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EASTERN MICHIGAN UNIVERSITY

All Employee
Meeting

December 10, 2021

Today's Agenda

1. Welcome
2. OSHA ETS: Employee COVID-19 Vaccination/Testing Policy
3. EMU "Welcome Home 2025" Plan
4. Strategic Plan Goals & Outcomes
5. Questions & Answers



Commencement

❖ The semester is almost over!

- ❖ Classes end this week
- ❖ Exams next week

❖ A return to in-person Commencement

- ❖ Sunday, December 19 -- two ceremonies
- ❖ 9:30am: CHHS, COB, and GACET
- ❖ 1:30pm: CAS and COE
- ❖ Face masks required
- ❖ Limited guest attendance to promote physical distancing
- ❖ Graduates must sign up in advance to attend

<https://www.emich.edu/commencement/>



Watch your email for updates!

Giving TrueDay Update



❖ Tuesday, November 30

- ❖ \$2.2 million raised from 800 alumni, employees, students & friends
- ❖ Record day of giving!
- ❖ Several groups pledged matching funds

emugiverise.com

Higher Learning Commission Report

Background:



- ❖ HLC re-accredited EMU in 2017 through 2027, but recently conducted a mid-cycle review
- ❖ EMU submitted a comprehensive written report
- ❖ HLC Peer Reviewers visited campus in late-October
- ❖ HLC recently issued its final report

www.emich.edu/hlc

Higher Learning Commission Report (con't)



Update:

- ❖ The final report offers many positive observations about EMU's academics, student support services, diversity, efforts to seek input from faculty, and commitment to our mission as an institution of opportunity
- ❖ Recognizing the financial challenges facing regional public universities -- including EMU -- HLC directed EMU to submit a financial planning update in September 2022
- ❖ HLC also noted the lack of trust between faculty leadership and the administration, and urged the parties to improve communication

www.emich.edu/hlc

Men's Basketball: George Gervin Day

- ❖ **Saturday 12/11/21 @1:00pm**
- ❖ **EMU vs. Florida Int'l University**
- ❖ **Honoring NBA legend George “The Iceman” Gervin**
 - ❖ E-Club Hall of Fame member
 - ❖ Played ten seasons in the NBA
- ❖ **Convocation Center: wear white to “ice out” the Convo!**
- ❖ **Sponsored by GameAbove (GA)**
 - ❖ First 1,000 EMU students to attend receive \$75 from GameAbove
 - ❖ Employees may receive two free tickets to the game!
 - ❖ GameAbove donates \$100 to EMU Student Emergency Fund for every EMU employee who attends!



MLK 2022 Celebration



❖ **Celebration Kickoff: 1/14/22 @9:45am
in the Student Center Ballroom A**

❖ **2022 Theme: “Rising Together for Justice”**

- ❖ Keynote speaker: Justin Hansford, Director of the Thurgood Marshall Civil Rights Center at Howard University (Monday 1/17/22 @12:30pm, SC Ballroom & live-streamed)
- ❖ Additional events: Drive-In Movie; MLK Scholarship, Awards and Essay Scholarship Ceremony; Academic Programs Conference; CloseUP; MLK President's Luncheon Giving Program

<https://www.emich.edu/mlk/>

Watch your email for updates!

Some Recent Hires

“This Week at EMU” weekly email now includes a monthly list of all new hires!

Doug Baker: Interim Dean of College of Education

Laura Drabczyk: Director of Emergency & Risk Management Services

Erica Goff: Director, Office of Research Development Administration

Kimberly Lanham: Title IX & Civil Rights Investigator

Matt Lige: Chief of Police

Melissa Thrasher: Director of Media Relations



EASTERN MICHIGAN UNIVERSITY

OSHA ETS: Employee COVID-19 Vaccination/Testing Policy

Brett Last, Assoc. Vice President & Chief Human Resources Officer

Lauren London, General Counsel

Key Elements of OSHA ETS

- Strongly encourages COVID-19 vaccination by employees
- Employees must report their vaccination status to employer (EMU)
- Employees must report COVID status to EMU (that is already EMU policy)
- Paid time off for vaccination/leave for side effects
- Weekly testing regimen as mandatory **alternative to vaccination except** when on approved leave
- Applies to all employees
- Noncompliance implications (e.g., disciplinary action)



The Fine Print...

- OSHA ETS sets “minimum standard”-
 - University EMU Safe practices may exceed that standard (e.g. facial coverings/evidence based testing)
- Logistics-
 - Testing will continue to be available on campus (exploring additional or amended testing center hours)
 - Employees bear any/all out of pocket costs for off campus testing
 - Role of employee responsibility
- Requirements and regulations will continue to evolve-
 - Example: Federal Contractor status



Next Steps

- Policy will be published on the policies section of the [HR website](https://www.emich.edu/hr/working/employment/policies)
<https://www.emich.edu/hr/working/employment/policies>
- Working group has been established and will continue to discuss logistics and implementation
- Initial discussions with our Union partners, and will continue the dialogue around the impacts of this policy as requested
- Testing regimen for unvaccinated employees (including employees who have not submitted proof of full vaccination) will begin in **January 2022**.
- Communications with employees will continue, including reminding employees who have not yet disclosed their vaccination status or uploaded proof of vaccination

Legal Clarifications

- OSHA is facing legal challenges to this standard.
- That challenge will not impact the University's implementation of its policy. Even if OSHA suspends its enforcement of this standard, the University will continue to implement the policy. The University's action is not dependent on OSHA's own enforcement.
- To be clear, this is not a vaccination mandate: it is a “vax or test” protocol. Those employees who do not get vaccinated will test weekly, just as all of Eastern's on-campus students are required to do.



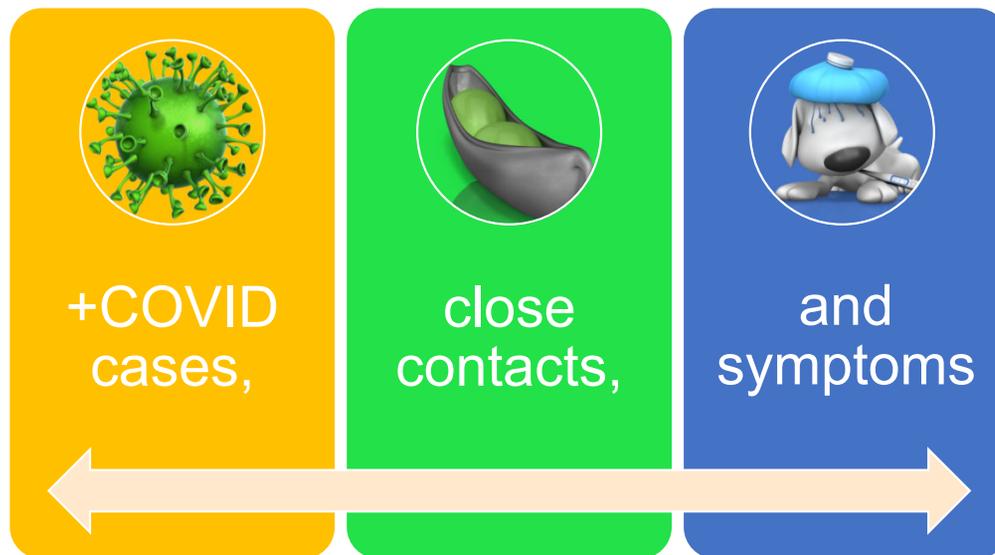
Daily Health Screenings: COVID Pass

- Mandatory for anyone who comes to campus or engages in off-campus University-sponsored events (e.g., clinicals, practicums, field trips)
- www.emich.edu/emusafe
- Building Check-ins Stations at publicly-accessible buildings

COVID PASS Daily Health
Screening →

Mandatory Reporting of Cases: COVID Report Form

- Mandatory reporting of self and others
- Do NOT share info with others



www.emich.edu/emusafe



EASTERN MICHIGAN UNIVERSITY

EMU “Welcome Home 2025 Plan”

James Smith, President

Mike Valdes, Chief Financial Officer

Remarks from President James M. Smith

Background: A Resource-Constrained University

Cuts from the State of Michigan:

- Capital funding: Less capital outlay funding for academic facilities & infrastructure – EMU must bear more of that financial burden
- Operating funding: State provides EMU with \$42.7M/year LESS in operating funds (adjusted for inflation) today vs. 2003



Fewer reserves and smaller endowment limits EMU's financial options for self-funding capital improvements



EMU has invested its limited capital budget in academic facilities & infrastructure (e.g., Sill Hall, Mark Jefferson, Energy Center)

The Result: EMU Student Housing Today

15/16

of EMU student housing facilities
that were built before 1970

20

of years since the last EMU
student housing facility was built

\$263M

Deferred maintenance of
EMU student housing facilities

57 years

Average age of EMU
student housing facilities

1/16

of EMU student housing facilities that
received a “good” rating in
2016 facilities condition index;
all other facilities scored as “poor”

What Do Students Need In On-Campus Housing?

- ✓ Quality – but not luxurious – facilities
- ✓ Affordability
- ✓ Modern technology
→ Post-COVID = learn and work where you live
- ✓ ADA accessibility

Overview: The Welcome Home 2025 Plan



\$200+ million investment in student housing facilities

- New construction, renovation, and demolition of older facilities
- Every student housing facility (except Wise, renovated in 2016) will be included



Design will begin in early 2022

- Campus stakeholders will be actively involved



Construction will take place between 2022-2025



Financing agreement in conjunction with
Gilbane Development Co.

Key Outcomes That Drove The Planning Process

Students First:

EMU will operate all aspects of Residence Life operations (e.g., hiring/supervising RAs, billing students, customer service, room assignments)

Quality:

After decades of neglect, it's time to provide our student residents with quality housing, as we have done with academic facilities

Affordability:

Student housing rates will be capped and subject to approval by the Regents

Equity:

Approximately 40% of student housing residents are students of color, and facilities need additional improvements for ADA compliance

Deferred Maintenance:

Address \$263M of deferred maintenance in student housing facilities

How Will the Agreement with Gilbane Work?



- ✓ New/renovated student housing facilities by 2025
- ✓ Avoid taking on new debt per concerns from external auditor and HLC
- ✓ Retain control over Residence Life operation, student billing, etc.
- ✓ Similar to successful Dining-Chartwells agreement
- ✓ Management fee tied to key performance indicators (KPIs)
- ✓ \$200M+ construction activity
- ✓ Future ongoing renovations

Options for Student Housing Improvements

	EMU Self-Funded Projects	Housing Partnership	Housing Privatization
\$200mm+ capital (project) investment required by EMU	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$200mm+ capital (project) investment provided by Partner	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
New construction and renovation completed in 5+ years	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New construction and renovation completed in <5 years	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Multiple housing facilities under construction/renovation at the same time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Residence Life staff (professional and student) remain as employees of EMU	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Significant EMU oversight and control over student housing rental rates and operations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Partner to receive all annual excess cash flow from housing system operations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
EMU to receive all annual excess cash flow from housing system operations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Design & Construction

Designs will be developed by nationally-recognized design partners **Mackey Mitchell Architects** and **Moody Nolan**, both of whom have significant experience delivering student housing facilities.

Construction will be executed by two regional and national-leading contractors, **Gilbane Building Company** and **Clark Construction**.



- Based in St. Louis, MO + four national offices
- 35+ person staff
- Worked with 80+ colleges/universities



- Based in Providence, RI, office in Detroit, + 43 offices
- 6th generation family-owned with 2,800+ person staff
- \$1b executed in joint venture with Clark Construction



- Headquartered in Columbus, OH + 10 national offices
- 220+ person staff
- Largest African American owned A/E firm



- Local, Michigan based company
- 75+ year old firm with 300+ person staff
- Completed \$65+mm of projects with EMU

Initial Project Renderings (conceptual only)

Lakeview Apartments: Conceptual Exterior Rendering



Lakeview Apartments: Lobby Lounge & Entrance



Initial Project Renderings (conceptual only)

Downing Hall: Existing Conditions



Downing Hall: Conceptual Rendering (future)



Timeline: Key Dates

Timeline	
Rieth Jones Advisors (RJA) engaged to perform housing market analysis	Summer 2018
University Budget Council (UBC) asked to evaluate housing options	September 2018
Student focus groups, surveys, market analysis; presentations to campus groups	Fall 2018
Student Government approves resolution re: student housing conditions	April 2019
Planning process paused at the request of Faculty Senate	May 2019
Demand, market, and enrollment analysis updated based on COVID-19	Spring 2020
Request for Qualifications (RFQ) issued	June 2020
RFQ process paused at the request of Faculty Senate	July 2020
RFQ process resumes; committee identifies four firms for RFP consideration	Jan./Feb. 2021
University issues Request for Proposals (RFP) to four firms	July 2021
Committee narrowed list to one firm for consideration	October 2021
Board of Regents approved moving forward	December 2021
Design process begins	January 2022



EASTERN MICHIGAN UNIVERSITY

University Strategic Plan Goals & Outcomes

Leigh Greden, Chief of Staff

Background

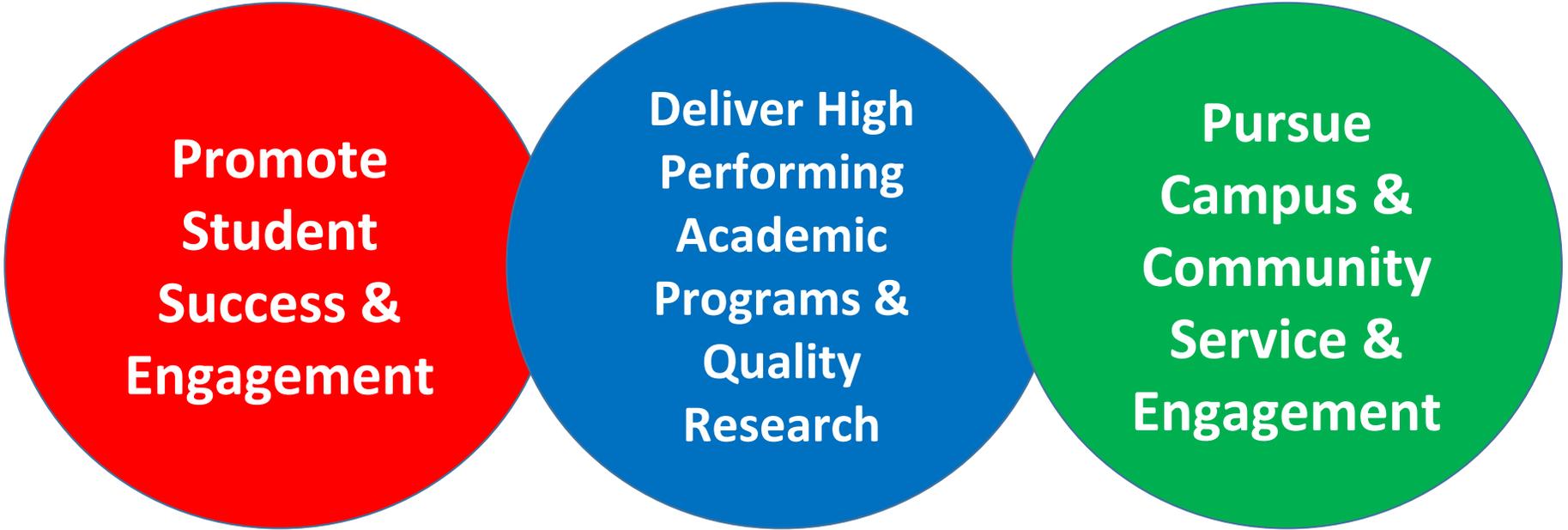
2013-2015: EMU Mission, Vision, Values, and Strategic Plan

2018: In response to 2017 HLC Report, University begins process to develop new goals & outcomes

2020: Update process paused due to COVID-19

2021: Draft goals & outcomes circulated & finalized

New Strategic Priorities



**Promote
Student
Success &
Engagement**

**Deliver High
Performing
Academic
Programs &
Quality
Research**

**Pursue
Campus &
Community
Service &
Engagement**

Next Steps

January 2022:

- New goals & outcomes will be rolled out
- Implementation will begin
- Watch your email for details!

Key Theme

Emphasizing EMU's mission as an institution of opportunity

Questions & Answers

Where Can I Find This Information?

emich.edu/president/communications/meetings.php

Thank You!

***The All-Employee Meeting
stream has ended.***