the plan. Anderson said he expects to exceed plan by the end of the fiscal year.

### **CONSTRUCTION PROJECTS PROGRESS**

Anthony Catner and Larry Ward recommended that the Board receive and place on file the Construction Projects Progress Report for the period ending January 31, 2004. Ward reported on new projects, including a Campus Power System project in response to the blackout of August 2003; and Dining Commons II Mechanical Control project, also affecting Phelps, Sellers, Walton, and Putnam residence halls, to improve building comfort and provide better energy management. Catner reported that the University hopes to receive state approval within the next 4 to 8 weeks to begin work to resolve maintenance issues in McKenny. Catner stated that the building is deteriorating and roofs are in need of repair. Beaghan explained that the repairs to McKenny are included with the request to the state for approval of the new student center and McKenny renovation. If the state does not give approval for the maintenance repairs, alternative funding includes using asset preservation funds. Catner stated that the total cost for campus-wide repairs (some are ongoing) and campus beautification projects will exceed more than \$13 million.

Regent Morris asked why the budget for the Buell Modernization project was revised from \$683,000 to approximately \$900,000. Catner explained that once a project gets underway, unplanned issues arise.

Regent Morris asked what the difference is between the asset preservation budget and regular maintenance budget. Catner explained that the asset preservation fund, with a current budget of \$2.5 million, includes separate budgets for asbestos abatement, ADA upgrades, fire suppression systems and deferred maintenance projects.

Regent Griffin asked if the residence halls are included in the maintenance and upgrade projects. Catner said that they are included. Regent Griffin also asked for clarification about the cost of the

FINANCE COMMITTEE  
MINUTES OF MEETING  
March 16, 2004

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University House. Catner responded that the cost was \$3.58 million, which includes the facility and ten feet out around the perimeter of the structure.

Regent Brandon asked what is the total cost required to repair McKenny Union. Catner said it would cost slightly more than \$6.5 million to bring the building up to date with repairs and environmental issues. Catner said there are significant mechanical and infrastructure needs, and electrical demands are at capacity.

Catner and Ellene Contis, Assistant Vice President for Academic Administrative Services, presented "EMU Classroom Upgrades", illustrating the process of improving the classroom environment through building renovations, improved learning technology and environmental conditions. Contis explained that the process began with an assessment of classroom facilities conducted by the Barton Malow Company. The Facilities Planning Committee reviewed the results of the Barton Malow study and, working with focus groups, conducting site visits and interviewing stakeholders, developed a prioritized list of classroom improvements. The Committee submitted the list of defined needs with a total cost of approximately \$2.5 million. Contis said that funding was provided from strategic initiatives for classroom improvements and classroom instrumentation upgrades.

Regent Morris asked what remains to be done to bring the classrooms up to basic needs, and if the project can be stopped due to current budget restrictions. Contis and Catner explained that most of the upgrades and improvements currently underway provide basic improvements and are within the first level of the project.

**ACCOUNTS RECEIVABLE**

Thom Madden recommended that the Student Accounts Receivable Ratio Analysis, the Student Accounts Receivable Reports and the Collection Agency Inventory as of January 31, 2004 be received and placed on file. The student accounts receivable ratio analysis reflects the January 31, 2004 net receivable balance of \$18.15 million or 13.33 percent of revenues as compared to \$15.498 million or 12.3 percent of revenue as of January 31, 2003 which is a .8 percent increase. Madden said the report shows a decrease of .03 percent as compared to the five-year average of 13.98 percent.

**FY2004 GENERAL FUND BUDGET INTERIM STATUS REPORT**

Al Levett recommended that the FY 2004 General Fund Budget Interim Status Report as of January 31, 2004 be accepted and placed on file. Levett reported that general fund revenues received to date total \$132,173,000. Levett reported that under executive order number 2003-23, the University's fiscal 2004 state appropriation was reduced by five percent or \$3,943,000. In addition, the University's combined official summer, unofficial fall and winter term enrollments total 489,732 student credit hours versus a plan of 498,062. As a result of the enrollment shortfall, tuition and fee revenues are below plan by approximately \$1,452,000. Levett said that other miscellaneous revenues are accumulating at normal rates. Spending reductions have been made, which are consistent with the loss of appropriation and decreased tuition revenues. Levett said that the University's two most pressing budget concerns are the state appropriation reductions and the University's enrollment levels. General fund expenditures and transfers to date total \$110,028,000 which are consistent with the revised plan. The appropriation reduction from the state and the shortfall in tuition revenues have been offset by reductions in spending. Levett said that the budget reduction plan recognizes a reduction of

five percent. Levett reported that the University expects to receive a rebate of three percent under the governor's tuition restraint proposal. The rebate will be retained at year-end and used for balancing the fiscal year 05 budget. Levett said it is anticipated that a balanced budget will be realized at year end.

In response to a request by Regent Morris at the January 2004 Board meeting, Levett provided a brief outline regarding the \$6.0 million allocated carry-over fund balance for FY 2003, which was approved by the Board in September 2003. Levett explained that the process begins when the operating budget is brought to the Board for approval at the June meeting. The University's financial records are audited after fiscal year-end during July and August, thus identifying divisional carry forwards, project funds and encumbrances. Levett said that these fund balances are then presented to the Board for carry-forward approval at the September meeting. The allocated fund balance for June 2003 totaled \$5,976,979.

#### **INFORMATION AND COMMUNICATION TECHNOLOGY INITIATIVES**

Margaret Cline recommended that the progress report of ICT initiatives and the financial status report be accepted and placed on file. Cline reported that the IBM mainframe was decommissioned on January 31. Cline also reported that all Banner modules, with the exception of the Advancement module, are in production. Regent Brandon said she received Cline's report on FY 04 consulting expenses. Brandon then asked Cline to prepare a complete synopsis of consulting expenses related to the ICT project. Regent Incarnati and Regent Rothwell both commended Cline on her leadership during the ICT initiatives project. Regent Morris indicated that he anticipates receiving an evaluation of the cost savings brought about as a result of the technological improvements.

#### **COLLECTIVE BARGAINING AGREEMENT – EMU AND UAW LOCAL 1975 (CLERICAL/SECRETARIAL)**

Susan Patalan and Don Wood recommended that the Board approve the Collective Bargaining Agreement Between Eastern Michigan University and the International Union of United Automobile Aerospace and Agricultural Implement Workers of America, Technical Office and Professional Local 1975, and authorize the president and the University bargaining committee to execute the agreement on behalf of the Board of Regents. Patalan said that the recommendation is based upon negotiations with the clerical and secretarial employees bargaining unit, UAW 1975, for a new four-year collective bargaining agreement covering the period July 1, 2003 to June 30, 2007. Patalan reported that the proposed agreement is projected to increase FY 04 net compensation costs of the University's clerical and secretarial employees by \$273,353; and the total compensation increase over the four-years is \$1,516,066.

#### **AMENDMENT OF BYLAWS**

Ken McKanders recommended that the Board of Regents approve the amendment of Article III of the Bylaws of the Board of Regents. McKanders said that three basic revisions are being recommended. They include the addition of a provision to article III that will allow the Board to participate in special formal meetings by conference telephone or similar electronic equipment. McKanders said this provision would only be applicable to special formal meetings of the Board and there would have to be a quorum present; the addition of a second provision to Article III that will allow the Board to take emergency action between scheduled Board meetings by an affirmative vote via telephone, fax, electronic mail or mail from five Board members. McKanders said that this provision would be used

in an extraordinary or emergency situation where the Board could not formally meet to take action. Action could be taken by five members calling in or emailing in an affirmative vote on the action requested. The third revision relates to the open communications portion of the special Board meeting and states that 24-hour notice of the meeting must be provided for persons who wish to address the Board.

**STATE TUITION RESTRAINT PLEDGE**

John Beaghan recommended that the Board accept the state tuition restraint pledge, and therefore commit to not increasing Michigan resident undergraduate student tuition and fees in the current 2003-2004 academic year after December 1, 2003; and not to increase Michigan resident undergraduate student tuition and fees for the 2004-2005 academic year above the rate of inflation, contingent upon the state restoring three percent of the fiscal 2004 appropriation to base, and the state imposing no further appropriation reductions in fiscal 2005. Beaghan said that the University's compliance with the tuition restraint pledge translates to \$2.3 million returned to the base appropriation budget. A 2.4 percent increase in Michigan resident undergraduate student tuition and fees for the 2004-2005 academic year amounts to approximately \$1.7 million at existing enrollment levels. Beaghan said that accepting the tuition restraint pledge limits the flexibility available to cover projected cost increases over \$12 million. Budget planning for fiscal 2005 is in progress, including review of fees which support specific services and programs along with tuition and fee rates for nonresident and graduate students which are not restricted by the pledge. Beaghan stated that EMU would be the ninth public university in the state to commit to the pledge. Regent Morris stated that he supports the pledge and hopes that the University communicates the effect of the pledge on tuition and fees to the student body in a comprehensive manner. Morris also stated that restraint needs to continue with the spending process.

**CAMPUS CONCEPT PLAN**

John Beaghan recommended that the Board receive and place on file the proposed 2004 Campus Concept Plan for further consideration at a future meeting of the Board. Beaghan reported that the University's Facility Planning Committee (FPC), with representatives from Student Government and Faculty Council, has been working for over a year with a team of four consulting firms, led by Pollack Design Associates, to develop a comprehensive campus concept plan. The process included an extensive survey of the campus, 13 focus group meetings with campus and community stakeholders, two major presentations for public viewing and numerous meetings between the consulting team and the FPC. Recommendations have been developed for both short-term and long-term improvements to guide EMU's future campus development. Total cost for the development of the 2004 Campus Concept Plan will not exceed \$75,000. Beaghan indicated that funding sources for implementing the recommended improvements have not yet been identified. Peter Pollack of Pollack Design Associates presented a slide-show, *Phase 4 – Final Concept Plan and Documentation*.

Regent Morris recommended that any further activity on developing the concept plan be suspended because of current budget and funding difficulties. Regent Antonini stated that the concept plan will be reviewed again by the Board.

**SARBANES-OXLEY ACT OF 2002 COMPLIANCE BRIEFING**

John Beaghan recommended that the Sarbanes-Oxley Act of 2002 Compliance Briefing and the November 20, 2003 National Association of College and University Business Officers' (NACUBO) Advisory Report (The Sarbanes-Oxley Act of 2002: Recommendations for Higher Education) be received and placed on file. Beaghan explained that the report is being presented in response to the Board's request to see how the University complies with the Sarbanes-Oxley Act. Beaghan explained that the Sarbanes-Oxley act covers publicly traded corporations, but is not so dissimilar to be unrelated to universities. NACUBO issued an advisory in which they recommend that universities be as compliant as possible with the act. Beaghan's report shows the requirements of the act and the NACUBO recommendations compared to EMU's efforts towards compliance with either the act and/or the NACUBO recommendations. Beaghan said that there are three specific recommendations that deserve discussion. One of the recommendations relates to changing the name of the Finance Committee to "Finance and Audit Committee" and includes adding specific audit committee responsibilities to the Committee. Another recommendation of NACUBO is that the audit engagement letters, currently issued by the University's external auditors PricewaterhouseCoopers, should be addressed to the Board instead of to the Vice President for Business and Finance. Beaghan stated that that recommendation has been implemented, and the audit engagement letters have been prepared and ready for Board review and approval. Beaghan said that the third recommendation suggests that the University modify its policy on the selection of external auditors. Other recommendations that are being developed for future consideration include modification to the University's code of ethics policy; certifications and sub-certifications of financial data by the Chief Executive Officer, Chief Financial Officer and appropriate account managers; and standards and best practices for background checks on new hires. Regent Griffin asked if the Sarbanes-Oxley act includes a method in which an individual may file a complaint upon observing a malfeasance. Beaghan responded that it does, and that the complaint would be filed with the secretary to the Board of Regents. Regent Brandon noted that the Act recommends the appointment of an assistant treasurer to act in the absence of the treasurer, and then asked if an assistant treasurer has been appointed. Beaghan responded that the University's Controller has been considered the assistant treasurer, but that has not been acted on by the Board. Ken McKanders stated that it would be appropriate for the Controller to act as the assistant treasurer. Regent Antonini then recommended that the Controller act as the assistant treasurer.

**BOARD OF REGENTS FINANCE AND AUDIT COMMITTEE**

John Beaghan recommended that the Board of Regents Finance Committee be renamed the "Finance and Audit Committee" (Committee) with specific audit related responsibilities, as described in the Sarbanes-Oxley Act of 2002, Sections 301 and 407, and the National Association of College and University Business Officers' (NACUBO) recommendations for institutions of higher education. Beaghan stated that the committee terminology is also referenced in the Bylaws of the Board of Regents.

**AUDIT ENGAGEMENT LETTERS**

Dan Cooper recommended that the fiscal 2004 audit engagement letters from PricewaterhouseCoopers for audits of the University be approved and place on file. These include: 1) the Michigan Economic Development Commission (MEDC) Job Training Program grants, 2) the University's Intercollegiate Athletics Program agreed-upon-procedures, and 3) financial statement audit; audit of compliance with requirements applicable to each major federal program (OMB Circular A-133); the crosswalks for the

State of Michigan Comprehensive Annual Financial Report (CAFR); WEMU-FM financial statements and completion of the Corporation for Public Broadcasting's Annual Financial Report and Schedule of Nonfederal Financial Support; and preparation of Form 990T, be approved and placed on file.

Cooper also recommended that the Board of Regents authorize the Vice President for Business and Finance and Treasurer to the Board to engage PricewaterhouseCoopers by signing the above described engagement letters on behalf of the Board of Regents.

**POLICY AMENDMENT: SELECTION OF EXTERNAL AUDITOR**

John Beaghan recommended that University Policy 11.1.5, Selection of External Auditor, be amended as recommended by NACUBO, which is based on the Sarbanes-Oxley Act. Beaghan said the primary changes clarify the relationship of the external auditor to the Finance and Audit Committee; non-audit services are not allowed without the approval of the Finance and Audit Committee; the audit engagement letters are to be addressed to the Board and approved by the Board; the audit partner rotation as recommended by NACUBO is to be every seven years; University employment of former external auditors is restricted without Board approval; the Finance and Audit Committee is required to do an annual performance evaluation of the external auditors; competitive bidding for selection of the external auditor is required; retention of audit records, and required communications.

**MPSERS BRIEFING**

John Beaghan recommended that the Board receive and place on file a briefing on the Michigan Public School Employees Retirement System (MPSERS), prepared at the Board's request. Beaghan presented a slide-show which reported on the history, legislative action, annual expense increases, potential exposure to future liabilities and the future outlook of the MPSERS program. Beaghan said that the University's financial statement footnotes describe MPSERS as a cost-sharing, multiple employers, non-contributory defined benefit retirement plan. Beaghan said that the multiple employers include the state public school system, seven of the 15 Michigan universities, and the community colleges. MPSERS is a defined benefit plan and the University is mandated to contribute what the MPSERS costs are. Beaghan reported that MPSERS' pension plan is based on a formula of number of years of service and rate of pay. The plan offers health insurance, dental and vision coverage, and a hearing insurance plan for retirees. Participating employees have the ability to purchase service years (retirement credit), which ultimately increases the university's cost and liability. Beaghan reported that MPSERS was established in 1945, and through 1974 it was fully funded by the state. Health care benefits were added in 1975, and dental, vision and hearing benefits were added in 1985. In 1994 the University became responsible for fully funding the annual cost of this liability. Beaghan reported that on January 1, 1996 legislative action withdrew the seven universities from further participation in the plan. Employees who were already participating in MPSERS at that time were grandfathered, and new employees as of January 1, 1996 were entered into the University's TIAA- CREF retirement plan. Beaghan said there are currently 723 retirees in MPSERS, 586 of which are covered under the health care plan as well. There are currently 503 participating EMU employees or potential MPSERS retirees. Beaghan reported that the University's annual costs for the last three years have been approximately \$5 million. The University is required to pay for the plan regardless of cost and is not represented on the MPSERS board. Beaghan said that the University has no control over the assets, potential benefits or liability. Beaghan stated that there is a concern that, through negotiation or legislation, the assets and liabilities of the plan could become part of the University's balance sheet. It is unclear what

methodology MPERS uses to determine the University's annual contributory rate. Beaghan stated that it is also unclear what portion of the assets and liabilities for which the University is responsible. There is concern with the increasing costs of health care with relationship to what dependents can be covered under the benefit plan. Beaghan presented a scenario in which a twenty year-old employee hired in 1995, retires after thirty years of service and lives to be 85 years of age, causing the University to be involved in the MPERS program for another 56 years. Beaghan said that the Board has recently heard commentary about the tax-deferred purchase program for MPERS which allows an employee to purchase service years on a pretax basis through an administrative process. Beaghan said the University made the decision not to participate in the program as it would encourage employees to retire earlier at higher pension rates, and the University would therefore pay salary and benefits to the replacement while the retiree receives pension and benefit payments as well. Beaghan explained that eligible employees can buy service credit post-tax directly from MPERS. Beaghan reported that this past year MPERS began billing the University for health insurance based on number of participants, instead of as part of the pool. Beaghan said that as a result the University expects a \$400,000 savings in fiscal 2004 and \$600,000 in fiscal 2005.

Regent Brandon asked if the University can buy the assets for its participating employees and self-manage the plan until the MPERS liability runs out. Beaghan responded that the University has no control over the assets as they belong to the state.

#### **INVESTMENT MANAGEMENT BRIEFING**

Steve Holda recommended that the Board receive and place on file the Investment Management Briefing. Prepared at the request of the Board regarding the University's investment management activities in general, the briefing addressed specific questions related to external investment advisors and the use of equities for working capital management. Holda presented a slide-show that included the University's policy statement for investments, portfolio management, description of the University's Investment Committee and External Advisory Team, investment options, portfolio limits and comparative investment returns. The Investment Committee studies new opportunities, continuously monitors the investment portfolio, and is supported and advised by industry experts. Holda reported that the University is currently earning in excess of benchmarks despite a low interest rate environment, and that the University is in compliance with its conservative investment policy. Holda reported that Eastern Michigan University and five others currently do not invest working capital in equities. Seven of the 15 public universities invest a percentage of working capital in equities (University of Michigan, Michigan State, Central Michigan, Western Michigan, Grand Valley State University, Ferris State, and Oakland University). Holda stated that caution and conservativeness is required when investing in equities and that only a fixed percent of the lowest working capital level should be invested. Discussion followed regarding investment of equities. Regent Morris recommended that Keith Weigel, Institutional Investment Manager (Banc One), explain his different investment approaches to the Board and that the best-case scenario should also be presented.

The meeting adjourned at 12:45 p.m.

Respectfully submitted,  
Susan L. Brazin

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

SECTION: 24
DATE:
June 15, 2004

**RECOMMENDATION**

**FISCAL 2005 TUITION AND FEES**

**ACTION REQUESTED**

It is recommended that the following tuition rates be approved, effective Fall 2004:

<u>Course Level – Residents</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>Increase per credit-hour</u>
100-499	\$153.15	\$156.90	\$3.75
500-699	270.25	284.20	13.95
700-999	311.50	327.50	16.00
<u>Course Level – Non-Residents</u>			
100-499	467.10	490.45	23.35
500-699	548.10	575.35	27.25
700-999	618.00	648.70	30.70

It is further recommended that the following fees be approved, effective Fall 2004:

<u>Type</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>Variance</u>
Application, On-line Grad	\$25	\$25	\$0
Application, On-line UG	20	20	0
Application, Paper Grad	35	35	0
Application, Paper UG	30	30	0
Course Drop	0	10	10
Credit by Exam	10	1 credit hour	1 credit hour
Fast Track	25	25	0
General	21	21	0
General Education	0	12	12
Graduation	90	90	0
Installment	30	30	0
Late Add	0	100	100
Late Payment	25	30	5
Late Registration	0	100	100
Payment Plan	55	50	-5
Program	see attached	see attached	10
Record Initiation	0	75	75
Registration	40	40	0
Student Orientation	145	165	20
Student Teaching	0	125	125
Student Union (approved '03)	0.75	1.5	0.75
Technology	10	10	0
Transcript	0	5	5



**STAFF SUMMARY**

With the acceptance of the Tuition Restraint Pledge EMU has committed to limiting the increase in resident undergraduate tuition and mandatory fees to 2.4%. The proposed rates comply with this commitment. Assuming that all Michigan public universities accept the pledge, EMU will remain 8th out of the 15 public universities with its resident undergraduate tuition and mandatory fee rate (based on data provided by the President's Council).

State Ranking		2004	2005
		FYES R/UG Tuition	FYES R/UG Tuition
1	Saginaw Valley State University	4,799	4,914
2	Northern Michigan University	5,110	5,233
3	Central Michigan University	5,218	5,343
4	University of Michigan-Flint *	5,312	5,439
5	Lake Superior State University	5,454	5,585
6	Oakland University *	5,494	5,626
7	Grand Valley State University *	5,566	5,700
8	Eastern Michigan University	5,627	5,762
9	Wayne State University *	5,693	5,830
10	Western Michigan University *	5,795	5,934
11	University of Michigan-Dearborn	5,839	5,979
12	Ferris State University	6,044	6,189
13	Michigan State University *	7,088	7,258
14	Michigan Technological University	7,440	7,619
15	University of Michigan-Ann Arbor *	8,481	8,685
	Average	\$ 5,931	\$ 6,073

\* Represents average of lower/upper division rates.

Tuition and mandatory fee rates for all other students (graduate and nonresident undergraduate students) are increased by 4.8%.

Nearly 16% of tuition and fees are returned to students through various campus-based financial aid awards.

**FISCAL IMPLICATIONS**

Tuition and fees, at projected enrollment levels, are planned to generate \$122.8 million in General Fund revenue, and, when combined with the anticipated State appropriation of \$77,295,800, and other miscellaneous revenue, are sufficient to balance the fiscal 2005 General Fund operating budget.

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
University Executive Officer

\_\_\_\_\_  
Date

3.

EASTERN MICHIGAN UNIVERSITY  
FISCAL 2005  
ENROLLMENT PROJECTION SUMMARY

	<u>2004-05</u> <u>Budget</u>	<u>2003-04</u> <u>Original**</u> <u>Budget</u>	<u>Variance</u>	<u>Percentage</u>
<b>ENROLLMENT (FYES)*</b>				
Academic Departments:				
Undergraduate	15,280	15,642	(362)	
Graduate	<u>1,721</u>	<u>1,814</u>	<u>(93)</u>	
<b>TOTAL</b>	17,001	17,456	(455)	-2.7%
Continuing Education:				
Undergraduate	1671.34	1424.73	247	
Graduate	<u>825.44</u>	<u>812.87</u>	<u>13</u>	
<b>TOTAL</b>	2,497	2,238	259	10.4%
<b>UNIVERSITY TOTAL</b>	<u>19,498</u>	<u>19,694</u>	<u>(196)</u>	<u>-1.0%</u>
<b>STUDENT CREDIT HOURS</b>				
Academic Departments:	498,204	511,971	(13,767)	
Continuing Education	69,796	62,103	7,693	
Total Student Credit Hours	<u>568,000</u>	<u>574,074</u>	<u>(6,074)</u>	<u>-1.1%</u>

\*Enrollments by Course Level (Tuition rates are applied by course level.)

\*\*Full Year Equated Students (FYES) total SCH/ 30

5/22/2004

**EASTERN MICHIGAN UNIVERSITY  
FISCAL 2005 TUITION AND MANDATORY FEES  
RECOMMENDATION**

<b>Tuition</b>					
<b>Credit Hour Rate/ Course Level</b>	<b>2002-03</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Variance</b>	
<b>For Residents:</b>					
#100-200	\$134.90	\$153.15	\$156.90	\$3.75	
#300-400	\$134.90	\$153.15	\$156.90	\$3.75	
#500-600	\$246.00	\$270.25	\$284.20	\$13.95	
#700-999	\$285.75	\$311.50	\$327.50	\$16.00	
<b>For Non-Residents:</b>					
#100-200	\$426.00	\$467.10	\$490.45	\$23.35	
#300-400	\$426.00	\$467.10	\$490.45	\$23.35	
#500-600	\$500.00	\$548.10	\$575.35	\$27.25	
#700-999	\$567.00	\$618.00	\$648.70	\$30.70	
<b>Registration Fee/Semester</b>					
Per Term	\$40.00	\$40.00	\$40.00	\$0.00	
<b>General Fee</b>					
Credit Hour Rate - Effective Fall 03 Term	\$20.00	\$21.00	\$21.00	\$0.00	
<b>Technology Fee</b>					
Credit Hour Rate	\$10.00	\$10.00	\$10.00	\$0.00	
<b>Student Union Fee</b>					
Credit Hour Rate - Effective Summer 04		\$0.75	\$1.50	\$0.75	
<b>EYES Rate</b>					
<b>For Resident:</b>					
Lower-Level Undergraduate	\$5,027.00	\$5,627.00	\$5,762.05	\$135.05	2.4%
Upper-Level Undergraduate	\$5,027.00	\$5,627.00	\$5,762.05	\$135.05	2.4%
Masters	\$6,704.00	\$7,328.00	\$7,680.80	\$352.80	4.8%
Doctoral	\$5,132.00	\$5,572.00	\$5,840.00	\$268.00	4.8%
<b>For Non Resident:</b>					
Lower-Level Undergraduate	\$13,760.00	\$15,045.50	\$15,767.68	\$722.18	4.8%
Upper-Level Undergraduate	\$13,760.00	\$15,045.50	\$15,767.68	\$722.18	4.8%
Masters	\$12,800.00	\$13,996.40	\$14,668.40	\$672.00	4.8%
Doctoral	\$9,632.00	\$10,476.00	\$10,979.20	\$503.20	4.8%

5.

**Eastern Michigan University  
General Fee  
2004-05 Budget Development Summary  
Revised 5/19/04**

SCH Forecast		568,000	
Rate	X	<u>\$21</u>	
Gross Revenue		\$11,928,000	
less: Bad Debt (1%)		(\$119,280)	
Refunds (.7%)		<u>(\$83,496)</u>	
Net Revenue		\$11,725,224	
less: Fees Paid (See note A)		<u>(\$354,354)</u>	
Distributed General Fees		<u>\$11,370,870</u>	\$11,370,870

<u>Account</u>	<u>Distribution</u>	<u>Percent</u>	<u>Amount</u>	<u>Per SCH</u>
3-33310	Health Services	11.10%	\$1,261,888	\$2.330
3-33320	Facilities	22.73%	\$2,584,169	\$4.773
3-33330	Athletics	14.28%	\$1,623,219	\$2.998
3-33340	Student Government	1.69%	\$191,679	\$0.354
3-33350	Performing Arts	1.69%	\$191,679	\$0.354
	McKenny Union	4.40%	\$500,000	\$0.923
3-33370	Student Activities	4.15%	\$472,193	\$0.872
3-33380	Debt Service	29.55%	\$3,360,195	\$6.206
3-33390	Student Services	5.63%	\$640,000	\$1.182
1-02525	Academic Retention Support	4.80%	\$545,848	\$1.008
		<u>100.00%</u>	<u>\$11,370,870</u>	<u>\$21.00</u>

Note A:  
Fees Paid by University (@21.00/credit hour)

	<u>Number</u>	<u>Credit Hr Per Award</u>	<u>Amount</u>
Graduate Assistants*	377	18	\$142,506
Athletic Awards	259	32	\$174,048
Presidential Scholarships	44	30	\$27,720
Wade McCree	40	12	<u>\$10,080</u>
Total Financial Aid			<u>\$354,354</u>

**Eastern Michigan University  
Technology Fee  
2004-05 Budget Development Summary**

SCH Forecast		568,000	
Rate	X	<u>\$10</u>	
Gross Revenue		\$5,680,000	
less: Bad Debt (1%)		(\$56,800)	
Refunds (.7%)		<u>(\$39,760)</u>	
Net Revenue		\$5,583,440	
less: Fees Paid (See note A)		<u>(\$168,740)</u>	
Technology Fees		<u><u>\$5,414,700</u></u>	<b>\$5,414,700</b>

Note A:  
Fees Paid by University (@10.00/credit hour)

	Number	Credit Hr Per Award	Amount
Graduate Assistants*	377	18	\$67,860
Athletic Awards	259	32	\$82,880
Presidential Scholarships	44	30	\$13,200
Wade McCree	40	12	<u>\$4,800</u>
Total Financial Aid			<u><u>\$168,740</u></u>

\* 363 General Funded Graduate Assistants plus 20 CWS & 10 Grant Match GA's.  
Increase Tech Fee revenue offset by spending reduction in General Fund activities in support of technology.

Eastern Michigan University  
Student Union Fee  
2004-05 Budget Development Summary

SCH Forecast		568,000	
Rate	X	<u>\$1.50</u>	
Gross Revenue		\$852,000	
less: Bad Debt (1%)		(\$8,520)	
Refunds (.7%)		<u>(\$5,964)</u>	
Net Revenue		\$837,516	
less: Fees Paid (See note A)		<u>(\$25,311)</u>	
Student Union Fees		<u><u>\$812,205</u></u>	<b>\$812,205</b>

Note A:  
Fees Paid by University (@10.00/credit hour)

	Number	Credit Hr Per Award	Amount
Graduate Assistants*	377	18	\$10,179
Athletic Awards	259	32	\$12,432
Presidential Scholarships	44	30	\$1,980
Wade McCree	40	12	<u>\$720</u>
Total Financial Aid			<u><u>\$25,311</u></u>

\* 363 General Funded Graduate Assistants plus 20 CWS & 10 Grant Match GA's.  
Increase Tech Fee revenue offset by spending reduction in General Fund activities in support of technology.

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Eastern Michigan University  
Academic Program Fee Schedule  
Per Student Credit Hour  
FY 2005

	FY2004				FY2005			
	Lower	Upper	Grad	Doctoral	Lower	Upper	Grad	Doctoral
Science	0.00	32.50	40.00		0.00	42.50	50.00	
Business	0.00	32.50	40.00		0.00	42.50	50.00	
Teacher Education	0.00	27.50	40.00	52.50	0.00	37.50	50.00	62.50
Health & Human Services	0.00	27.50	40.00		0.00	37.50	50.00	
Nursing	0.00	40.00	50.00		0.00	50.00	60.00	
Technology	0.00	32.50	42.50		0.00	42.50	52.50	
Foreign Languages	0.00	22.50	32.50		0.00	32.50	42.50	
Fine Art	0.00	27.50	40.00	40.00	0.00	37.50	50.00	50.00
Liberal Arts	0.00	12.50	12.50	12.50	0.00	22.50	22.50	22.50

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## EASTERN MICHIGAN UNIVERSITY

### THE CASE FOR DIFFERENTIAL PRICING

1. 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.
2. More than half of the 15 Michigan public universities charge more for upper division tuition than lower division tuition, and all Michigan universities charge higher rates at the graduate level than for the upper division tuition.
3. 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.
4. All Michigan universities impose selective incidental course fees in special areas where costs may be extraordinary or not recoverable. EMU has eliminated those fees.
5. Beyond incidental or operations course fees, approximately half of the 15 Michigan public universities also charge the equivalent of program fees or horizontally differential tuition.
6. 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.
7. Horizontal, program-to-program costs at EMU vary widely, to as high as a factor of 6 to one.
8. EMU currently recognizes a portion of these program differences through some upper level undergraduate and graduate program fees.
9. The cost to deliver instruction to upper level liberal arts courses is almost twice the cost of lower level courses. Instruction costs for graduate liberal arts courses are five times more costly than lower level undergraduate liberal arts courses.



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**Eastern Michigan University  
Fiscal 2005 Proposed Fee Changes**

**Credit by Examination**

Increase the credit by examination fee for undergraduate courses to equal the charge of one undergraduate credit hour. This is consistent with the current graduate credit by examination fee.

*Rationale: Currently the charge for credit by examination for undergraduate courses is \$10 per examination. Under this fee structure, upon passing the examination, students pay \$10 for a three credit hour course. Currently the graduate credit by examination fee is equal to one graduate credit hour. By changing this fee, the same methodology will be applied to both undergraduate and graduate credit by examination.*

**Course Drop**

Reinstate the course drop fee of \$10 to be assessed for each student-initiated dropped course beginning with the first day of classes through the 100% drop deadline.

*Rationale: From fall 2003 to winter 2004, there were 16,026 drop transactions (approximately 48,000 credit hours). A review of the transactions showed that many students enrolled in different sections of the same course and subsequently dropped down to one course. By tying up courses in this manner, other students are prevented from registering. As a result, the class size may be smaller than what it could be. This fee was deactivated because the Banner system is not designed to charge a per transaction fee. Technical support will be required to assess this fee. The course drop fee is a common practice in higher education.*

**General Education**

A fee of \$12 will be assessed per credit hour for 100 level courses in Mathematics, Communications, English and Science.

*Rationale: This fee will help to defray the higher costs associated with the additional academic support services offered for students taking these courses (e.g. Developmental English and Mathematics Programs, Holman Learning Center, etc.).*

**Late Add**

Classes cannot be added after the fifty percent drop/add period of the term (or sub-term) except in extenuating circumstances as determined by the Office of the Registrar. If the Registrar allows a late-add class, the student will be assessed a fee of \$100 per class. If the student has not previously registered for at least one class, the \$100 late registration fee will also be assessed.

*Rationale: Approximately 60 students sat in classes without being registered until the end of the semester during fall 2003 to winter 2004. Many students do this because they are not eligible to register during open enrollment periods due to various holds on their*

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accounts. Others may want to see if they will be successful in the classes without officially registering. This fee may help to change student behavior by encouraging them to register during open enrollment periods, thereby improving course management. The late add fee is a common practice in higher education.

### **Late Payment**

The late payment fee will be increased from \$25 to \$30 and is assessed monthly against any student who has a past due balance in excess of \$100.

*Rationale: This fee helps to defray the cost of collection efforts. The late payment fee is a common practice in higher education.*

### **Late Registration**

A late registration fee of \$100 will be assessed upon the late registration of a student not previously registered for at least one class by 7 p.m. on the first day of classes.

*Rationale: Departments use student head-count per section and course to plan for faculty schedules and enrollment limits. Students who register late are not included in the planning estimates. A review of last year's activity shows there were approximately 2,150 late registrations. This fee may help to change student behavior by encouraging them to register during open enrollment periods, thereby improving course management. The late registration fee is a common practice in higher education.*

### **Payment Plan**

A new payment plan will be implemented replacing the current third-party payment plan. The current plan offers students the ability to pay their tuition, fees, room and board in ten equal monthly installments through a third party provider with an annual fee of \$55. The new plan, offered through EMU's Cashier's Office, will be very similar except it will be offered at a reduced annual fee of \$50 and will be managed internally. Shorter payment plans will be considered in the future at lower costs. Revenues from the first year of offering this plan will offset the cost of implementation and licensing fees.

*Rationale: An internally managed payment plan will provide EMU with more control over the plans offered, the payment process will directly interface with students' records in Banner, the cost to the students will be lower, and EMU's cash flow will improve (currently the third-party payer holds proceeds for 30 days prior to disbursement to EMU). The payment plan fee is a common practice in higher education.*

### **Program**

Increase the existing program fees by \$10 per credit hour.

*Rationale: It continues to be recognized that delivery cost of instruction varies greatly by program/discipline and by level of instruction. Tuition rates alone do not recognize this variance. Program fees on upper level courses are designed to align the cost of taking the course with the cost of delivering the course. The increase recognizes the continued*

*growth in the cost of offering these programs. The program fee is a common practice in higher education.*

**Records Initiation** (entering students only)

A one-time fee of \$75 is proposed for each entering (undergraduate, graduate, transfer, or re-admit) student.

*Rationale: This fee will help subsidize the establishment of each student's official academic record at the University. It supports related activities such as integrated web course registration, online grade and program reviews, automated degree audit and student accounts receivable. This fee will not be charged to concurrently enrolled high school students or guest students.*

**Student Orientation Program**

Increase the existing new student orientation fee from \$145 to \$165.

*Rationale: Orientation has been a part of the first-year experience program for more than 25 years. The program is currently four days long. Fees have been charged to cover program costs including staffing, meals, transportation, speakers, materials, the opening picnic and the parent's reception. Effective Fall 2002 student orientation was made mandatory through the University's strategic planning process. The strategic initiative recommended the fee be increased by \$20. However, the price was held constant for 2002 and 2003. The increase is necessary to cover increased program costs.*

**Student Teaching**

A student teaching fee of \$125 on each student teaching experience will be charged to cover the exceptional expenses associated with placing and supervising students who enroll in student teaching each year.

*Rationale: During the past eight years, the University has experienced a huge increase in the number of individuals enrolling in student teaching. In 1996, approximately 300 students participated in a semester-long student teaching experience. In 2005, 800 student teachers are expected. While the tuition for this experience covers the cost of the University instructors who provide supervision to the apprentice teachers, it does not cover the small stipend (\$50) paid to the cooperating teacher, or supervisor travel and telephone expenses.*

**Transcript**

Reinstate the transcript fee of \$5 per official transcript. Students will receive one free official transcript issued upon graduation.

*Rationale: From fall 2003 to winter 2004, approximately 30,000 transcripts have been processed for students. Although the transcript request limit was set at 5 per week, many students are requesting transcripts multiple times during the year. Students may print their own unofficial transcripts using the Web. Technical support will be required to assess this fee. The transcript fee is a common practice in higher education.*

**BOARD OF REGENTS**  
EASTERN MICHIGAN UNIVERSITY

SECTION: 25
DATE: June 15, 2004

**RECOMMENDATION**

**FISCAL 2005 GENERAL FUND OPERATING BUDGET**

**ACTION REQUESTED**

It is recommended that the Board of Regents approve the fiscal 2005 General Fund Operating Budget in the amount of \$204,234,735 in revenue and \$204,175,863 in expense, for a net of \$58,872.

**STAFF SUMMARY**

The recommended budget has been prepared in accordance with the approved budget policies and procedures, and recognized funding of all contractual obligations.

Incorporated into the budget are several significant changes to the prior year base budget: recognition of the continual increase in certain basic operational costs (e.g. health care, utilities, MPSERS); a commitment to growth in financial aid; a comprehensive budget reduction plan; honoring of the Tuition Restraint Pledge for resident undergraduate tuition and mandatory fees; other tuition and fee adjustments; and use of the proposed fiscal 2004 appropriation rebate in fiscal 2005.

On March 16, 2004, the Board of Regents approved the acceptance of the Tuition Restraint Pledge which called for limiting the increase in resident undergraduate tuition and mandatory fees to 2.4%; contingent on the State restoring 3% of the fiscal 2004 appropriation (\$2,366,200) to base and the State imposing no further appropriation reductions in fiscal 2005.

The budget is a \$7 million (3.6%) net increase over the prior year. Financial aid, as approved in June 2003, is increased \$1.2 million for fiscal 2005. This represents 17% of the overall budget growth.

The budget does not accommodate any across-the-board or inflationary costs for general operations and is contingent upon the approval of the accompanying recommendations for fiscal 2005 tuition and fees.

The budget is based upon the executive recommendation for a fiscal 2005 State of Michigan appropriation of \$77,295,800 (a two percent decrease from the original State funding level for fiscal 2004) and enrollment of 568,000 credit hours (a 1% decrease from the fiscal 2004 budgeted student credit hours).

**FISCAL IMPLICATIONS**

Approval of this budget recommendation as detailed in the attached 2005 General Fund Operating Budget will establish a general fund spending authorization of \$204,175,863 for fiscal 2005.

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
**University Executive Officer**

\_\_\_\_\_  
**Date**

**EASTERN MICHIGAN UNIVERSITY**  
**Fiscal 2005**  
**GENERAL FUND BUDGET PLAN**

**Guiding Principles (adapted from fiscal 2004 budget planning)**

- Strategically reduce costs through continuous improvement initiatives and explicit budget reductions, while protecting revenue-generating enterprises, enhancing private and federal support, and reallocating existing resources. In addition, the University will make every effort to protect student learning and scholarship programs, access to classes and the quality of our academic programs.
- Maintain a competitive position with other institutions in regard to all undergraduate and graduate tuition rates.
- Protect and continue to invest in campus-based student financial aid.
- Continue to recognize and address the substantial difference in the cost of instruction, both by course level and program/discipline, as well as the cost of academic enrichment and campus experience programs.
- Protect and continue to invest in programs that enhance the experience and retention of undergraduate students.
- Meet all contractual obligations.

**Basic Assumptions**

- The State is expected to honor the Tuition Restraint Pledge which reduces the original fiscal 2004 base appropriation by 2% (\$1,577,466) to \$77,295,800 for fiscal 2005.
- In addition, the State is expected to provide a 3% appropriation rebate (\$2,366,199) to be booked as fiscal 2004 revenue and receivable, to be used toward balancing the fiscal 2005 budget. This is a "one-time" rebate that will not be available for fiscal 2006 budget balancing.
- Costs will increase and certain revenues will decrease by an estimated \$14.2 million from known contractual obligations, estimated inflation increases, and enrollment variances in the following areas:
  - \$4,800,000 Faculty/Lecturer/Staff Compensation
  - 1,850,000 Health Care
  - 840,000 Other Fringe Benefits
  - 1,212,000 Student Financial Aid
  - 631,000 Utilities
  - 1,050,000 Debt Service
  - 3,800,000 Tuition/Enrollment Variances
- Implement a \$7.3 million budget reduction plan (see enclosure), which includes 38 fewer full-time equivalent positions – seven faculty, three lecturers, 26 staff and two students.

**EASTERN MICHIGAN UNIVERSITY**  
**Fiscal 2005**  
**GENERAL FUND BUDGET PLAN**

Some of the position reductions were effective late in fiscal 2004 as a result of the mid-year reductions that carry forward to fiscal 2005. The 38 position reductions are in addition to the 84 positions eliminated at the beginning of fiscal 2004 and 12 in fiscal 2003.

- Enrollment Services (a revenue-generating operation) is held harmless from further fiscal 2005 budget reductions (\$190,588 in fiscal 2004 mid-year reductions are carried forward to fiscal 2005 as permanent reductions).
- Academic Affairs programs and services are protected with a base reduction a quarter percent lower than other divisions and budget areas.
- The Auxiliary administrative fee is maintained at fiscal 2004 rates.
- Enrollment levels are estimated by the Enrollment Council to be 568,000 student credit hours (as opposed to 574,074 budgeted student credit hours in fiscal 2004).
- In response to the Tuition Restraint Pledge, limit the increase on tuition and mandatory fees to 2.4% for resident undergraduate students.
- Increase tuition and mandatory fees by 4.8% for graduate and nonresident undergraduate students.
- Increase non-mandatory fees by the following amounts (see Section 24, Fiscal 2005 Tuition and Fee Rates):
  - Late Add (\$100 per late add for adds past the 50% drop/add period)
  - Late Registration (\$100 per late registration)
  - Late Payment (\$5 per month)
  - Payment Plan (\$50 annually which is a \$5 decrease)
  - Course Drop (\$10 per drop, reinstate)
  - Transcript (\$5 per official transcript, reinstate)
  - Program (\$10 per credit hour, certain courses only)
  - Credit by Exam (cost of one credit hour)
  - Student Orientation (\$20 per session)
  - Records Initiation (\$75 per new entering student)
  - General Education (\$12 per credit hour, certain courses only)
  - Student Teaching (\$125 per assignment)
  - Student Union (\$.75 per credit hour, previously approved)

**Impact**

- Approximately 18 individuals have been or will be impacted by the budget reduction plan through layoffs, bumping into vacant positions, or administrators being returned to faculty. Those in bargained-for positions have seniority rights and can “bump” other less senior employees if they meet minimum qualifications.

**EASTERN MICHIGAN UNIVERSITY**  
**Fiscal 2005**  
**GENERAL FUND BUDGET PLAN**

- Permanent budget reductions from fiscal years 2003 through 2005 (proposed) total \$18.6 million. In addition, \$6.4 million in one-time budget reductions were implemented due to the mid-year appropriation decrease in fiscal 2004.
- The 2% state appropriation reduction lowers state funding per Full Year Equated Students (FYES) to \$3,947 which is \$241 less than FYES funding received in 1997.
- The fiscal 2001 appropriation was \$88,827,546 (\$86,280,454 base and \$2,547,092 supplemental). The fiscal 2005 base appropriation is expected to be \$77,295,800, an \$11,531,746 total reduction since 2001 (\$8,984,654 base reduction).
- Assuming all 15 public universities accept the Tuition Restraint Pledge by implementing a 2.4% increase in resident undergraduate tuition and mandatory fees, EMU will rank 8<sup>th</sup> out of the 15 institutions and will be \$304 below the state average (based on rates published by the Presidents Council).

State Ranking		2004 FYES R/UG Tuition	2005 FYES R/UG Tuition
1	Saginaw Valley State University	\$4,799	\$4,914
2	Northern Michigan University	5,110	5,233
3	Central Michigan University	5,218	5,343
4	University of Michigan-Flint *	5,312	5,439
5	Lake Superior State University	5,454	5,585
6	Oakland University *	5,494	5,626
7	Grand Valley State University *	5,566	5,700
8	Eastern Michigan University	5,627	5,762
9	Wayne State University *	5,693	5,830
10	Western Michigan University *	5,795	5,934
11	University of Michigan-Dearborn	5,839	5,979
12	Ferris State University	6,044	6,189
13	Michigan State University *	7,088	7,258
14	Michigan Technological University	7,440	7,619
15	University of Michigan-Ann Arbor *	8,481	8,685
	Average	\$ 5,931	\$ 6,073

\* Represents average of lower/upper division rates.

**Outcome**

- Cost cutting efforts of \$7.3 million limit the growth in the General Fund operating budget to \$6.9 million or 3.6%.
- Reliance on State appropriations in the General Fund budget declines to 38%. Reliance on State appropriations as recently as 1999 was 53%.



**EASTERN MICHIGAN UNIVERSITY**  
**Fiscal 2005**  
**GENERAL FUND BUDGET PLAN**

- Operating net is forecasted at \$58,872.
- Student financial aid in real dollars increases \$1,211,642, representing 17% of the overall budget growth. Sixteen percent of General Fund tuition and fee revenue is returned to students through financial aid.
- Total aid available for EMU students:

<b>Type of Aid</b>	<b>Estimated Amount</b>	<b>Amount per FYES</b>
University Aid	\$19.3 million	\$990
State/Federal Non-loan Aid	42.0 million	2,150
Loan Aid	<u>74.0 million</u>	<u>3,800</u>
<b>Total Aid *</b>	<b>\$135.3 million</b>	<b>\$6,940</b>

\*Does not include federal indirect aid, i.e.:

- Hope Scholarship tax credit
- Lifetime Learning tax credit
- Penalty-free IRA withdrawals
- Student Loan interest deductibility

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**EASTERN MICHIGAN UNIVERSITY  
GENERAL FUND OPERATING BUDGET  
FISCAL 2005**

<b>Revenues</b>	2004-05 General Fund Oper. Budget	2003-04 General Fund Oper. Budget	Variance General Fund Oper. Budget
State Appropriations	\$77,295,800	\$78,873,480	(\$1,577,680)
Tuition	88,474,759	89,340,679	(865,920)
Registration Fees	2,581,680	2,629,480	(47,800)
Tuition -- Continuing Education*	13,677,799	12,144,544	1,533,255
Program Fees	8,982,508	6,425,471	2,557,037
Program Fees -- Continuing Education	2,909,075	2,275,840	633,235
Student Fees -- Special Purpose	5,154,243	2,729,073	2,425,170
Student Fees-Financial Aid	548,990	545,427	3,563
Application Fees	460,000	460,000	0
Financial Aid/Admin. Expense	205,000	205,000	0
Investment Income-Des Fund Trans.	960,500	960,500	0
Indirect Costs Recovery	418,682	418,682	0
Miscellaneous Income	199,500	199,500	0
<b>FY05 Base Revenue</b>	<b>\$201,868,536</b>	<b>\$197,207,676</b>	<b>\$4,660,860</b>
FY04 Appropriation Rebate(one time)**	2,366,199	0	2,366,199
<b>FY05 Budgeted Revenue Plan</b>	<b>\$204,234,735</b>	<b>\$197,207,676</b>	<b>\$7,027,059</b>

\*MASCO MBA Program included in Continuing Education Tuition

FY05 tuition reduced by 1% for withdrawals, tuition factor and other adjustments

\*\* FY04 Appropriation rebate (3%) is expected to be recognized as fiscal 2004 revenue, credited to fund balance, and used to balance the fiscal 2005 budget.

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Eastern Michigan University  
 General Fund Operating Budget  
 Fiscal 2005

## EXPENDITURES

	2003-04 Original Budget	2004-05 Contractual/ Modifications	2004-05 Revised Budget	2004-05 Reduction Plan	2004-05 Base Budget	FY05 over FY04 Variance
Faculty F/W*	\$46,162,695	(\$1,287,135)	\$44,875,560	(\$414,000)	\$44,461,560	(\$1,701,135)
Faculty SP/SU	4,926,950	(625,847)	4,301,103		4,301,103	(625,847)
Faculty Supplemental	1,232,040	(121,774)	1,110,266		1,110,266	(121,774)
Faculty Sabatical	587,040	(70,978)	516,062		516,062	(70,978)
Lecturer Full Time**	1,853,635	1,996,917	3,850,552	(3,000)	3,847,552	1,993,917
Lecturer < Full Time	4,237,544	470,190	4,707,734	(65,210)	4,642,524	404,980
<b>Total Faculty &amp; Lecturer</b>	<b>58,999,904</b>	<b>361,373</b>	<b>59,361,277</b>	<b>(482,210)</b>	<b>58,879,067</b>	<b>(120,837)</b>
Athletic Coaches	1,205,054	56,639	1,261,693	(43,760)	1,217,933	12,879
Food/Maintenance	4,620,634	137,039	4,757,673	(7,535)	4,750,138	129,504
Administrative/Professional	17,524,540	759,493	18,284,033	(1,205,919)	17,078,114	(446,426)
Clerical Secretarial	7,999,671	406,174	8,405,845	(124,607)	8,281,038	281,367
Police Officers	625,498	36,349	661,847		661,847	36,349
Police Sergeants	135,847	5,437	141,284		141,284	5,437
Professional Technical	11,284,256	700,251	11,984,507	(178,083)	11,806,424	522,168
<b>Total Administrative/Support</b>	<b>43,395,500</b>	<b>2,101,382</b>	<b>45,496,882</b>	<b>(1,560,104)</b>	<b>43,936,778</b>	<b>541,278</b>
OT/Temporary	551,247	19,696	570,943	(10,000)	560,943	9,696
Misc. Pers. Services	1,087,247	250,408	1,347,655	11,085	1,358,740	261,493
Graduate Assistant	3,032,997	111,173	3,144,170	(7,770)	3,136,400	103,403
Doctoral Fellows	452,566	189,790	642,356		642,356	189,790
Student Help	3,323,470	163,441	3,486,911	(21,000)	3,465,911	142,441
<b>Total Student Help</b>	<b>6,809,033</b>	<b>464,404</b>	<b>7,273,437</b>	<b>(28,770)</b>	<b>7,244,667</b>	<b>435,634</b>
Fringe Benefits	35,476,622	4,787,674	40,264,296	(1,663,787)	38,600,509	3,123,887
SS&M	23,419,365	1,188,092	24,607,457	(2,069,106)	22,538,351	(881,014)
EIP Net to FSR	0	362,914	362,914		362,914	362,914
Early Retirement Plan	0	1,196,395	1,196,395		1,196,395	1,196,395
Utilities	4,791,559	631,481	5,423,040		5,423,040	631,481
Advancement	1,902,336	0	1,902,336	(73,115)	1,829,221	(73,115)
Equipment & Capital Outlay	1,382,053	(39,620)	1,342,433	(148,500)	1,193,933	(188,120)
Library Acquisitions	2,223,099	0	2,223,099		2,223,099	0
Student Financial Aid	14,809,453	1,211,642	16,021,095	(18,779)	16,002,316	1,192,863
Auxiliary Administrative Fee	(2,000,000)	0	(2,000,000)		(2,000,000)	0
<b>Total Operating Support</b>	<b>46,527,865</b>	<b>4,550,904</b>	<b>51,078,769</b>	<b>(2,309,500)</b>	<b>48,769,269</b>	<b>2,241,404</b>
Transfers	3,065,217	1,603,854	4,669,071	(1,214,039)	3,475,032	389,815
<b>Sub-Total Operating Expense</b>	<b>\$195,942,635</b>	<b>\$14,139,695</b>	<b>\$210,082,330</b>	<b>(\$7,257,325)</b>	<b>\$202,825,005</b>	<b>\$6,882,370</b>
Bad Debt Expense	1,254,349	96,509	1,350,858		1,350,858	96,509
<b>Total University Expenditures</b>	<b>\$197,196,984</b>	<b>\$14,236,204</b>	<b>\$211,433,188</b>	<b>(\$7,257,325)</b>	<b>\$204,175,863</b>	<b>\$6,978,879</b>
<b>Net Balance</b>		<b>\$10,696</b>			<b>\$58,872</b>	

\* Includes early retirement plan savings

\*\*Budgets all lecturer positions, recognizes mid-year lecturer replacement previously not budgeted in base budget and EIP faculty replacement with lecturers for one year.

rev05recona  
on/off comp

**FY04 Net On-Campus/Off-Campus  
FY04 VS FY05  
SCH/TUITON/REVENUE/EXPENSE PLAN  
2.4% UG/R-4.8% Others Tuition**

	FY05	FY04	Variance	
On Campus	498,205	511,971	-13,766	Planned SCH
	\$88,474,759	\$89,340,679	(\$865,920)	Planned Tuition
	\$177.59	\$174.50	\$3	Avg Tuition per SCH
	\$187,647,861	\$182,787,292	\$4,860,569	Planned Total Revenue
	\$189,097,511	\$185,182,304	\$3,915,207	Planned Total Expense
On Campus	(\$1,449,650)	(\$2,395,012)	\$945,362	Change (Under)/Over
Off-Campus	69,795	62,103	7,692	Planned SCH
	\$13,677,799	\$12,144,544	\$1,533,255	Planned Tuition
	\$195.97	\$195.55	\$0	Avg Tuition per SCH
	\$16,586,874	\$14,420,384	\$2,166,490	Planned Total Revenue
	\$15,078,352	\$12,014,676	\$3,063,676	Planned Total Expense
Off-Campus*	\$1,508,522 **	\$2,405,708	(\$897,186)	Change (Under)/Over
Combined	568,000	574,074	-6,074	Planned SCH
	\$102,152,558	\$101,485,223	\$667,335	Planned Tuition
	\$179.85	\$176.78	\$3	Avg Tuition per SCH
	\$204,234,735	\$197,207,676	\$7,027,059	Planned Total Revenue
	\$204,175,863	\$197,196,980	\$6,978,883	Planned Total Expense
Combined	\$58,872	\$10,696	\$48,176	Change (Under)/Over

\*MASCO MBA Program included in Continuing Education

\*\* Committed to Campus Operations

W/O Tuition adjustment CE Expense includes anticipate ATB

**Eastern Michigan University**  
**General Fund**  
**FY05 Budget Reductions**

Advancement	\$73,115
Academic Affairs	3,062,680
Board of Regents	4,260
Business & Finance	581,698
Enrollment Services	190,588
Intercollegiate Athletics	195,991
Institutional Research/Cont. Improvement	34,141
Student Affairs	152,648
Student Activities/Government General Fee	82,014
University Marketing	51,007
University Relations	43,714
President's Office	25,531
ICT	367,974
PC Refresh-Administrative/Academic	600,000
PC Refresh-Classrooms/Labs	(100,000)
Convocation Center Operations	34,556
Strategic Initiatives	321,359
Preliminary Commitment(Central)	575,000
MPERS Retiree Health Savings	437,707
EIP Benefit Savings	217,171
Other	306,171
Total Budget Reductions	<u><u>\$7,257,325</u></u>

SECTION: 26

DATE:

June 15, 2004

# **BOARD OF REGENTS**

EASTERN MICHIGAN UNIVERSITY

## **RECOMMENDATION**

### **2004-05 ROOM AND BOARD RATES**

#### **ACTION REQUESTED**

It is recommended that the 2004-2005 Rates Proposal for Housing & Dining Services be approved.

#### **STAFF SUMMARY**

The proposal represents a 4 percent room and board increase except in Pine Grove Apartments where the rent will remain the same. The complete rate schedule is found in the accompanying report, *2004-2005 Rates Proposal*.

The average cost increase for the academic year will amount to \$232.

This recommendation is summarized in the accompanying report, *2004-05 Budget Plan – Auxiliary Fund*.

#### **FISCAL IMPLICATIONS**

The proposal meets the following seven objectives:

- Budgeted residence hall occupancy of 3,552 for September 30, 2004
- Maintain 81 percent apartment occupancy
- Meet debt obligations of \$1.75 million
- Meet basic facility needs of \$4.469 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

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# *Housing and Dining Services*

*2004-2005  
Rates Proposal*

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# *Housing and Dining Services*

*2004-2005 Rates Proposal*

*Presented to the*  
**EASTERN MICHIGAN UNIVERSITY**  
*Board of Regents*

*Philip A. Incarnati, chair*  
*Karen Quinlan Valvo, vice chair*  
*Joseph E. Antonini*  
*Jan A. Brandon*  
*Steven G. Gordon*  
*Rosalind E. Griffin*  
*Michael G. Morris*  
*Sharon J. Rothwell*



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# EASTERN MICHIGAN UNIVERSITY University Housing and Dining Services 2004-05 Rates Overview

Eastern Michigan University's Housing and Dining Services is an integral part of the University community that:

Highlights of Operations
Employs approximately 137 full-time staff and several hundred students
Has an operating budget exceeding \$29,000,000
Manages facilities valued at more than \$100,000,000
Requires 30 percent of annual operating funds to support daily maintenance
Requires 2004-05 payment obligations of \$1,754,109 principal and interest
Manages 17 distinct dining units, plus concessions
Manages 14 residence halls and 530 apartments

Successful housing and dining operations are contingent upon accurate occupancy estimates and room and board rates that are affordable and competitive.

For 2004-05, six important assumptions are made:

Six Important Assumptions
1. Based on Southeast Michigan demographics and early enrollment trends, the FTIAC (First Time In Any College) class is estimated to be 2,588 students.
2. Availability of privately owned apartments with modern amenities in this area will keep competition for student residents high.
3. The impact of attrition and the sagging economy has resulted in 130 fewer students participating in room draw will result in an decrease in the number of returning students.
4. Assuming FTIAC enrollment and transfer goals are met, Residence Halls and Apartments will be at budgeted occupancy for the fall.
5. Student eating habits dictate that Dining Services continue to decentralize operations to provide food when and where it is desired.
6. Academic network availability (Resnet) is an important amenity for attracting and retaining residence hall students.

The budgeted occupancy for 2004-05 will be 3,552 with 1,200 spaces designated for FTIACs in the First Year Center. An additional 700 FTIAC spaces will be available in Goddard, Best, Wise and Downing. All rooms outside the Towers and the Village will be doubles. It is expected that FTIAC's who desire on-campus housing, and who sign contracts by May 1, will be accommodated.

## 2004-05 OBJECTIVES

In establishing the 2004-05 Housing and Dining rates, the following seven objectives were used as guidelines:

- Meet September 30 budgeted residence hall occupancy of 3,552 versus prior year 3,700 - a decrease of 148 students due to lower FTIAC and the impact of the sagging economy.
- Meet budgeted apartment occupancy of 81 percent. Pine Grove completely off-line
- Meet debt-payment obligations of \$1,754,109 versus \$1,747,689 last year
- Fund basic facilities needs identified in the Maintenance and Renovation Plan as follows:

	2003-04	2004-05
Use of plant fund reserves	\$ 3,264,244	\$ 3,359,681
Use of operational funds	\$ 763,950	\$ 778,727
Carryforward Balance		\$ 330,497
Total	<u>\$ 4,028,194</u>	<u>\$ 4,468,905</u>

- Maintain current level of service
- Maintain Housing and Dining Reserve fund balance at minimum \$1 million
- Provide first priority housing for FTIACs

6.

**MICHIGAN UNIVERSITIES**  
**2004-05 ROOM/BOARD RATE COMPARISON**

INSTITUTION	2004-05 PROPOSED RATE	2003-04 RATE	% INCREASE	STATUS
UNIVERSITY OF MICHIGAN	\$7,032	\$6,704	4.90%	APPROVED
FERRIS STATE UNIVERSITY	\$6,399	\$6,207	3.10%	RECOMMENDED
WESTERN MICHIGAN UNIVERSITY	\$6,255	\$6,255	0.00%	APPROVED
CENTRAL MICHIGAN UNIVERSITY	\$6,161	\$5,924	4.00%	APPROVED
GRAND VALLEY STATE UNIVERSITY	\$6,160	\$5,768	6.80%	APPROVED
AVERAGE FOR THE STATE (*)	\$6,116	\$5,872	4.16%	AVERAGE
EASTERN MICHIGAN UNIVERSITY	\$6,082	\$5,850	4.00%	RECOMMENDED
MICHIGAN TECHNOLOGICAL UNIVERSITY	\$6,076	\$5,775	5.20%	APPROVED
NORTHERN MICHIGAN UNIVERSITY	\$6,012	\$5,724	5.00%	APPROVED
SAGINAW VALLEY STATE UNIVERSITY	\$5,850	\$5,645	3.63%	APPROVED
AKLAND UNIVERSITY	\$5,791	\$5,515	5.00%	APPROVED
MICHIGAN STATE UNIVERSITY	\$5,458	\$5,230	4.40%	APPROVED

**EASTERN MICHIGAN UNIVERSITY  
APARTMENTS  
2004-05 RATE COMPARISON**

COMPLEX	NUMBER OF BEDROOMS <sup>1</sup>	RATE <sup>2</sup>	DEPOSIT	UTILITIES <sup>3</sup>
APPLE TREE	2U	\$720-\$775	\$0-\$1,162.50	H
DOVER PLACE TOWN HOMES	2U	\$800	\$800	W
EVERGREEN POINT	2U	\$665 - \$845	\$300	H,W
GLENCOE HILLS	2U	\$740 - \$810	\$400	W
GOLFSIDE LAKE APTS	2U	\$735 - \$790	\$400	H,W
GOLFSIDE LAKE TOWN HOMES	2U	\$880 - \$955	\$450	None
HURON VIEW	2F Only	\$580 - \$625	\$580 - \$625	W
INTERNATIONAL PLACE	2U	\$630 - \$725	\$99	H,W
RIVER DRIVE	2U	\$729 - \$795	\$200	H,AC,W,G
RIVER RAIN	2U	\$825 - \$950	\$1,237 - \$1,425	W
SCHOONER COVE	2U	\$690-\$760	\$400	W
SPICE TREE	2U	\$685	None	G, H, W
AVERAGE	2U	\$720-\$790		

**UNIVERSITY APARTMENTS 2004-05 PROPOSED RATES<sup>4</sup>**

BROWN	2U	\$870-\$1,140	NONE	ALL
CORNELL	2U	\$615	NONE	ALL
PINE GROVE	2U	\$570	NONE	ALL
WESTVIEW	2U	\$690	NONE	ALL

<sup>1</sup> F-FURNISHED; U-UNFURNISHED

<sup>2</sup> ALL NON-EMU RATES ARE AT 00-01 LEVEL.

<sup>3</sup> G-GAS; W-WATER; H-HEAT; E-ELECTRIC; AC-AIR CONDITIONING INCLUDED IN RENT

<sup>4</sup> INCLUDES ENERGY COSTS

8,

**EASTERN MICHIGAN UNIVERSITY  
RESIDENCE HALLS AND DINING SERVICES  
2004-05 PROPOSED RATE SCHEDULE**

<b>BOARD (ROOM) OPTION</b>	<b>2003-04 RATE</b>	<b>2004-05 RATE</b>	<b>DOLLAR VARIANCE</b>	<b>PERCENT VARIANCE</b>
<b>TRIPLE OCCUPANCY</b>				
ALL MEAL PLANS	\$4,950	\$5,148	\$198	4.00%
REGULAR FLEX PLAN	\$4,950	\$5,148	\$198	4.00%
<b>DOUBLE OCCUPANCY</b>				
ALL MEAL PLANS	\$5,850	\$6,082	\$232	4.00%
REGULAR FLEX PLAN	\$5,850	\$6,082	\$232	4.00%
<b>SINGLE OCCUPANCY</b>				
ALL MEAL PLANS	\$7,474	\$7,772	\$298	4.00%
REGULAR FLEX PLAN	\$7,474	\$7,772	\$298	4.00%
TOWERS FLEX MEAL PLAN	\$6,394	\$6,650	\$256	4.00%
VILLAGE	\$4,686	\$4,872	\$186	4.00%
VILLAGE MEAL PLAN OPTION	\$5,580	\$5,800	\$220	4.00%

Effective Fall 2004

9.

**EASTERN MICHIGAN UNIVERSITY**  
**2004-05 PROPOSED**  
**APARTMENT RATE SCHEDULE**

UNIT	MONTHLY 2003-04 RATE	MONTHLY 2004-05 RATE
<b>PINE GROVE</b>		
FURNISHED ONE-BEDROOM	\$550	\$550
FURNISHED TWO-BEDROOM	\$610	\$610
UNFURNISHED ONE-BEDROOM	\$510	\$510
UNFURNISHED TWO-BEDROOM	\$570	\$570
<b>CORNELL COURTS</b>		
FURNISHED ONE-BEDROOM	\$575	\$600
FURNISHED TWO-BEDROOM	\$635	\$660
UNFURNISHED ONE-BEDROOM	\$535	\$555
UNFURNISHED TWO-BEDROOM	\$595	\$620
<b>WESTVIEW</b>		
FURNISHED ONE-BEDROOM	\$645	\$670
FURNISHED TWO-BEDROOM	\$700	\$730
UNFURNISHED ONE-BEDROOM	\$605	\$630
UNFURNISHED TWO-BEDROOM	\$665	\$690
<b>BROWN/MUNSON</b>		
SINGLE OCCUPANCY	\$500-\$630	\$520-\$655
SINGLE OR DOUBLE OCCUPANCY	\$650-\$1,095	\$675-\$1,140

1. Application Fee: \$55 per application.
2. Pet Fee (cats only): \$20 per month (maximum two cats).
3. Late Fee: \$25 per occurrence.
4. Exterminating Fee: \$80 per occurrence.
5. Transfer Fee: \$170
6. Lockout Fee (second and subsequent occurrences, per year): \$20.
7. Bad Check Charge (NSF): \$20 per occurrence.
8. Hold Over Fee: \$100
9. Spring/Summer Incentive: \$150 off per month
10. Pre-pay incentive. \$50 per semester for students who pre-pay entire semester.

Effective July 1, 2004

10.

**EASTERN MICHIGAN UNIVERSITY  
HOUSING AND DINING SERVICES  
2004-2005 PROPOSED BUDGET SUMMARY**

<b>DESCRIPTION</b>	<b>AMOUNT</b>
<b>REVENUE:</b>	
<b>APARTMENTS</b>	\$3,491,553
<b>RESIDENCE HALLS</b>	11,780,466
<b>DINING SERVICES</b>	14,391,830
<b>MISCELLANEOUS</b>	143,083
<b>TOTAL REVENUE</b>	<u>29,806,932</u>
<b>EXPENSES:</b>	
<b>SUPPLIES, SERVICES, AND MATERIALS</b>	7,665,302
<b>PERSONAL SERVICES</b>	6,236,550
<b>FOOD COSTS</b>	5,161,943
<b>STUDENT HELP</b>	3,371,886
<b>RESERVE TRANSFERS</b>	1,910,000
<b>FRINGE BENEFITS</b>	1,898,010
<b>DEBT</b>	1,754,110
<b>ADMINISTRATIVE FEE</b>	1,408,088
<b>OTHER</b>	356,213
<b>TOTAL EXPENSES</b>	<u>29,762,102</u>
<b>NET INCOME</b>	<u>\$44,830</u>



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***MAINTENANCE  
PLAN  
2004-2005***

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**HOUSING, DINING AND CONFERENCES  
MAINTENANCE FUNDING  
2004-05**

**CONSOLIDATED MAINTENANCE  
BY FUNDING AREA:  
SHORT TERM**

<b>FUNDING SOURCES</b>			
	<b>Unit Operations</b>	<b>Housing &amp; Dining Reserve<sup>1</sup></b>	<b>Total</b>
Apartments	\$ 86,326	\$ 257,390	\$ 343,716
Residence Halls	526,521	656,200	1,182,721
Dining Service	165,880	171,000	336,880
Miscellaneous	-	2,355,588	2,355,588
<b>TOTAL SHORT TERM</b>	<b>\$ 778,727</b>	<b>\$ 3,440,178</b>	<b>\$ 4,218,905</b>

\* Includes Carry Forward Balance of Project #U22900 \$ 330,497.00

**DESIGNATED PLANNING  
BY FUNDING AREA:  
LONG TERM**

<b>FUNDING SOURCES</b>			
	<b>Unit Operations</b>	<b>Housing &amp; Dining Reserve</b>	<b>Total</b>
Miscellaneous	\$ -	\$ 250,000	\$ 250,000
	-	-	-
<b>TOTAL LONG TERM</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>

<b>GRAND TOTAL FUNDING REQUIRED</b>	<b>\$ 778,727</b>	<b>\$ 3,690,178</b>	<b>\$ 4,468,905</b>
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14.

**HOUSING, DINING AND CONFERENCES  
MAINTENANCE AND RENOVATION FUNDING  
2004-05**

**SUMMARY**

**SHORT TERM**

	FUNDING USES				
	Apartments	Residence Halls	Dining Services	Misc.	Total
Supplies, Services And Materials <sup>1</sup>	\$ 75,000	\$ 48,602	\$ 2,080	\$ 14,320	\$ 140,002
Moveable Equipment <sup>2</sup>	-	80,700	81,000	40,000	201,700
Site <sup>3</sup>	7,900	24,874	-	-	32,774
Structural <sup>4</sup>	260,816	1,028,545	253,800	2,301,268	3,844,429
<b>TOTAL SHORT TERM</b>	<b>\$ 343,716</b>	<b>\$ 1,182,721</b>	<b>\$ 336,880</b>	<b>\$ 2,355,588</b>	<b>\$ 4,218,905</b>

**DESIGNATED PLANNING  
BY FUNDING AREA:  
LONG TERM**

	PLANNED FUNDING USES				
	Apartments	Residence Halls	Dining Services	Misc.	Total
Structural <sup>4</sup>	\$ -	\$ -	\$ -	250,000	\$ 250,000
<b>TOTAL LONG TERM</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>
<b>GRAND TOTAL FUNDING REQUIRED</b>	<b>\$ 343,716</b>	<b>\$ 1,182,721</b>	<b>\$ 336,880</b>	<b>\$ 2,605,588</b>	<b>\$ 4,468,905</b>

Types of expenditures found in noted categories are:

1. Routine Building Maintenance
2. Drapes, Room and Public Area Furniture
3. Roads, Sidewalks, Parking Paving, Exterior Lighting and Drainage
4. Interior And Exterior Walls, Lighting, Windows, Roofs, Utilities, Safety/Security and Fixed Equipment

**HOUSING, DINING AND CONFERENCES  
MAINTENANCE AND RENOVATION PLAN  
2004-05**

**APARTMENTS**

	FUNDING SOURCES		
	UNIT OPERATIONAL	APARTMENT RESERVE	TOTAL
PINE GROVE	\$ -	\$ -	\$ -
CORNELL COURTS	28,700	55,500	84,200
WESTVIEW	25,000	-	25,000
BROWN-MUNSON	32,626	201,890	234,516
RENTAL PROPERTIES	-	-	-
<b>TOTAL</b>	<b>\$ 86,326</b>	<b>\$ 257,390</b>	<b>\$ 343,716</b>

	FUNDING USES				
	TOTAL FACILITIES SS&M	TOTAL EQUIPMENT	TOTAL SITE	TOTAL STRUCTURAL	GRAND TOTAL
PINE GROVE	\$ -	\$ -	\$ -	\$ -	\$ -
CORNELL COURTS	25,000	-	7,900	51,300	84,200
WESTVIEW	25,000	-	-	-	25,000
BROWN-MUNSON	25,000	-	-	209,516	234,516
RENTAL PROPERTIES	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 7,900</b>	<b>\$ 260,816</b>	<b>\$ 343,716</b>













**HOUSING, DINING AND CONFERENCES  
MAINTENANCE AND RENOVATION PLAN  
2004-05**

**RESIDENCE HALLS**

	FUNDING SOURCES		
	UNIT OPERATIONAL	HOUSING/ DINING RESERVE	TOTAL
JONES-GODDARD	\$ 111,605	\$ -	\$ 111,605
PHELPS-SELLERS	110,481	-	110,481
BEST	14,679	-	14,679
BUELL	13,933	-	13,933
DOWNING	32,445	-	32,445
WISE	43,922	155,900	199,822
WALTON-PUTNAM	120,330	60,400	180,730
HILL	26,319	-	26,319
PITTMAN	23,092	429,000	452,092
HOYT LODGING VILLAGE	16,732	10,900	27,632
	12,983	-	12,983
<b>TOTAL</b>	<b>\$ 526,521</b>	<b>\$ 656,200</b>	<b>\$ 1,182,721</b>

	FUNDING USES				
	TOTAL FACILITIES SS&M	TOTAL EQUIPMENT	TOTAL SITE	TOTAL STRUCTURAL	GRAND TOTAL
JONES-GODDARD	\$ -	\$ -	\$ -	\$ 111,605	\$ 111,605
PHELPS-SELLERS	6,219	11,874	1,562	90,826	110,481
BEST	6,213	936	1,030	6,500	14,679
BUELL	2,066	936	1,576	9,355	13,933
DOWNING	4,229	936	11,030	16,250	32,445
WISE	5,746		1,576	192,500	199,822
WALTON-PUTNAM	6,809	62,274	1,562	110,085	180,730
HILL	2,183	936	-	23,200	26,319
PITTMAN	2,218	936	1,326	447,612	452,092
HOYT LODGING	5,228	936	2,606	18,862	27,632
VILLAGE	7,691	936	2,606	1,750	12,983
<b>TOTAL</b>	<b>\$ 48,602</b>	<b>\$ 80,700</b>	<b>\$ 24,874</b>	<b>\$ 1,028,545</b>	<b>\$ 1,182,721</b>

MAINTENANCE AND RENOVATION PLAN

UNIT: JONES-GODDARD

OPERATIONS ACCT# A05400

RESERVE ACCT# U14050

CODE	PROJECT	TOTAL BUDGET	UNIT OPERATION	HOUSING & DINING RESERVE
4	Heat Controls	\$ 30,000	\$ 30,000	\$ -
4	PK Heaters	26,000	26,000	-
4	Stair Doors & Sidelights	25,500	25,500	-
4	Jones Shutdown Costs	7,550	7,550	-
4	Smoke Barrier Doors	6,000	6,000	-
4	Evacuation Signs	4,150	4,150	-
4	Laundry Ceiling Repair	2,520	2,520	-
4	Metal Kitchen Repair	2,000	2,000	-
4	Stair Identification Signs	1,700	1,700	-
4	Wall Panels	1,560	1,560	-
4	VAT & Base 1st Floor Kitchen	1,275	1,275	-
4	Clean & Sanitize Duct Work	1,250	1,250	-
4	Kitchen Cabinet Repair	1,000	1,000	-
4	Non-Compliant Door	650	650	-
4	Paint Kitchen	450	450	-
	<b>TOTAL STRUCTURAL</b>	<b>\$ 111,605</b>	<b>\$ 111,605</b>	<b>\$ -</b>
	<b>GRAND TOTAL</b>	<b>\$ 111,605</b>	<b>\$ 111,605</b>	<b>\$ -</b>

23.

MAINTENANCE AND RENOVATION PLAN

UNIT: PHELPS-SELLERS

OPERATIONS ACCT# A05450

RESERVE ACCT# U14050

CODE	PROJECT	TOTAL BUDGET	UNIT OPERATION	HOUSING/ DINING RESERVE
1	Painting	4,200	4,200	
1	Custodial Equipment	1,472	1,472	
1	Case Goods	351	351	
1	Smoke Alarm Repairs	196	196	
	<b>TOTAL FACILITIES SS&amp;M</b>	<b>\$ 6,219</b>	<b>\$ 6,219</b>	<b>\$ -</b>
2	Lounge Furniture	10,000	10,000	
2	Chairs	1,874	1,874	
	<b>TOTAL EQUIPMENT</b>	<b>\$ 11,874</b>	<b>\$ 11,874</b>	<b>\$ -</b>
3	Landscape	1,562	1,562	
	<b>TOTAL SITE</b>	<b>\$ 1,562</b>	<b>\$ 1,562</b>	<b>\$ -</b>
4	Smoke Detectors	35,000	35,000	-
4	Signage-Evacuation	16,200	16,200	
4	Domestic Water Piping	15,000	15,000	-
4	Latching Hardware-Smoke Barrier Doors	5,000	5,000	
4	Roofing	3,000	3,000	
4	Energy-Relamps	3,000	3,000	
4	Repair Foyer	2,500	2,500	
4	Signage-Stairs	2,200	2,200	
4	Latching Hardware-Stair Door	2,000	2,000	
4	Stair Tread Repair	1,500	1,500	
4	VCT Repair	1,000	1,000	
4	Elevator Panel	1,000	1,000	
4	Elevator In Car Lantern	1,000	1,000	
4	VCT Laundry Room Floor Repair	894	894	
4	Door Stairway Repair	500	500	
4	Stair Door Glass Repair	350	350	
4	Paint Laundry Ceiling	326	326	
4	VCT Elevator Door	132	132	
4	VCT Vestibule Repair	124	124	
4	Repaint Corridor-4th Floor	100	100	
	<b>TOTAL STRUCTURAL</b>	<b>\$ 90,826</b>	<b>\$ 90,826</b>	<b>\$ -</b>
	<b>GRAND TOTAL</b>	<b>\$110,481</b>	<b>\$110,481</b>	





















**HOUSING, DINING AND CONFERENCES  
MAINTENANCE AND RENOVATION PLAN  
2004-05**

**DINING SERVICES**

	FUNDING SOURCES		
	UNIT OPERATIONAL	HOUSING/DINING RESERVE	TOTAL
DINING COMMONS ONE	\$ 16,750	\$ -	\$ 16,750
EASTERN EATERIES	37,050	100,000	137,050
HOYT CATERING	41,080	-	41,080
MISCELLANEOUS DINING	71,000	71,000	142,000
<b>TOTAL</b>	<b>\$ 165,880</b>	<b>\$ 171,000</b>	<b>\$ 336,880</b>

	FUNDING USES				
	TOTAL FACILITIES SS&M	TOTAL EQUIPMENT	TOTAL SITE	TOTAL STRUCTURAL	GRAND TOTAL
DINING COMMONS ONE	\$ -	\$ -	\$ -	\$ 16,750	\$ 16,750
EASTERN EATERIES	-	-	-	137,050	137,050
HOYT CATERING	2,080	-	-	39,000	41,080
MISCELLANEOUS DINING	-	81,000	-	61,000	142,000
<b>TOTAL</b>	<b>\$ 2,080</b>	<b>\$ 81,000</b>	<b>\$ -</b>	<b>\$ 253,800</b>	<b>\$ 336,880</b>

















SECTION: 27

DATE:  
June 15, 2004

# **BOARD OF REGENTS**

EASTERN MICHIGAN UNIVERSITY

## **RECOMMENDATION**

### **2004-05 AUXILIARY FUND OPERATING BUDGETS**

#### **ACTION REQUESTED**

It is recommended that the 2004-05 Auxiliary Fund Operating Budget in the amount of \$41,610,212 be approved.

#### **STAFF SUMMARY**

The recommended budget has been prepared in accordance with approved policies and procedures. It is a balanced budget and includes funding for all contractual obligations.

The revenue estimates for Housing and Dining Services are contingent upon approval of the recommendation for 2004-05 Housing and Dining Rates.

The 2004-05 auxiliary revenue budget is \$41,610,212. This is an increase of \$344,656 over the 2003-04 budget, primarily due to the 4.0% Housing and Dining room and board rates, offset by a reduction in occupancy. It is assumed and recommended that parking rates will not be increased and the General Fee allocation for University Health Services and Student Media allocation will decrease.

The total operating expense budget before debt requirements, administrative fees and contributions to maintenance reserves is \$34,281,812 an increase of \$301,660 over the 2003-04 budget expense.

The total net of operations is \$7.3 million of which \$2.4 million is allocated for debt; \$2.4 million earmarked for reserves; and \$2.2 million for administrative fees, facility plan commitments and operations of the power plant.

The Housing and Dining Services budget includes \$4,468,905 to fund the Maintenance and Renovation plan; \$778,727 from the operating budget, \$330,497 from project carry forward and \$3,359,681 from reserves.

This recommendation is summarized in the accompanying report, 2004-05 Budget Plan – Auxiliary Fund.

#### **FISCAL IMPLICATIONS**

After all obligations are met and reserves replenished, the total operating balance at year-end is projected to be \$130,576.

**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  
AUXILIARY FUND  
2004-2005 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 allocation 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.

3.

**EASTERN MICHIGAN UNIVERSITY  
AUXILIARY FUND  
2004-2005 BUDGET GUIDELINES AND ASSUMPTIONS**

**In developing the University Auxiliary operating budgets for fiscal year 2004-05, the following budget planning assumptions will be used.**

**ENROLLMENT/OCCUPANCY ASSUMPTIONS:**

Enrollment plan<sup>1</sup> for 2004-2005 is a fall headcount of 24,327 including 2,588 FTIAC's, 19,654 undergraduates and 4,673 graduate students.

- Credit hour production for 2004-2005 is expected to be 568,000. This number will be the basis for the Health Services General Fee. No increase in the Health Services General Fee component is anticipated.
- The September 30, 2004 preliminary budgeted occupancy for the residence halls is projected to be 3,552.
- The apartments are budgeted at 81% occupancy. The vacancy rate is attributed to students who leave campus for the spring and summer terms, and terminations in mid-semester. Apartments capacity continues to be significantly reduced in Pine Grove to accommodate the new student center.

**REVENUE ASSUMPTIONS:**

- Housing and Dining room and board rates are proposed to increase 4.0 percent. This will put Eastern Michigan University's room and board rate at slightly below the state average. Apartment and Rental Property rates will increase 4.0 percent, except Pine Grove which will be held at the previous years rate.
- The Children's Institute will be supported by the general fund for the academic component by \$96,439. This is calculated using a formula of teacher-contract hours.
- Health Services will be supported with \$1,206,820 from the general fee in 2004-05. This amount will be 56.5 percent of the University Health Services revenue for 2004-05.
- The general fund will provide \$25,000 to the auxiliary ID card operation for providing this service to our students.

4.

**EASTERN MICHIGAN UNIVERSITY  
AUXILIARY FUND  
2004-2005 BUDGET GUIDELINES AND ASSUMPTIONS**

**PERSONNEL ASSUMPTIONS:**

Salary and fringe benefits will be budgeted according to University contract. The auxiliaries will use composite staff benefit rates effective January 1, 2004.

**UTILITIES ASSUMPTIONS:**

The utility assumptions were calculated by the Physical Plant, using actual utility consumption and costs allocated to operating units based on space assignment.

- Electricity....Total cost estimate is: \$648,186. This represents a decrease from last year of \$146,315 and a reduction of \$33,004 for closing Jones Hall. The cost allocation formula has changed to estimates based on new meters being installed.
- Gas....Total cost estimate is: \$1,049,809. This represents a net increase of \$138,010 over last year less a reduction of \$53,453 for closing Jones Hall. The cost is allocated based on consumption and rate increases.
- Water....Total cost estimate of: \$711,216. This represents an increase of \$21,696 over last year's budget less \$33,669 for closing Jones Hall.

Electricity is allocated based on estimations for new meters being installed.

The auxiliary fund will transfer \$70,000 to heating plant operations.

**OTHER INFLATION ASSUMPTIONS:**

Prices are based on University guidelines, specific industry projections, and consumer price index and collective bargaining agreements.

5.

**EASTERN MICHIGAN UNIVERSITY  
AUXILIARY FUND  
2004-2005 BUDGET GUIDELINES AND ASSUMPTIONS**

**ADMINISTRATIVE SUPPORT:**

The administrative fee will be \$2.0 million for 2004-05. The administrative fee primarily reflects the cost of services provided to auxiliary operating units. This fee was increased last year which represents an increase in fund transfers to the general fund in meeting University budget reduction goals.

**DEBT:**

- The 2004-05 auxiliary fund debt total is \$2,474,208

	<u>2003-04</u>	<u>2004-05</u>
Housing, Dining, Union & Conferences	\$1,747,689	\$1,754,109
Parking & SEEUS	<u>720,765</u>	<u>720,099</u>
Total	\$2,468,454	\$2,474,208

**INSURANCE:**

• Liability	\$279,601	\$279,601
• Michigan University's Self-Insurance Consort (MUSIC)	50,000	50,000
• Malpractice Insurance (Health Services only)	<u>22,573</u>	<u>22,573</u>
	\$352,174	\$352,174

**FACILITY PLAN:**

• Rec/IM Membership fees	\$100,000	\$100,000
• Vending	<u>100,000</u>	<u>100,000</u>
	\$200,000	\$200,000

**MAINTENANCE AND PLANT FUND RESERVES:**

- Maintenance projects and plant fund reserves will be budgeted to spend \$4.4 million. The uses of these funds are described in the Housing and Dining Service Maintenance and Renovation Plan. The renovation of Buell Hall totals \$2.3 million this requires redirecting funds from the residence hall infrastructure account \$535,000 and redirecting funds set aside for the renovation of Downing \$600,000 to accomplish this renovation.
- On June 30, 2004, the total plant fund reserves for Housing and Dining are expected to be \$5.8 million. Housing and Dining Services plans to fund \$4.4 million for maintenance and renovation projects in 2004-2005. Funding for these projects will be \$3.4 million from plant reserves, \$330,497 project carry forward, and \$778,727 from operations. Operations plan to contribute \$1.8 to reserves. Plant fund reserves for Housing and Dining are expected to be \$4.2 million as of June 30, 2005.

6.

Eastern Michigan University  
**AUXILIARY FUND**  
**2004-05**  
**BUDGET SUMMARY PLAN**

**Overview**

The planned 2004-05 auxiliary revenue is \$41.6 million for all units. The total net of operations is \$7.3 million. The auxiliary operations include the Golf Course and CEC (Corporate Education Center). Student Technology services were incorporated into the ICT division in 2000-01 although all the expense is reflected in the Housing and Dining budget. The increase in expenses are adjustments primarily from price and wage increases. The total auxiliary operating balance is \$130,576. The auxiliaries employ 195.32 FTE.

	<b>2003-2004 Budgeted Goals*</b>	<b>2004-2005 Budgeted Goals</b>
Revenues	\$40,805,556	\$40,983,773
Transfers from General Fund	110,000	121,439
<u>Allocation from Auxiliary Fund Balance</u>	<u>350,000</u>	<u>505,000</u>
Total Funding	\$41,265,556	41,610,212
<u>Total Operating Expenses</u>	<u>33,980,152</u>	<u>34,281,812</u>
Net of Operations	\$7,285,404	\$7,328,400

**Allocation of Net**

Mandatory Debt	\$2,468,453	\$2,474,209
Facility Plan	200,000	200,000
Administrative Fee to General Fund	2,000,000	2,000,000
Power Plant	70,000	70,000
<u>Plant Fund – Maintenance Reserves</u>	<u>2,409,341</u>	<u>\$2,453,615</u>
Total Transfers	\$7,147,794	\$7,197,824
Operating Account Balance	\$137,610	\$130,576

\*Restated to include Golf Course and CEC.

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.

Eastern Michigan University  
 Auxiliary Operating Statement  
 2004-05 Budget Development

		Student Affairs								
		Residence Halls	Dining Services	Rental Property	University Health Services	Children's Institute	Rec/IM	ICT(1) Student Tech Services		
<b>REVENUE</b>									<b>REVENUE</b>	
Sales and Services	3,491,553	11,780,466	14,391,831	149,083	911,000	590,500	500,000	128,694	Sales and Services	128,694
Fees	0	0	0	0	1,206,820	0	0	0	Fees	0
Investment Income	0	0	0	0	0	0	0	0	Investment Income	0
<b>TOTAL REVENUES</b>	<b>3,491,553</b>	<b>11,780,466</b>	<b>14,391,831</b>	<b>149,083</b>	<b>2,117,820</b>	<b>590,500</b>	<b>500,000</b>	<b>128,694</b>	<b>TOTAL REVENUES</b>	<b>128,694</b>
Transfers from G.F.	0	0	0	0	0	96,439	0	25,000	Transfers from G.F.	25,000
Transfers from D.E./E.R.	0	0	0	0	0	0	0	0	Transfers from D.E./E.R.	0
Allocations from Fund Balance	0	0	0	0	20,000	60,000	425,000	0	Allocations from Fund Balance	0
<b>TOTAL FUNDING</b>	<b>3,491,553</b>	<b>11,780,466</b>	<b>14,391,831</b>	<b>149,083</b>	<b>2,137,820</b>	<b>746,939</b>	<b>925,000</b>	<b>153,694</b>	<b>TOTAL FUNDING</b>	<b>153,694</b>
<b>EXPENSES</b>									<b>EXPENSES</b>	
Cost of Goods Sold	0	0	5,161,943	0	394,000	0	78,000	0	Cost of Goods Sold	0
Personnel Services	58,427	0	1,243,088	0	864,077	371,308	91,497	0	Personnel Services	0
Misc. Personnel	3,876	0	195,681	0	58,583	7,426	35,330	0	Misc. Personnel	35,330
Fringe Benefits	27,544	0	564,730	0	359,494	152,647	40,354	0	Fringe Benefits	40,354
Recouped Salaries (Abr 1367)	0	0	0	0	(82,653)	(58,000)	0	0	Recouped Salaries (Abr 1367)	0
Student Help	29,512	1,188,430	1,712,284	0	24,500	120,000	23,000	16,062	Student Help	16,062
SS&M	1,948,922	3,662,126	1,478,812	48,228	272,575	50,703	260,975	90,348	SS&M	90,348
Travel	7,390	22,523	6,686	0	6,500	0	0	0	Travel	0
Equipment	6,809	78,904	125,450	0	3,500	0	0	5,450	Equipment	5,450
Admin. Support/HDC	567,732	3,073,356	1,934,702	0	0	0	0	52,990	Admin. Support/HDC	52,990
Custodial	0	0	0	0	0	0	0	0	Custodial	0
Maintenance Staff	369,835	853,093	188,180	9,590	0	0	0	0	Maintenance Staff	0
Other Expenses	0	0	0	0	0	0	0	0	Other Expenses	0
<b>TOTAL EXPENSES</b>	<b>3,019,046</b>	<b>8,878,432</b>	<b>12,611,556</b>	<b>57,786</b>	<b>1,900,565</b>	<b>646,084</b>	<b>529,156</b>	<b>164,848</b>	<b>TOTAL EXPENSES</b>	<b>164,848</b>
<b>NET OF OPERATIONS</b>	<b>472,507</b>	<b>2,902,034</b>	<b>1,780,275</b>	<b>85,297</b>	<b>237,255</b>	<b>100,855</b>	<b>395,844</b>	<b>(11,154)</b>	<b>NET OF OPERATIONS</b>	<b>(11,154)</b>
<b>TRANSFERS</b>									<b>TRANSFERS</b>	
Admin. Fee/General Fund	167,208	605,524	625,904	1,396	230,112	97,068	24,100	8,056	Admin. Fee /General Fund	8,056
Mand. Debt	128,511	1,559,264	66,335	0	0	0	0	0	Mand. Debt	0
Facility Plan	0	0	100,000	0	0	0	100,000	0	Facility Plan	0
Maintenance Reserve/Plant Fund	150,000	655,000	925,000	80,000	(500)	0	270,000	0	Maintenance Reserve/Plant Fund	0
Power Plant	17,759	43,414	7,798	0	546	210	0	0	Power Plant	0
Transfers to D.E./E.R. (Match)	0	0	0	0	0	0	0	0	Transfers to D.E./E.R. (Match)	0
<b>TOTAL TRANSFERS</b>	<b>463,478</b>	<b>2,863,202</b>	<b>1,725,037</b>	<b>81,396</b>	<b>230,158</b>	<b>97,278</b>	<b>394,100</b>	<b>8,056</b>	<b>TOTAL TRANSFERS</b>	<b>8,056</b>
<b>BALANCE - OPR. ACTS.</b>	<b>9,029</b>	<b>38,832</b>	<b>55,238</b>	<b>3,501</b>	<b>7,097</b>	<b>3,577</b>	<b>1,744</b>	<b>(15,210)</b>	<b>BALANCE - OPR. ACTS.</b>	<b>(15,210)</b>

(1) ICT Student Technology Services and ID Operations  
 Prepared by Business Operations 5/27/2004

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Eastern Michigan University  
Auxiliary Operating Statement  
2004-05 Budget Development

	Student Affairs	Marketing & Communications	Academic	Business and Finance		Golf Course/CEC	Total	
	Eastern Echo	Licensing	University Publications	Computer Sales	Kresge Environmental Education	Parking/SEEUS and DPS Support	Golf Course/CEC	Total
<b>REVENUE</b>								
Sales and Services	370,500	60,431	1,645,500	600,000	26,018	2,907,732	2,161,941	39,709,249
Fees	67,000	0	0	0	0	0	0	1,276,820
Investment Income	0	0	0	0	0	0	704	704
<b>TOTAL REVENUES</b>	<b>437,500</b>	<b>60,431</b>	<b>1,645,500</b>	<b>600,000</b>	<b>26,018</b>	<b>2,907,732</b>	<b>2,162,645</b>	<b>40,983,773</b>
Transfers from G.F.	0	0	0	0	0	0	0	121,439
Transfers from D.E./E.R.	0	0	0	0	0	0	0	0
Allocations from Fund Balance	0	0	0	0	0	0	0	505,000
<b>TOTAL FUNDING</b>	<b>437,500</b>	<b>60,431</b>	<b>1,645,500</b>	<b>600,000</b>	<b>26,018</b>	<b>2,907,732</b>	<b>2,162,645</b>	<b>41,610,212</b>
<b>EXPENSES</b>								
Cost of Goods Sold	0	12,000	1,145,000	570,000	5,592	0	97,629	7,464,164
Personnel Services	116,929	0	135,179	0	0	711,681	0	3,592,186
Msc. Personnel	2,333	0	3,704	0	7,018	56,934	0	370,889
Fringe Benefits	48,055	500	61,894	0	566	334,574	0	1,580,297
Recouped Salaries (Abr 1967)	(48,051)	0	9,255	0	0	0	0	(175,459)
Student Help	145,000	6,000	30,372	18,000	0	162,806	0	3,475,966
SS&M	139,826	17,163	200,150	6,196	3,727	339,587	2,042,175	10,561,509
Travel	0	5,800	9,800	3,000	0	18,000	0	79,699
Equipment	0	15,000	14,000	0	0	25,000	0	274,113
Admin. Support/HDC	0	0	0	0	0	0	0	5,626,780
Custodial	0	0	0	0	0	0	0	0
Maintenance Staff	0	0	0	0	0	0	0	1,419,668
Other Expenses	0	0	0	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>406,097</b>	<b>56,463</b>	<b>1,609,293</b>	<b>597,196</b>	<b>16,903</b>	<b>1,648,581</b>	<b>2,139,804</b>	<b>34,281,812</b>
<b>NET OF OPERATIONS</b>	<b>31,403</b>	<b>3,968</b>	<b>36,207</b>	<b>2,804</b>	<b>9,115</b>	<b>1,259,151</b>	<b>22,841</b>	<b>7,328,400</b>
<b>TRANSFERS</b>								
Admin. Fee /General Fund	30,946	0	35,806	0	0	173,880	0	2,000,000
Mand. Debt	0	0	0	0	0	720,099	0	2,474,209
Facility Plan	0	0	0	0	0	0	0	200,000
Maintenance Reserve/Plant Fund	0	0	0	0	9,115	365,000	0	2,453,615
Power Plant	126	0	147	0	0	0	0	70,000
Transfers to D.E./E.R. (Match)	0	0	0	0	0	0	0	0
<b>TOTAL TRANSFERS</b>	<b>31,072</b>	<b>0</b>	<b>35,953</b>	<b>0</b>	<b>9,115</b>	<b>1,258,979</b>	<b>0</b>	<b>7,197,824</b>
<b>BALANCE - OPR. ACTS.</b>	<b>331</b>	<b>3,968</b>	<b>254</b>	<b>2,804</b>	<b>0</b>	<b>172</b>	<b>22,841</b>	<b>130,576</b>

Prepared by Business Operations

5/27/2004

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8.

Eastern Michigan University  
 Auxiliary Operating Statement  
 2004-05 Budget Development  
 2003-04/2004-05 Budget Variance

		Student Affairs									
		Apartments	Residence Halls	Dining Services	Rental Property	University Health Services	Children's Institute	Rec/IM	ICT(1) Student Tech Services		
<b>REVENUE</b>									<b>REVENUE</b>		
Sales and Services	48,277	(169,932)	272,292	5,503	10,000	12,000	5,000	490	Sales and Services		
Fees	0	0	0	0	(55,068)	0	0	0	Fees		
Investment Income	0	0	0	0	0	0	0	0	Investment Income		
<b>TOTAL REVENUES</b>	<b>48,277</b>	<b>(169,932)</b>	<b>272,292</b>	<b>5,503</b>	<b>(45,068)</b>	<b>12,000</b>	<b>5,000</b>	<b>490</b>	<b>TOTAL REVENUES</b>		
Transfers from G.F.	0	0	0	0	0	11,439	0	0	Transfers from G.F.		
Transfers from D.E./E.R.	0	0	0	0	0	0	0	0	Transfers from D.E./E.R.		
Allocations from Fund Balance	0	0	0	0	5,000	0	150,000	0	Allocations from Fund Balance		
<b>TOTAL FUNDING</b>	<b>48,277</b>	<b>(169,932)</b>	<b>272,292</b>	<b>5,503</b>	<b>(40,068)</b>	<b>23,439</b>	<b>155,000</b>	<b>490</b>	<b>TOTAL FUNDING</b>		
<b>EXPENSES</b>									<b>EXPENSES</b>		
Cost of Goods Sold	0	0	(34,608)	0	0	0	0	0	Cost of Goods Sold		
Personnel Services	(687)	0	54,873	0	5,148	10,004	1,795	0	Personnel Services		
Misc. Personnel	(5,857)	0	(20,075)	0	741	(61)	3,536	0	Misc. Personnel		
Fringe Benefits	(1,519)	0	43,033	0	28,890	13,662	3,726	0	Fringe Benefits		
Recouped Salaries (Abr 1367)	0	0	0	0	(49,779)	(15,264)	0	0	Recouped Salaries (Abr 1367)		
Student Help	24,248	33,487	(135,633)	0	1,500	0	0	(15,450)	Student Help		
SS&M	136,120	230,976	115,758	(226)	(36,888)	9,975	15,960	26,173	SS&M		
Travel	(4,795)	(2,967)	(35,531)	0	400	0	0	0	Travel		
Equipment	(4,391)	(49,396)	(38,939)	0	0	0	(40,000)	(10,000)	Equipment		
Admin. Support/HDC	(55,499)	(21,418)	29,401	0	0	0	0	(2,376)	Admin. Support/HDC		
Custodial	0	0	0	0	0	0	0	0	Custodial		
Maintenance Staff	(61,384)	36,572	(74,843)	482	0	0	0	0	Maintenance Staff		
Other Expenses	0	0	0	0	0	0	0	0	Other Expenses		
<b>TOTAL EXPENSES</b>	<b>26,235</b>	<b>229,256</b>	<b>(96,763)</b>	<b>256</b>	<b>(49,958)</b>	<b>18,315</b>	<b>(14,954)</b>	<b>(1,653)</b>	<b>TOTAL EXPENSES</b>		
<b>NET OF OPERATIONS</b>	<b>22,042</b>	<b>(399,185)</b>	<b>369,055</b>	<b>5,247</b>	<b>9,920</b>	<b>5,124</b>	<b>169,954</b>	<b>2,143</b>	<b>NET OF OPERATIONS</b>		
<b>TRANSFERS</b>									<b>TRANSFERS</b>		
Admin. Fee /General Fund	0	0	0	0	0	0	0	0	Admin. Fee /General Fund		
Mand. Debt	472	5,706	244	0	0	0	0	0	Mand. Debt		
Facility Plan	0	0	0	0	0	0	0	0	Facility Plan		
Maintenance Reserve/Plant Fund	18,000	(382,500)	319,500	2,000	12,779	2,000	172,553	0	Maintenance Reserve/Plant Fund		
Power Plant	0	0	0	0	0	0	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)		
<b>TOTAL TRANSFERS</b>	<b>18,472</b>	<b>(356,794)</b>	<b>319,744</b>	<b>2,000</b>	<b>12,779</b>	<b>2,000</b>	<b>172,553</b>	<b>0</b>	<b>TOTAL TRANSFERS</b>		
<b>BALANCE - OPR. ACTS.</b>	<b>3,570</b>	<b>(42,391)</b>	<b>49,311</b>	<b>3,247</b>	<b>(2,659)</b>	<b>3,124</b>	<b>(2,599)</b>	<b>2,143</b>	<b>BALANCE - OPR. ACTS.</b>		

(1) ICT Student Technology Services and ID Operations  
 Revenue () is less revenue than budgeted.  
 Expense () is less expense than budgeted.  
 Net of operations () lower than budget.  
 Balance () lower than budget.  
 Prepared by Business Operations 5/27/2004

9



Eastern Michigan University  
 Auxiliary Operating Statement  
 2004-05 Budget Development  
 2003-04/2004-05 Budget Variance

	Student Affairs	Marketing & Communications	Academic	Business and Finance		Golf Course/CEC	
	Eastern Echo	Licensing	University Publications	Computer Sales	Kresge Environmental Education	Parking/SEEUS and DPS Support	Golf Course/CEC
<b>REVENUE</b>							
Sales and Services	21,700	3,731	93,000	0	(3,307)	0	(63,173)
Fees	(3,000)	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	704
<b>TOTAL REVENUES</b>	<b>18,700</b>	<b>3,731</b>	<b>93,000</b>	<b>0</b>	<b>(3,307)</b>	<b>0</b>	<b>(62,469)</b>
Transfers from G.F.	0	0	0	0	0	0	0
Transfers from D.E./E.R.	0	0	0	0	0	0	0
Allocations from Fund Balance	0	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>18,700</b>	<b>3,731</b>	<b>93,000</b>	<b>0</b>	<b>(3,307)</b>	<b>0</b>	<b>(62,469)</b>
<b>EXPENSES</b>							
Cost of Goods Sold	0	0	82,000	0	(3,758)	0	15,073
Personnel Services	1,744	0	1,908	0	0	64,478	0
Misc. Personnel	(226)	0	(258)	0	(5,392)	(2,137)	0
Fringe Benefits	5,773	500	4,550	0	(431)	65,535	0
Recouped Salaries (Abr 1367)	(23,297)	0	9,255	0	0	0	0
Student Help	23,000	250	0	0	0	(2,000)	0
SS&M	13,200	0	(18)	(1,000)	3,727	(1,932)	(70,584)
Travel	0	0	0	1,000	0	0	0
Equipment	0	0	0	0	0	0	0
Admin. Support/HDC	0	0	0	0	0	0	0
Custodial	0	0	0	0	0	0	0
Maintenance Staff	0	0	0	0	0	0	0
Other Expenses	0	0	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>20,193</b>	<b>750</b>	<b>107,437</b>	<b>0</b>	<b>(5,854)</b>	<b>123,843</b>	<b>(55,511)</b>
<b>NET OF OPERATIONS</b>	<b>(1,493)</b>	<b>2,981</b>	<b>(14,437)</b>	<b>0</b>	<b>2,547</b>	<b>(123,943)</b>	<b>(6,856)</b>
<b>TRANSFERS</b>							
Admin. Fee /General Fund	0	0	0	0	0	0	0
Mand. Debt	0	0	0	0	0	(666)	0
Facility Plan	0	0	0	0	0	0	0
Maintenance Reserve/Plant Fund	0	0	0	0	2,547	(122,605)	0
Power Plant	0	0	0	0	0	0	0
Transfers to D.E./E.R. (Match)	0	0	0	0	0	0	0
<b>TOTAL TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,547</b>	<b>(123,271)</b>	<b>0</b>
<b>BALANCE - OPR. ACTS.</b>	<b>(1,493)</b>	<b>2,981</b>	<b>(14,437)</b>	<b>0</b>	<b>(0)</b>	<b>(672)</b>	<b>(6,856)</b>

Total	
	<b>REVENUE</b>
235,581	Sales and Services
(58,068)	Fees
704	Investment Income
<b>178,217</b>	<b>TOTAL REVENUES</b>
11,439	Transfers from G.F.
0	Transfers from D.E./E.R.
155,000	Allocations from Fund Balance
<b>344,656</b>	<b>TOTAL FUNDING</b>
	<b>EXPENSES</b>
68,507	Cost of Goods Sold
139,260	Personnel Services
(29,727)	Misc. Personnel
163,719	Fringe Benefits
(79,085)	Recouped Salaries (Abr 1367)
(70,598)	Student Help
441,271	SS&M
(41,893)	Travel
(142,728)	Equipment
(49,893)	Admin. Support/HDC
0	Custodial
(97,173)	Maintenance Staff
0	Other Expenses
<b>301,660</b>	<b>TOTAL EXPENSES</b>
<b>42,996</b>	<b>NET OF OPERATIONS</b>
	<b>TRANSFERS</b>
0	Admin. Fee /General Fund
5,756	Mand. Debt
0	Facility Plan
44,274	Maintenance Reserve/Plant Fund
0	Power Plant
0	Transfers to D.E./E.R. (Match)
<b>50,030</b>	<b>TOTAL TRANSFERS</b>
<b>(7,034)</b>	<b>BALANCE - OPR. ACTS.</b>

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 Balance () lower than budget.  
 Prepared by Business Operations 5/27/2004

10.

RECOMMENDATION

SECTION: 28
DATE: June 15, 2004

**2005-2006 GENERAL FUND SCHOLARSHIPS, AWARDS AND GRANTS**

**ACTION REQUESTED**

It is recommended that the Board of Regents approve the 2005-2006 General Fund Scholarships, Awards and Grants proposal for \$12,512,951 (\$12,362,951 through General Fund revenues and \$150,000 through General Fee revenues).

**STAFF SUMMARY**

The General Fund Scholarships, Awards and Grants proposal is presented a year in advance of the 2005 funding time lines due to publication requirements and the recruiting cycle for the 2005 freshman class.

***Programmatic changes for undergraduate students include:***

Increased funding is needed for the scholarship programs (Presidential Scholarship, National Scholars, Wade McCree and Recognition of Excellence Scholarships) that pay current tuition and room/board rates in order to maintain the same number of awards. An increase in the number of awards and funding is requested for the University Grant account to assist needy students.

Athletic grants-in-aid: The previously approved fifth year of the five year phase-in plan for additional women's Crew has been deferred for 2005-06. No additional funds are requested to increase the number of grants-in-aid.

Increased funding is requested for all athletic grants-in-aid and scholarships that pay current tuition and room/board rates.

**FISCAL IMPLICATIONS**

The 2005-2006 Scholarships, Awards and Grants will be increased by \$320,358 over the 2004-2005 adjusted General Fund base of \$12,192,593.

The total budget of \$12,512,951 includes:

- |                                    |              |
|------------------------------------|--------------|
| 1. Scholarships, Awards and Grants | \$ 6,840,877 |
| 2. Athletic Grants-in-Aid          | \$ 4,942,877 |
| 3. Federal and State Matches       | \$ 729,197   |

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
University Executive Officer

\_\_\_\_\_  
Date

# EASTERN MICHIGAN UNIVERSITY

General Fund Scholarships, Awards and Grants

Proposal for 2005-2006



Division of Enrollment Services

**BOARD OF REGENTS**  
EASTERN MICHIGAN UNIVERSITY

*June 15, 2004*

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7.

**2005-2006 SCHOLARSHIPS, AWARDS AND GRANTS  
EXECUTIVE SUMMARY OF PROGRAM INCREASES**

	<u>Amount</u>
<b>University Grant</b>	
248 additional awards	\$ 150,000
<b>Academic Scholarships and Awards</b>	
Tuition and Room/Board increases	\$ 39,040
<b>Athletic Grants-in-Aid</b>	
Tuition	\$ 64,810
Room/Board increases	\$ 66,508
<b>TOTAL ABOVE BASE INCREASES</b>	<b>\$320,358</b>

# 2005-2006 BUDGET SUMMARY

Amount

## I. Academic Scholarships, Awards and Grants

### Presidential Scholarship Account – 18145

\$ 593,275

Award Amount: 30 credit hours tuition/fees, room/board  
Requires living in University Housing first two years.

25 awards at \$ 11,216 (rounded)      \$ 306,967  
FTIAC/sophomores

23 awards at \$ 11,386 (rounded)      \$ 286,308  
Juniors/Seniors

Awards are based on a competitive exam. High school seniors who apply to compete must have a 3.70 GPA or a 3.50 to 3.69 GPA and a minimum 25 ACT (1150 SAT). The Director of Financial Aid or designee may permit exceptions when students are below minimum in one criterion. Students must complete 15 credits per semester (6 credits per spring or summer) and maintain a 3.50 GPA for renewal. Awards are limited to the equivalent of eight semesters. Freshmen recipients must live in University Housing their first two years.

### Regents Scholarship Account 18151

\$ 1,235,000

Award Amount: \$2,600/year (\$1,300 per semester)  
Requires living in University Housing first two years.

139 awards at \$2,600      \$361,400  
FTIAC awards

336 awards at \$2,600 average      \$873,600  
Renewal awards (approximate)

Freshmen must have a high school GPA of 3.70 with a 25 ACT (1150 SAT) for consideration. New transfer and current EMU students must have a 3.70 cumulative GPA to be considered. The Director of Financial Aid or designee may permit exceptions when students are below minimum in one criterion. Recipients must complete a minimum of 15 credit hours each semester (6 credits spring and summer) and maintain a 3.50 EMU GPA for renewal. Awards are limited to the equivalent of eight semesters. Freshmen recipients must live in University Housing their first two years.

5.

**Recognition of Excellence Scholarship**

\$ 1,146,210

734 awards

684 lower level awards at \$1,500	\$1,026,000
50 upper level awards at \$2,404 (rounded)	\$ 120,210

Freshmen must have a high school GPA of 3.50 with a 21 ACT (1000 SAT) for consideration. New transfer and current EMU students must have a 3.50 cumulative GPA to be considered. The Director of Financial Aid or designee may permit exceptions when students are below minimum in one criterion. Recipients must complete a minimum of 12 credit hours each semester (6 credits spring and summer) and maintain a 3.30 EMU GPA for renewal. Awards are limited to the equivalent of eight semesters. Freshmen recipients must live in University Housing their first two years.

**Wade McCree Scholarship  
Account – 18181**

\$ 235,619

Award Amount: 30 credit hours tuition/fees per year.

40 awards at \$ 5,890 (rounded)

Incoming students must have a 3.00 high school GPA with a 21 ACT (1000 SAT) to qualify following the completion of their high school contractual agreement. Recipients must take a minimum of 15 credit hours per semester and maintain a 2.50 EMU GPA for renewal.

**ROTC Service Award  
Account – 18184**

\$ 30,000

Award Amount: varies (10.5 full-time equivalent awards)

Awards pay part of University residence hall charges for ROTC scholarship recipients.

**National Guard Tuition/Grant Program  
Account – to be assigned**

\$ 90,000

Award Amount: \$1,600 per year - \$800 per semester (56.25 awards)

Awards will be made to students receiving Chapter 1606 benefits through the National/Air Guard.

b.

**Leadership Award** \$ 253,000  
**Account – 18212**

Award Amount: \$500 per year (506 awards)

Awards are made to students who have shown significant volunteer commitments and service to the university and community. Incoming freshmen awards are made to students who have participated in leadership activities in high school. Students must have a 2.50 GPA, enroll in 12 credit hours each semester. Special awards may be given upon recommendation of the Director of Financial Aid or designee.

**Communication/Theatre Arts Awards** \$ 65,000  
**Account – 18214**

Award Amount: varies (approximately 60 awards)

Awards are made to students who perform in forensics, theatre arts programs or who make outstanding contributions to the Communication/Theatre Arts Department. Students must be in good academic standing.

**International Student Award** \$ 150,000  
**Account – 18211**

Award Amount: \$ 2,000 per year (75 awards)

Awards are made to students from foreign countries who are not permanent residents of the U.S. and are not fully funded by foreign governments, agencies or athletics. Students must have a 3.00 cumulative GPA to be considered.

**Music Service Awards** \$ 50,000  
**Account – 18213**

Award Amount: varies (approximately 111 awards)

Awards are made to students who perform in Eastern's music programs or provide outstanding service to the Music Department. Students must be in good academic standing.

**Undergraduate Honors Assistantship** \$ 90,000  
**Account – 18229**

Award Amount: varies (approximately 54 awards)

Throughout the grant period, Honors Undergraduate Assistants must be enrolled full-time (minimum 12 hours for fall/winter, 6 hours for spring/summer) at EMU. Recipients must have been members in good standing of the University Honors Program for at least one (1) semester, including a minimum 3.30 EMU cumulative GPA and completion of at least 56 credit hours. Recommendations for recipients are made by a scholarship committee to the Director of Financial Aid.



7.

**University Grant** \$ 633,500  
**Account – 18220**

Award Amount: varies based on need (approximately 1047 awards)

Grants are given to needy students who are in good academic standing. Students are encouraged to apply for federal and state need-based aid funds first. Awards may be provided to students with unusual circumstances who may not meet federal guidelines for need-based aid.

**Graduate Fellowship & Awards** \$ 230,000  
**Account – 18315**

Fellowship Award Amount: varies from \$500 to \$4,000 (approximately 153 awards)

Fellowships are awarded to both new and continuing full-time students based on high academic achievement. Awards are also based on demonstrated outstanding leadership and service. Preference is given to entering first-year degree-admitted students and to those lacking other forms of institutional support. Fellowships are distributed equitably among degree programs. Awardees are selected by the graduate school associate dean and the director of financial aid.

**Community College Transfer Scholarship** \$ 200,000  
**Account – 18157**

Award Amount: \$1,000 (200 awards)

Awards are offered to students transferring to EMU. Students must have a 3.50 minimum community college GPA and have completed 30 credit hours for consideration. This is a one-time award. Awards may be pro-rated based on less than full-time enrollment.

**Valedictorian & Salutatorian Scholarship** \$ 100,000  
**Account – 18158**

Award Amount: \$2,000 (50 awards)

Scholarships are offered to new freshmen who graduate as the Valedictorian or Salutatorian from their high school. This is a one-time award.

**Great Lakes Award** \$ 500,000  
**Account – 18311**

Award amount: \$6,000 full-time award (83 awards)

Awarded to incoming students who are residents of Canada, Minnesota, Wisconsin, Illinois, Indiana, Pennsylvania or New York. Undergraduate students must have a minimum 3.0 high school GPA and graduates must have a minimum 3.6 undergraduate GPA to receive and retain this award. Funds for this award may not be transferred to other accounts.

**Eastern Michigan Merit Plus Award** \$ 528,000  
**Account – 18174**

Award amount: \$500 to \$1,250 (approximately 450 awards)

Awarded to incoming students who have a minimum high school GPA of 3.0 and who qualify for the Michigan Merit Award. One-time only award.

**Bilingual Teacher Training Scholarship** \$ 93,000  
**Account – 18340**

Award amount: approximately \$1,860 (50 awards)

Awarded to Spanish-speaking students who have a minimum high school GPA of 2.5, or students who are in good standing at EMU, and who meet the application requirements published by Bilingual Education Teacher Training Program.

**National Scholars Program** \$ 618,274  
**Account – 18195**

Award Amount: 30 credit hours of the difference between in-state and out-of-state tuition

60 awards at \$10,305 (rounded)

Awarded only to new freshmen and new transfer students with a minimum GPA of 3.50 who are residents of states other than Michigan and Ohio. Students must complete a minimum of 15 credits per semester and maintain a 3.00 EMU GPA for renewal. Awards are limited to a maximum of eight semesters depending on grade level at time of award. Freshman recipients must live in University Housing their first two years.

- I. **Total Academic Scholarships, Awards and Grants** \$ 6,840,877
- II. **Athletic Grants-in-Aid** \$ 4,942,877
- III. **Federal and State Required Matches** \$ 729,197

**2005/2006 Scholarship, Athletic Aid & Awards Proposal** **\$12,512,951**

Total funding requested from General Fund	\$12,362,951
Total funding requested from General Fee Revenue	150,000
<b>Total</b>	<b><u>\$12,512,951</u></b>

*Note: Exceptions are made at the discretion of the Director of Financial Aid or designee. Funds may be transferred from under-utilized accounts to areas of need within the General fund accounts.*

2005-05 BUDGET REQUEST  
04-05 / 05-06

CHART A 9.

	[FS]	2004-05 Adjusted 6/15/2004	[FS]	2005-06 Request 6/15/2004	Increase Over 2004-05
<b>I. Academic Scholarships, Awards and Grants</b>					
18145 Presidential Scholarship*	48	\$575,196	48	\$593,275	\$18,079
18151 Regents Scholarship	475	1,235,000	475	1,235,000	0
18155 Recognition of Excellence*	687	1,144,083	734	1,146,210	2,127
18181 Wade McCree*	40	230,391	40	235,619	5,228
18184 ROTC Service Award	10.5	30,000	10.5	30,000	0
18186 National Guard Program	56.25	90,000	56.25	90,000	0
18212 Leadership Award	506	253,000	506	253,000	0
18214 Communication & Theatre Arts	60	65,000	60	65,000	0
18211 International Student Award	75	150,000	75	150,000	0
18213 Music Service Award	111	50,000	111	50,000	0
18229 Undergrad Honors Assistantship	54	90,000	54	90,000	0
18220 University Grant	798	483,500	1047	633,500	150,000
18315 Graduate Fellowship	153	230,000	153	230,000	0
18157 Community College Transfer Scholarship	200	200,000	200	200,000	0
18158 Valedictorian/Salutatorian	50	100,000	50	100,000	0
18174 Eastern Michigan Merit Award	450	528,000	450	528,000	0
18340 Bilingual Teacher Training Scholarship	50	93,000	50	93,000	0
18195 National Scholars Program*	60	604,668	60	618,274	13,606
Total Academic Scholarships, Awards and Grants		\$6,151,837		\$6,340,877	\$189,040
<b>II. Athletic Grants-in-Aid</b>					
18200 Men's Athletic Tuition	142.9	\$911,248	142.9	\$931,198	\$19,950
18201 Men's Athletic Room & Board	142.9	877,763	142.9	912,846	35,083
18209 Women's Athletic Tuition	128.0	816,233	128.0	834,104	17,871
18208 Women's Room & Board	128.0	786,240	128.0	817,665	31,425
18197 Out-of-State Tuition Differentials	122.0	1,255,075	122.0	1,282,064	26,989
18207 Spring Academic Aid		120,000		120,000	0
Men's Football Summer Aid		30,000		30,000	0
Women's Basketball 5th Year Aid		15,000		15,000	0
Total Athletic Grants-in-Aid		\$4,811,559		\$4,942,877	\$131,318
<b>III. Federal and State Required Matches</b>					
18410 Michigan Work Study Match		\$65,500		\$65,500	\$0
18400 Federal Work Study Match		349,364		349,364	0
18425 Federal Perkins/NDSL Match		23,000		23,000	0
18180 Federal Supplemental Grant Match		291,333		291,333	0
Total Federal and State Matches		729,197		729,197	0
<b>IV. Subtotal Request</b>					
		\$11,692,593		\$12,012,951	\$320,358
<i>Add Restricted Award Funds:</i>					
18311 Great Lakes Award	83	\$500,000	83	\$500,000	\$0
<b>Total Expenditure Request</b>					
		\$12,192,593		\$12,512,951	\$320,358
Funded by General Fee Revenue		\$150,000		\$150,000	\$0
Funded by General Fund		12,042,593		12,362,951	320,358
(Offset by anticipated Stafford Loan Sale Premium of \$400,000)					
<b>Total Funding Request</b>					
		\$12,192,593		\$12,512,951	\$320,358

FS = # of scholarships

\*Based on 2.3% tuition rate increase and 4.0% room/board rate increase

CHART B

2005-06 ATHLETICS GRANTS-IN-AID REQUEST  
Detailed Analysis by Sport 06/15/04

Men's Athletic Aid		Sport	Room & Board	Tuition & Fees
NCAA	EMU			
85.0	85.0	Football	\$542,980	\$553,897
13.0	13.0	Basketball	\$83,044	\$84,714
11.7	11.7	Baseball	\$74,740	\$76,242
4.5	3.3	Golf	\$21,080	\$21,504
9.9	9.9	Swimming	\$63,241	\$64,513
12.6	11.0	Track/Cross Country	\$70,268	\$71,681
9.9	4.0	Wrestling	\$25,552	\$26,066
<u>146.6</u>	<u>137.9</u>	Total	<u>\$880,905</u>	<u>\$898,617</u>

\$1,779,522

5 Medicals @ \$12,904.44 rounded (tuition, fees, room and board)

64,522

**Total Men's Athletic Awards**

**\$1,844,044**

Women's Athletic Aid		Sport	Room & Board	Tuition & Fees
NCAA	EMU			
15.0	15.0	Basketball	\$95,820	\$97,747
12.0	12.0	Softball	\$76,656	\$78,197
12.0	12.0	Volleyball	\$76,656	\$78,197
8.0	8.0	Tennis	\$51,104	\$52,132
14.0	14.0	Swimming	\$89,432	\$91,230
12.0	12.0	Gymnastics	\$76,656	\$78,197
18.0	18.0	Track/Cross Country	\$114,984	\$117,296
12.0	12.0	Soccer	\$76,656	\$78,197
6.0	6.0	Golf	\$38,328	\$39,099
20.0	16.0	Crew	\$102,208	\$104,263
<u>129.0</u>	<u>125.0</u>	Total	<u>\$798,500</u>	<u>\$814,555</u>

\$1,613,055

3 Medicals @ \$12,904.44 rounded (tuition, fees, room, board)

38,713

**Total Women's Athletic Awards**

**\$1,651,768**

122 Out-of-State Differentials @ \$10,508.72 rounded

**\$1,282,064**

Spring Academic Aid

**\$120,000**

Men's Football Summer Aid

**\$30,000**

Women's Basketball 5th Year Aid

**\$15,000**

**GRAND TOTAL ATHLETIC AWARDS**

**\$4,942,877**

NOTE: Average projected tuition/fee increase of 2.3% and room/board increase of 4.0% used to calculate requested 2005/06 funding.

**2004-05 ATHLETICS GRANTS-IN-AID REQUEST**  
**Detailed Analysis by Sport 06/15/04**

Men's Athletic Aid		Sport	Room & Board	Tuition & Fees
NCAA	EMU			
85.0	85.0	Football	\$522,113	\$542,030
13.0	13.0	Basketball	\$79,853	\$82,899
11.7	11.7	Baseball	\$71,867	\$74,609
4.5	3.3	Golf	\$20,270	\$21,044
9.9	9.9	Swimming	\$60,811	\$63,131
12.6	11.0	Track/Cross Country	\$67,568	\$70,145
9.9	4.0	Wrestling	\$24,570	\$25,507
<u>146.6</u>	<u>137.9</u>	Total	<u>\$847,051</u>	<u>\$879,363</u>

\$1,726,414

5 Medicals @ \$12,519.32 rounded (tuition, fees, room and board)

62,597

**Total Men's Athletic Awards**

**\$1,789,011**

Women's Athletic Aid		Sport	Room & Board	Tuition & Fees
NCAA	EMU			
15.0	15.0	Basketball	\$92,138	\$95,652
12.0	12.0	Softball	\$73,710	\$76,522
12.0	12.0	Volleyball	\$73,710	\$76,522
8.0	8.0	Tennis	\$49,140	\$51,015
14.0	14.0	Swimming	\$85,995	\$89,275
12.0	12.0	Gymnastics	\$73,710	\$76,522
18.0	18.0	Track/Cross Country	\$110,565	\$114,783
12.0	12.0	Soccer	\$73,710	\$76,522
6.0	6.0	Golf	\$36,855	\$38,261
20.0	16.0	Crew	\$98,280	\$102,029
<u>129.0</u>	<u>125.0</u>	Total	<u>\$767,813</u>	<u>\$797,103</u>

\$1,564,915

3 Medicals @ \$12,519.32 rounded (tuition, fees, room, board)

37,558

**Total Women's Athletic Awards**

**\$1,602,473**

122 Out-of-State Differentials @ \$10,503.70 rounded

**\$1,255,075**

Spring Academic Aid

**\$120,000**

Men's Football Summer Aid

**\$30,000**

Women's Basketball 5th Year Aid

**\$15,000**

**GRAND TOTAL ATHLETIC AWARDS**

**\$4,811,559**

NOTE: Average projected tuition/fee increase of 2.4% and room/board increase of 5.0% used to calculate requested 2004/05 funding.

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

SECTION: 29
DATE: 6/15/2004

**RECOMMENDATION**

**APPOINTMENT OF EMU'S DESIGNATED DIRECTOR AND ALTERNATE DIRECTOR TO MUSIC'S BOARD OF DIRECTORS**

**ACTION REQUESTED**

It is recommended that the Board of Regents appoint Dan Salk, Eastern Michigan University's (EMU) Assistant Director of Risk Management and Workers Compensation, to serve as EMU's designated Director on the Board of Directors of The Michigan Higher Education Group Self-Insurance and Risk-Management Facility (MUSIC), effective June 15, 2004. Further it is recommended that the Board of Regents appoint Erica L. Healander, EMU's Manager of Risk Management and Workers Compensation, to serve as EMU's designated Alternate Director on the Board of Directors of MUSIC. In accordance with Section 8.2 of the MUSIC Participation Agreement, the designated Director and Alternate Director serve at the pleasure of EMU.

**STAFF SUMMARY**

On or about July 1, 1987 Eastern Michigan University (EMU) entered into a Participation Agreement with nine of the four-year public Michigan universities to form the Michigan Higher Education Group Self-Insurance and Risk-Management Facility (MUSIC). MUSIC was formed to provide coverage for certain liability risks and to purchase adequate excess insurance and/or reinsurance where available, and to undertake risk management and loss control programs. MUSIC is governed by a Board of Directors. Each participating university appoints one Director and Alternate Director to the Board of Directors. In October 2003, EMU's designated MUSIC Director Mary Brooks (Director of Risk Management and Workers Compensation) passed away. Since that time, Alternate Director General Counsel Kenneth A. McKanders has served as EMU's designated MUSIC Director. This recommendation provides for the appointment of Assistant Risk Management Director Dan Salk as EMU's designated MUSIC Director and Manager of Risk Management Erica L. Healander as EMU's designated Alternate MUSIC Director, effective June 15, 2004.

**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: 30

DATE:

June 15, 2004

**RECOMMENDATION**

**REPORT: CAMPUS CONCEPT PLAN**

**ACTION REQUESTED**

It is recommended that the Board of Regents approve the proposed 2004 Campus Concept Plan.

**STAFF SUMMARY**

As part of its ongoing strategic planning effort, the University's Facility Planning Committee (FPC), with representatives from across campus, including Student Government and Faculty Council, has been working for over a year with a team of four consulting firms to develop a comprehensive campus concept plan. The consulting team, led by Pollack Design Associates, also included The Campus Studio, Quinn Evans Architects and Midwestern Consulting. The process included: an extensive survey of the campus; 13 focus group meetings with campus and community stakeholders, and two major presentations for public viewing; numerous meetings between the consulting team and the FPC culminating in a formal presentation to the Board of Regents on March 16, 2004. Recommendations have been developed for both short-term and long-term plans for future campus development that will improve the quality of the campus, effectively utilize University assets, and promote community harmony.

**FISCAL IMPLICATIONS**

Total cost for the development of the 2004 Campus Concept Plan will not exceed \$75,000. Funding sources for implementing the recommended improvements have not yet been identified.

**ADMINISTRATIVE RECOMMENDATION**

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

\_\_\_\_\_  
University Executive Officer

\_\_\_\_\_  
Date