Information
HIGAN UNIVERSITY
Board of Regents
201 Welch Hall
(734) 487-2410

Tuesday, December 2, 2003

8:00 a.m. Student Affairs Committee Meeting
201 Welch Hall

8:00 a.m. Faculty Affairs Committee Meeting
205 Welch Hall

9:00 a.m. Educational Policies Committee Meeting
205 Welch Hall

10:30 a.m. Finance Committee Meeting
201 Welch Hall

12:00 p.m. Regular Board Meeting - Communication Section
201 Welch Hall

1:30 p.m. Reconvene Regular Board Meeting
201 Welch Hall

AGENDA

Roll Call Attendance

Tab A Communications
Lunch

Reconvene Regular Board Meeting
Call to Order
Roll Call Attendance

Tab B Recognitions
- Presidential Scholarship Award Winners for 2003-2004

Tab C Minutes of September 16, 2003 Regular Board Meeting

Tab D President’s Report

Tab E Executive Summary
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: Information & Communications Technology Initiatives (FC)
Section 7 Academic Affairs Administrative/Professional Appointments/Transfers (EPC)
Section 8 Staff Appointments (EPC)
Section 9 Separations/Retirements (EPC)
Section 10 Emeritus Faculty Status (EPC)
Section 11 Emeritus Staff Status (EPC)

REGULAR AGENDA

Student Affairs Committee

Section 12 Monthly Report and Minutes (SAC)

Educational Policies Committee:

Section 13 Monthly Report and Minutes (EPC)
Section 14 Appointment of Charter Schools Board Members (EPC)
Section 15 2002-2003 Charter Schools Annual Report (EPC)
Section 16 Affirmative Action Report (EPC)
Section 17 POLICIES: Recommended for Approval (EPC)

Faculty Affairs Committee:

Section 18 Monthly Report and Minutes (FAC)

Finance Committee:

Section 19 Monthly Report (FC)
Section 20 FY 2005 Appropriation Request (FC)
Section 21 FY 2005 Capital Outlay Budget Request (FC)
Section 22 2002-03 EMU Foundation Annual Report (FC)
Section 23 2002-03 Eagle Crest Management Corporation Annual Report (FC)
Section 24 POLICIES: Recommended for Approval (FC)
The preliminary minutes of the September 16, 2003, Board of Regents Meeting.

The Regular Meeting of the Eastern Michigan University Board of Regents was called to order by Chair Incarnati at 12:09 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 Rosalind Griffin
Regent Joseph Antonini
Regent Jan Brandon
Regent Steven Gordon
Regent Michael Morris
Regent Sharon Rothwell
Regent Karen Valvo

Members of the Administration present were:
President Samuel Kirkpatrick
Interim Vice President John Beaghan
Vice President Courtney McAnuff
Vice President Juanita Reid
Vice President Paul Schollaert
Vice President Stuart Starner
Vice President Jim Vick

COMMUNICATIONS

Secretary Aymond announced there were two requests to address the Board, and, abiding by the Board guidelines, 15 minutes would be allowed for each speaker.
Susan Manney, the Community Outreach Coordinator for Family Life Services, introduced the program outline of Family Life Services and spoke of the support services available at the center.

Dan Hunter, a local resident and a director of the EMU Alumni Association, spoke about the need of an audit to research the building of the University House.

The Communications portion of the agenda concluded at 12:27 p.m. The Board recessed for lunch.

The Regular Meeting of the Eastern Michigan University Board of Regents was reconvened at 1:37 p.m. and an attendance roll call was taken.

The Board Members present were:
   Chairman Philip Incarnati
   Vice Chair Rosalind Griffin
   Regent Joseph Antonini
   Regent Jan Brandon
   Regent Michael Morris
   Regent Sharon Rothwell
   Regent Karen Valvo

The Board Member absent was:
   Regent Steven Gordon
RESOLUTION: to recognize Cultural Heritage Months

Regent Morris moved and Regent Griffin seconded to support the Resolution for Cultural Heritage Months.

WHEREAS, Eastern Michigan University recognizes that respect for cultural differences is important, and seeks to demonstrate an appreciation of human diversity by providing an atmosphere of mutual respect through its programs and activities; and

WHEREAS, Eastern Michigan University continues to be cited for its commitment to campus diversity in the annual "America's Best Colleges" published by U.S. News and World Report as a place where students can learn from others whose backgrounds are different from their own; and

WHEREAS, African American, Hispanic American and Native American people have all distinguished themselves, have made significant contributions to the history of the state of Michigan and the United States, and continue to enrich our nation intellectually, socially and culturally; and

WHEREAS, Congress has established September 15 through October 15 as National Hispanic Heritage Month in recognition of the contributions and achievements of Hispanic people; and

WHEREAS, the month of November has historically been designated as National Native American History Month, Eastern Michigan University will celebrate the month with an array of campus programs, as well as host the eleventh annual Traditional Pow Wow October 11 and 12, 2003; and

WHEREAS, the President of the United States has traditionally designated the month of February as Black History Month, African Americans and other members of the Eastern Michigan University community will host a variety of activities and programs;

NOW, THEREFORE, BE IT RESOLVED, that the Eastern Michigan University Board of Regents calls upon the Eastern Michigan University community to join the President of the United States, the Governor of the great State of Michigan and communities across the Nation in recognizing the many contributions made by African Americans, Hispanic Americans and Native Americans to our state and to our nation by honoring these observances through participation in these programs, ceremonies and activities, and by dedicating themselves to the pursuit of equality.

Motion Carried.
RESOLUTION: Men’s Baseball Team
Mid-American Conference Champions

Regent Rothwell recommended and Regent Brandon seconded the Resolution.

Whereas, the Eastern Michigan University Baseball team compiled a record of 33-28 overall, 16-11 in the Mid-American Conference and won its third Mid-American Conference Tournament Championship in school history; and

Whereas, the Eastern Michigan University Baseball team’s MAC Tournament Championship earned an NCAA tournament berth in the Lincoln, Nebraska regional, the first NCAA appearance for the Eagles since 1982; and

Whereas, the Eastern Michigan University Baseball team was the lowest seed in MAC tournament history to win the title and was just the second team to lose its first game of the tournament and come back to win the title; and

Whereas, the Eastern Michigan University Baseball team earned its fifth conference title and its sixth NCAA berth; and

Whereas, the Eastern Michigan University baseball players Brian Bixler and Ryan Goleski were named pre-season All-Americans for the 2003 season following their All-American honors in the 2002 season; and

Whereas, sophomore Brian Bixler was named second team All-Mid American Conference; and

Whereas, sophomore Brian Bixler, junior Derrick Peterson, and senior Dale Hayes were all named to the All-Tournament team for the 2003 MAC Baseball Championships and Bixler was named the tournament’s Most Valuable Player; and

Whereas, junior Ryan Goleski was named to the All-Regional team at the Lincoln Regionals in the NCAA Tournament; and

Whereas, junior Ryan Ford and senior Jesse Cogswell were named to the MAC All-Academic team; and

Whereas, freshman Trevor Carpenter (March 30, 2003) and senior Anthony Tomey (April 21, 2003) were named MAC West Division Pitchers of the Week and sophomore Ryan Arnett (March 23, 2003) and junior Derrick Peterson (February 24, 2003) were named MAC West Division Players of the Week; and

Whereas, junior Ryan Goleski set the Eastern Michigan and Mid-American Conference home run record for a career by hitting 51 home runs. He also set the EMU career record with 167 runs batted in during his three-year career (2000-02); and

Whereas, junior Ryan Goleski was drafted in the 24th round by the Cleveland Indians and senior Anthony Tomey was drafted in the 30th round by the Detroit Tigers in the 2003 Major League Baseball Draft;

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

Motion Carried.
RESOLUTION: for Women’s Track

Regent Brandon moved and Regent Antonini seconded the motion to support the Resolution for the Women’s Track Team.

Whereas, the Eastern Michigan University Women’s Track team directed by Head Coach Bob Maybouer and Assistant Coach Steve Lewis, won its 11th Mid-American Conference Outdoor Track Championship with a total of 117.5 points in the meet held May 15-17, 2003 at Central Michigan University in Mt. Pleasant; and

Whereas, Brit Klanert won the javelin title and the 4 x 100-meter relay team of Shakera Pinto, Chivaun Bartley, Eboni Jenkins and Patrice Beasley won a championship at the MAC Championships; and

Whereas, the Eagles received runner-up finishes in the MAC Championships from Sara Debruyn in the 1500 meters, Lisa Cowdrey in the high jump, Ronique Keane-Dawes in the 400-meter intermediate hurdles and the 4 x 400-meter relay team of Jewell Walters, Keane-Dawes, Chrystal Dooley and Brian Waters; and

Whereas, the EMU Women’s Track team tied for eighth at the inaugural NCAA Regional Championships at Ohio State University in Columbus, Ohio May 30-31, 2003; and

Whereas, Chrystal Dooley won the 400-meter intermediate hurdles championship at the NCAA Regional Championships; and

Whereas, the EMU women received runners-up finishes in the NCAA Regional Championships from Brit Klanert in the javelin and Ronique Keane-Dawes in the 400-meter intermediate hurdles; and

Whereas, the EMU Women’s Track team finished tied for 43rd at the 2003 NCAA Outdoor Championships, June 11-14, 2003 in Sacramento, California; and

Whereas, Brit Klanert earned All-American honors with a fourth-place finish in the javelin throw at the 2003 NCAA Championships; and

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

Motion Carried.
RESOLUTION: For WEMU – Jazz Station of the Year

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

WEMU STATION OF THE YEAR

WHEREAS, WEMU-FM is the public radio station at Eastern Michigan University; and

WHEREAS, WEMU was named Station of the Year in the small market category at the JazzWeek Summit held in Rochester, New York, in June; and

WHEREAS, Linda Yohn, music director at WEMU, was named Music Director of the Year in the small market category at the JazzWeek Summit; and

WHEREAS, JazzWeek is the definitive Jazz and Smooth Jazz national radio airplay chart;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Regents congratulates Art Timko, Station Manager at WEMU, Linda Yohn, and all of the staff for the honor and distinction they have brought themselves and Eastern Michigan University.

Motion Carried.
MINUTES OF THE JUNE 17, 2003, BOARD MEETING

Regent Griffin moved and Regent Antonini seconded to approve the minutes of the June 25, 2002 Board Meeting.

Motion Carried.

PRESIDENT'S REPORT

One of the best months of the academic year is September, when the campus—although active during the summer months with classes, a large enrollment increase and 35 summer camps—seems to be alive with energy that only the beginning of the fall semester can bring. This is an exciting time on campus, with many new exciting things happening.

We start the year with the largest class of new students in the history of the University. More than 2,750 freshmen, 1,808 transfer students (the highest in a decade) and 1,325 graduate students comprise the new class. Our freshmen also set a record for being one of the most academically talented, with the percentage of students having an entering GPA of 3.5 and above, up 16 percent. Overall enrollment is very near reaching an historic high for EMU; to date it has increased 4 percent in headcount and nearly 2 percent in credit hour registration. Kudos to our Enrollment Services Division, University Marketing and Communications and all the faculty and staff who worked so very hard to attract, recruit and enroll these students.

With record numbers of new students enrolling, it follows that our expanding Commuter Orientation would attract record numbers of students and that FUSION, our freshman orientation program, also would set attendance records. First year students participated in the three-day program, spending time in small-group sessions learning how to manage their time, study effectively and use the University’s vast network of student-support services and technological innovations to ensure that they succeed at EMU. A record number of more than 600 current students and community volunteers helped more than 1,400 resident hall students move-in during a five-hour period.

Orientation—which took place over the Labor Day weekend—depends on hundreds of volunteers to make it work, including many faculty and staff who assisted Dining Services in serving 7,000 lunches and 3,000 hotdogs. Each volunteer is a great representative of EMU, but none are more enthusiastic than the O-team, a group of current students who serve as group leaders and mentors. They work from dawn to dusk to do whatever it takes to acclimate new students to Eastern.

I am especially proud that our Orientation program introduces students to the University’s expectation that community service is a critical component of their development as good citizens. Again this year, more than 200 Orientation students participated in the Community Plunge and did volunteer work throughout the community.
Our first-year students are not the only firsts on campus.

- The start of the fall semester saw our first classes offered at EMU-Brighton. The center will be officially dedicated October 1, but staff already is working hard to deliver programs that will meet the needs of this very important, underserved and growing market area.

- For the first time at EMU we have an identification card that can track meal contracts, access campus services and be used as a debit card on- and off-campus. The EagleOne card allows students the choice of having their financial aid and other refunds directly deposited to their cards and available immediately for use. Issuing electronic refunds will save the University the cost of issuing thousands of checks each semester. Although the start-up had a few glitches, staff from EMU and our corporate partner, HigherOne, were able to resolve them in a matter of days. This is a bold technological innovation that clearly gives us a competitive advantage.

- EMU was also recognized for the first time in two national college guides. The University was named “A Best Midwestern College” in the Princeton Review’s, The Best Midwestern Colleges: 150 Great Schools to Consider, and was identified as being a “Best Value for the Tuition Dollar,” in Kaplan’s, The Unofficial, Unbiased Guide to the 328 Most Interesting Colleges.

- The number of external research proposals submitted by our faculty and their dollar value, as well as the number of awards received and their dollar value, have hit an historic high, as is the case with the number of federal proposals submitted and awarded.

- As the result of strategic planning activities in Academic Affairs, a variety of proposals for new graduate programs and program revisions are underway. One exciting example is a new M.A. in Bioinformatics—an interdisciplinary program involving three colleges and five departments, planning for which was entirely funded by the Sloan Foundation.

- I am pleased to report that the Provost is proceeding with plans to form a new Center for Regional and National Security in the College of Technology. The Center will build on the work of our highly successful Police, Fire, Staff and Command program that has generated more than $400,000 in training grants each of the last several years. The Center will respond to educational and training issues raised by both the federal and state governments and will attract Homeland Security and private sector funding.

- Since the last Board meeting, we have held our first external and internal stakeholder focus group sessions to link continuous improvement, strategic planning and the new Baldrige-based model for regional accreditation. On campus, and in Romulus and Troy, we informed stakeholders about the Academic Quality Improvement Program (AQIP) and sought input on the most pressing opportunities for institutional improvement.

- For the first time in its history, the University will host the Coalition of Urban and Metropolitan Universities’ international conference, September 20 through the 23 at Eagle Crest. Now housed at EMU, the Coalition includes 69 member universities committed to the urban and metropolitan mission.
- For this past academic year, EMU student athletes had their highest-ever academic ranking in the MAC, ranking second with an overall grade point average of 3.05.

- And finally, at your seats you will find the inaugural issue of our new university feature magazine, *Exemplar*. This magazine, for major donors and stakeholders, is the third publication in a family of new advancement communications under the direction of Kevin Merrill. Through *e-Edge*, a monthly electronic newsletter; *The Edge*, an alumni magazine published twice a year and *Exemplar*, the University is now communicating with alumni and friends in a much more timely and strategic manner.

Individual and team kudos to:

- Madonna Emond, a senior education major, who was named Miss Michigan and will represent the state in the Miss America pageant.

- Robert Citino, an award-winning history professor at EMU, who was featured in the pilot for a new series on the History Channel called "Hard Target." Citino is one of the nation’s recognized authorities on military operations in both world wars.

- Michigan Supreme Court Justice Marilyn J. Kelly who was presented the State of Israel Eleanor Roosevelt Humanitarian Award. Kelly, who received her B.A. degree from EMU, was honored for her outstanding service to the legal profession.

- Gary Profit, deputy chief of the Army Reserve, who earned a Bachelor of Science Degree in Economics from EMU, was promoted to brigadier general.

- The Men’s swim team which was named Academic All-America by the College Swimming Coaches Association of America. The team has won 23 MAC championships.

- Natalie Hashimoto, a senior from Toronto, who was named the 2003 MAC Senior Gymnast of the Year, and the women’s gymnastic team which was named Academic All-America by the National Association of Collegiate Gymnastic Coaches/Women. The team posted a combined 3.57 GPA.

Dates to remember:

Today’s official opening of University House, beginning at three o’clock, launches a robust schedule of special activities that will include events for Foundation Trustees, Lifetime Giving Society donors, annual donors, Golden Years alumni and the Heritage Society. We also have a host of events at various venues to which all are invited:

- All campus picnic—September 17. This will serve as an informal kickoff for the annual faculty and staff giving program.
- Campus master planning open meetings—September 18.
• State of the University Address and presentation of the inaugural group of Institutional Values Awards—September 26.
• Official opening of the Brighton Center—October 1.
• Homecoming—October 4, with a weeklong schedule of more than 60 activities beginning September 28.
• Family Day and the Freshman Convocation of Excellence—October 11. This event also recognizes 10 Exceptional Educators—high school teachers and counselors chosen from a group of more than 800 candidates identified by incoming freshmen as educators who made a positive difference in their lives.

These events, the accomplishments of individuals, and our historic “firsts” were all made possible by a climate of mutual support, good stewardship and a strong commitment to learning that is so characteristic of EMU.
TREASURER’S REPORT

Section 1

Regent Antonini moved and Regent Griffin seconded that the Treasurer’s Report for the month of July 2003, be received and placed on file.

Motion Carried.

INTERNAL AUDIT

Section 2

Regent Antonini moved and Regent Griffin seconded that the Internal Audit report for June through August 2003, be received and placed on file.

Motion Carried.

GRANTS/contracts

Section 3

Regent Antonini moved and Regent Griffin seconded that 107 grants and contracts totaling $4,314,760 for the period 6/1/03 through 8/31/03 be accepted.

Motion Carried.

Construction Projects Progress

Section 4

Regent Antonini moved and Regent Griffin seconded that the Board receive and place on file the Construction Projects Progress Report for the period ending August 29, 2003.

Motion Carried.
ACCOUNTS RECEIVABLE

Section 5

Regent Antonini moved and Regent Griffin seconded that the Student Accounts Receivable Reports, and the Collection Agency Inventory as of August 31, 2003, be received and placed on file.

Motion Carried.

REPORT: Information and Communications Technology

Section 6

Regent Antonini moved and Regent Griffin recommended that the Report on the progress of ICT Initiatives be accepted and placed on file.

Motion Carried.

ACADEMIC AFFAIRS ADMINISTRATIVE/PROFESSIONAL APPOINTMENTS/TRANSFERS

Section 7

Regent Antonini moved and Regent Griffin seconded that the Board of Regents approve one Administrative/Professional appointment and one transfer Administrative/Professional at the ranks, salaries and effective dates as shown.

ADMINISTRATIVE PROFESSIONAL HIRING REPORT

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Race/Gender</th>
<th>Rank</th>
<th>Salary</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jibson</td>
<td>Monique</td>
<td>B/F</td>
<td>AP10</td>
<td>$62288</td>
<td>Academic Human Resources</td>
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ADMINISTRATIVE PROFESSIONAL TRANSFERS

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<th>Rank</th>
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<th>Department</th>
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<tr>
<td>Lahidji</td>
<td>Behrooz</td>
<td>W/M</td>
<td>AP13a</td>
<td>94000</td>
<td>Industrial Technology</td>
</tr>
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</table>

Motion Carried.
FACULTY APPOINTMENTS

Section 8

Regent Antonini moved and Regent Griffin seconded that the Board approve two new tenue-track appointments for the 2003-2004 academic year at the ranks, salaries, and effective dates shown.

Jiang Lu, Professor in the Department of Human, Environmental and Consumer Resources, effective August 27, 2003, at an academic year base salary of $50,000.

Birong Ho, Assistant Professor in the Library effective August 1, 2003 at an academic year base salary of $59,850.

Motion Carried.

FACULTY REAPPOINTMENTS

Section 9

Regent Antonini moved and Regent Griffin seconded that the Board approve the reappointment of 3 additional previously omitted probationary faculty members for the 2003-2004 academic year.

College of Arts & Sciences

<table>
<thead>
<tr>
<th>Name</th>
<th>Rank</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Bilge, Barbara</td>
<td>Assistant Professor</td>
<td>Sociology, Anthropology &amp; Criminology</td>
</tr>
<tr>
<td>2 Kuehn, Kevin</td>
<td>Assistant Professor</td>
<td>Biology</td>
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College of Health and Human Services

<table>
<thead>
<tr>
<th>Name</th>
<th>Rank</th>
<th>Department</th>
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</thead>
<tbody>
<tr>
<td>3 Ghosh, Subhas</td>
<td>Professor</td>
<td>Human, Environmental &amp; Consumer Resources</td>
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</tbody>
</table>

Motion Carried.
STAFF APPOINTMENTS

Section 10

Regent Antonini moved and Regent Griffin seconded that the Board of Regents approve the 26 staff appointments for the period May 27, 2003 through September 2, 2003.
<table>
<thead>
<tr>
<th>NAME</th>
<th>DEPARTMENT</th>
<th>CLASS RANK</th>
<th>JOB TITLE</th>
<th>EFFECTIVE DATE</th>
<th>BASE SALARY</th>
<th>% APPT</th>
<th>RACE</th>
<th>SEX</th>
<th>REASON</th>
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<tr>
<td>Moher, Wendy</td>
<td>Human Resources</td>
<td>AP-09</td>
<td>Human Resources Consultant - Employee Relations</td>
<td>09/02/03</td>
<td>$48,000</td>
<td>100</td>
<td>W</td>
<td>F</td>
<td>New Hire</td>
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<tr>
<td>Scott, Tracy</td>
<td>Intercollegiate Athletics - Administration</td>
<td>AP-09</td>
<td>Assistant Athletic Director - Compliance</td>
<td>06/16/03</td>
<td>$42,000</td>
<td>100</td>
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<td>F</td>
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<td>King, Scott</td>
<td>Intercollegiate Athletics</td>
<td>AC-14</td>
<td>Head Coach - Women's Golf</td>
<td>08/06/03</td>
<td>$36,000</td>
<td>100</td>
<td>W</td>
<td>M</td>
<td>New Hire</td>
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<td>Green, Mahogany</td>
<td>Intercollegiate Athletics</td>
<td>AC-12</td>
<td>Assistant Coach - Womens Basketball</td>
<td>07/09/03</td>
<td>$42,000</td>
<td>100</td>
<td>B</td>
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<td>Assistant Coach - Football</td>
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<td>100</td>
<td>B</td>
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<td>100</td>
<td>W</td>
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<td>Szerszen, Michael</td>
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<td>AC-11</td>
<td>Assistant Coach - Strength and Conditioning</td>
<td>07/07/03</td>
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<td>100</td>
<td>W</td>
<td>M</td>
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<td>Dailey, Daniel</td>
<td>Continuing Education Workforce</td>
<td>PT-08</td>
<td>Workforce Education Specialist</td>
<td>06/02/03</td>
<td>$39,000</td>
<td>100</td>
<td>W</td>
<td>M</td>
<td>New Hire</td>
</tr>
<tr>
<td>Ellendula, Suchma</td>
<td>ICT</td>
<td>PT-08</td>
<td>Web Analyst/Programmer I</td>
<td>08/04/03</td>
<td>$44,771</td>
<td>100</td>
<td>A</td>
<td>F</td>
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<td>Jackson, Justin</td>
<td>ICT</td>
<td>PT-08</td>
<td>Enterprise Support Tech</td>
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<td>100</td>
<td>B</td>
<td>M</td>
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<tr>
<td>NAME</td>
<td>DEPARTMENT</td>
<td>CLASS RANK</td>
<td>JOB TITLE</td>
<td>EFFECTIVE DATE</td>
<td>BASE SALARY</td>
<td>% APPT</td>
<td>RACE</td>
<td>SEX</td>
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<td>Powers, Catherine</td>
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<td>100</td>
<td>W</td>
<td>F</td>
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<tr>
<td>Brokan, Caleb</td>
<td>CE Administration</td>
<td>PT-07</td>
<td>Coordinator Marketing and Events</td>
<td>07/01/03</td>
<td>$35,000</td>
<td>100</td>
<td>W</td>
<td>M</td>
<td>New Hire</td>
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<tr>
<td>Davis-Green, Jacqueline</td>
<td>CE - Regional Center - Jackson</td>
<td>PT-07</td>
<td>CE Regional Manager</td>
<td>07/14/03</td>
<td>$18,318</td>
<td>50</td>
<td>W</td>
<td>F</td>
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<td>Pohorence, Melissa</td>
<td>Intercollegiate Athletics - Training Room</td>
<td>PT-07</td>
<td>Assistant Athletic Trainer</td>
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<td>$31,151</td>
<td>100</td>
<td>W</td>
<td>F</td>
<td>New Hire</td>
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<tr>
<td>Casanova, Shalonda</td>
<td>Housing</td>
<td>PT-06</td>
<td>Area Complex Director</td>
<td>07/21/03</td>
<td>$29,089</td>
<td>100</td>
<td>B</td>
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SEPARATIONS/RETIREMENTS

Section 11

Regent Antonini moved and Regent Griffin seconded that the Board approve 44 separations and retirements as shown on the following listings:
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<td>09/08/70</td>
<td>07/11/03</td>
<td>$29,557</td>
<td>100</td>
<td>W</td>
<td>M</td>
<td>Retirement</td>
</tr>
<tr>
<td>Isenegger, Kyle</td>
<td>Physical Plant</td>
<td>FM-06</td>
<td>Custodian</td>
<td>05/19/02</td>
<td>06/04/03</td>
<td>$21,882</td>
<td>100</td>
<td>W</td>
<td>M</td>
<td>Discharged</td>
</tr>
</tbody>
</table>
EMERITUS FACULTY STATUS

Section 12

Regent Antonini moved and Regent Griffin seconded that the Board grant Emeritus Faculty Status to the seven former faculty members listed below.

Albert Belskus
Associate Professor, Department of Marketing from 1969 - 2003
(34 years)

Clayton Eshleman
Professor, Department of English Language & Literature from 1986 - 2003
(17 years)

Frederick Hunter
Professor, Department of Art from 1967 - 2002
(35 years)

Twyla Mueller Racz
Professor/Collection Development Librarian, University Library from 1967 - 2003
(35 years)

Marie Richmond-Abbott
Professor, Department of Sociology, Anthropology & Criminology from 1974 - 2004
(30 years)

Jon Wooley
Professor, Department of Physics and Astronomy from 1967 - 2003
(36 years)

Jay Yager
Professor, Department of Art from 1968 - 2002
(34 years)

Motion Carried.

STUDENT AFFAIRS COMMITTEE

Section 13

Regent Griffin moved and Regent Valvo seconded that the Agenda for September 16, 2003, and the Minutes of June 17, 2003, be received and placed on file.

Motion Carried.
FACULTY AFFAIRS COMMITTEE

Section 14

Regent Brandon moved and Regent Valvo seconded that the Faculty Affairs Committee Agenda for September 16, 2003, and the Minutes of the March 18, 2003, meeting be received and placed on file.

Motion Carried.

EDUCATIONAL POLICIES COMMITTEE

Section 15

Regent Valvo moved and Regent Griffin seconded that the Educational Policies Agenda for September 16, 2003, and the minutes of the June 17, 2003, meeting be received and placed on file.

Motion Carried.

BOARD POLICIES RECOMMENDED FOR APPROVAL

Section 16

Regent Valvo recommended the eleven new policies, the deletion of two policies, and the revision of two others be tabled for further review. Regent Rothwell seconded the motion.

Motion Carried.

FINANCE COMMITTEE

Section 17

Regent Antonini moved and Regent Griffin seconded that the Working Agenda for September 16, 2003 and the minutes of the June 17, 2003, Finance Committee meeting be received and placed on file.

Motion Carried.
Section 18

Regent Antonini moved and Regent Griffin seconded that the Board receive and place on file the University's audited 2002-03 Financial Statements.

Motion Carried.

REPORT: OMB CIRCULAR A-133 SUPPLEMENTARY FINANCIAL REPORTS FOR THE YEAR ENDED 6/30/2003

Section 19

Regent Antonini moved and Regent Griffin seconded that the Board receive and place on file the OMB Circular A-133 Supplementary Financial Reports for the year ended June 30, 2003.

Motion Carried.

REPORT: 2003 GENERAL FUND BUDGET MANAGEMENT REPORT

Section 20

Regent Antonini moved and Regent Griffin seconded that the General Fund Budget Management Report be accepted and placed on file and that funding authorization in the amount of $5,976,979 be approved for outstanding obligations, commitments, encumbrances, and provisions.

Motion Carried.
2003 GENERAL FEE REPORT

Section 21

Regent Antonini moved and Regent Griffin seconded that the 2003 General Fee Report be placed on file.

Motion Carried.

2003 AUXILIARY FUND BUDGET MANAGEMENT REPORT

Section 22

Regent Antonini moved and Regent Valvo seconded that that 2003 Auxiliary Fund Budget Management Report be accepted and placed on file.

Motion Carried.

TIAA-CREF CUSTODIAL ACCOUNT AND RECORDKEEPING AGREEMENTS

Section 23

Regent Antonini moved and Regent Griffin seconded that the Board authorize the University to enter into a Custodial Account and Recordkeeping Agreement for a 403(b) Plan – Defined Contribution Retirement Plan, a Custodial Account and Recordkeeping Agreement for Governmental Non-Trusteed 457(b) Plan, and a Custodial Account and Recordkeeping Agreement for a 403(b) Plan – Tax Deferred Annuity Plan with TIAA-CREF Individual & Institutional Services, Inc.

Motion Carried.
ELECTION OF BOARD OFFICER

Section 24

Regent Antonini moved and Regent Morris seconded that the Board appoint John Beagham as Interim Treasurer to the Board of Regents.

Motion Carried.

MEETING ADJOURNED

Regent Incarnati moved and Regent Griffin seconded that the Regular Meeting of the Board of Regents be adjourned at 2:13 p.m. The next meeting of the Board of Regents will be December 2, 2003 in Room 201, Welch Hall.

Respectfully Submitted,

Dana C. Aymond
Secretary to the Board of Regents
COMMUNICATIONS SECTION
THE PRESIDENTIAL SCHOLARS WILL
BE PRESENTED
DURING THIS
SECTION
ORAL REPORT TO BE MADE BY THE PRESIDENT
SECTION 1 - REPORT:  TREASURER’S REPORT

It is recommended that the Treasurer’s Report for the month of October 2003 be received and placed on file.

As of October 31, 2003, cash and investments totaled $108,431,0380 and were invested at 1.30%. The short-term MMF weighted return was 0.99%, the benchmark was: Money Fund Report’s Prime Inst. Average at 0.72%. The Short-Term Bond Funds Weighted Average total return is 1.10%, the Benchmark was: Weighted Average of Fund’s Benchmarks at 0.81%. Intermediate Duration Government Agency Bonds are 4.56% and Benchmark: five year Treasury Note is 3.24%. Cash and investments (excluding bond proceeds) as of October 31, 2003 decreased by $02 million when compared to October 2002.

**Fiscal Implications:** The investment income is expected to meet budget.

SECTION 2 - REPORT:  INTERNAL AUDIT

It is recommended that the Board receive and place on file the Internal Audit report for the period September 2003 through November 2003.

The reports for Investments and Risk Management internal audits have been issued. The reports include findings and recommendations to improve controls. Attached is also a report by University management on the status of recommendations made from Benefit Administration and Cash Disbursement audits. Enclosed is the audit schedule for September 2003 and 2004.

**Fiscal Implications:** It is expected that expended resources will be within approved budget limitations.
SECTION 3 - REPORT: GRANTS/CONTRACTS

It is recommended that 72 grants and contracts totaling $3,537,923 for the period 9/01/03 through 10/31/03 be accepted.

One hundred percent sponsor-funded grants and contracts in the amount of $2,054,011 were awarded to the University during the period 9/01/03 through 10/31/03. Grants and contracts requiring EMU cost-sharing and/or in-kind contributions totaled $1,483,912.

Fiscal Implications: This action approves allocating University matching funds in the amount of $15,000 as cash contributions for projects awarded during the period 9/01/03 through 10/31/03, for a fiscal year-to-date total of $110,555 against a base budget of $361,652.

SECTION 4 - REPORT: CONSTRUCTION PROJECTS PROGRESS

It is recommended that the Board receive and place on file the Construction Projects Progress Report for the period ending October 31, 2003.

The new student union building including the demolition of Pine Grove is currently on hold.
The McKenny Union re-assignment project is on hold.
The Campus Master (Concept) Plan is continuing.
Campus classroom and upgrade projects are continuing.
The South Pease parking lot project is scheduled to begin in the spring of 2004.

Fiscal Implications: Every effort is being made by the Physical Plant to keep expenditures and contracted obligations within the budgets of the approved projects.

SECTION 5 - REPORT: ACCOUNTS RECEIVABLE

It is recommended that the Student Accounts Receivables Ratio Analysis, the Student Accounts Receivable Reports, and the Collection Agency Inventory as of October 31, 2003 be received and placed on file.

The Student Accounts Receivable Ratio Analysis balance is $14,901,000 or 20.79% of revenue compared to $12,540,000 (19.32%) as of October 31, 2003. This is a 1.47% increase.

Fiscal Implications: Receivables are on target to reach the established goal.
SECTION 6 – INFORMATION & COMMUNICATIONS TECHNOLOGY INITIATIVES

It is recommended that the Board receive and place on file the Report on the progress of ICT Initiatives.

Fiscal Implications: These Initiatives are funded through a combination of the $28 million approved by the Board and the ICT General Fund Budget.

SECTION 7 – ACADEMIC AFFAIRS ADMINISTRATIVE/PROFESSIONAL APPOINTMENTS/TRANSFERS

It is recommended that the Board approve two new Administrative/Professional appointments at the ranks, salaries, and effective dates shown in Section 7.

Fiscal Implications: Salaries will be absorbed in the 2003-2004 personnel budget.

SECTION 8 - STAFF APPOINTMENTS

It is recommended that the Board approve 29 staff appointments for the period September 3, 2003 through November 13, 2003. 20 (69%) are female, 9 (31%) are males. Demographics of the group are: 21 Caucasians (72%), 5 African Americans (17%), 2 Hispanics (7%), and 1 (4%) is Asian.

Fiscal Implications: The salaries are part of the 2003-2004 budget.

SECTION 9 - SEPARATIONS/RETIREMENTS

It is recommended that the Board approve 27 separations and retirements for the dates listed. Of the 27, 13 (48%) are female and 14 (52%) are males, 16 Caucasians (59%), 8 (30%) are African American, 2 (7%) are Hispanic, 1 (4%) Asian.

Fiscal Implications: None.
SECTION 10 - EMERITUS FACULTY STATUS

It is recommended that the Board grant emeritus status to the six former faculty members listed below.

Benjamin Hourani - Professor, Department of Political Science
  From 1968 – 2002 (34.5 yrs.)
John R. Hubbard (Posthumously) - Professor, Department of Foreign Language and Bilingual Studies
  From 1970 – 2003 (33 yrs.)
Eugene Jaworski – Professor, Department of Geography and Geology
  From 1971 – 2003 (32 yrs.)
James Roff – Professor, Department of Psychology
  From 1976 – 2003 (26.5 yrs.)
Zakhour Youssef – Professor, Department of Psychology
  From 1965 – 2003 (38 yrs.)
Robert M. Ward – Professor, Department of Geography and Geology
  From 1969 – 2003 (34 yrs.)

Fiscal Implications: None.

SECTION 11 – EMERITUS STAFF STATUS

It is recommended that the Board grant Emeritus Staff Status to: Rosella Bannister, retired director of the National Institute of Consumer Education (NICE), a unit of the College of Education, and Gwendolyn M. Reichbach, retired executive director of NICE.

Fiscal Implications: None.

SECTION 12 - STUDENT AFFAIRS COMMITTEE MONTHLY REPORT

It is recommended that the Student Affairs Committee Agenda for December 2, 2003 and the Minutes of September 16, 2003 be received and placed on file.

Fiscal Implications: None.

SECTION 13 - EDUCATIONAL POLICIES COMMITTEE

It is recommended that the Ed Policies Committee Agenda for December 2, 2003, and the Minutes of September 16, 2003 be received and placed on file.

Fiscal Implications: None.
SECTION 14 – APPOINTMENT OF CHARTER SCHOOLS BOARD MEMBERS

It is recommended that the Board appoint Dawn Ellen Vorenkamp to a 3-year term on the Board of the Academy for Business and Technology; Janet Adelmann to a 3-year term on the Board of the Ann Arbor Learning Community; Rachel Wallace to a 3-year term on the Board of Edison Oakland Academy; Anya Carr to a 3-year term on the Board of Great Lakes Academy; and Andrea Wilson Bronson and Keisha Allen to 3-year terms on the Board of Hope Academy.

Fiscal Implications: None.

SECTION 15 – 2002-2003 CHARTER SCHOOLS ANNUAL REPORT

It is recommended that the Board approve the report.

Fiscal Implications: None.

SECTION 16 – AFFIRMATIVE ACTION PLANS

It is recommended that the Board place on file the Affirmative Action Audit 2002-2003, Affirmative Action Plan for Women and Minorities and the Affirmative Action Plan for Veterans and Individuals with Disabilities.

Fiscal Implications: None.

SECTION 17 – BOARD POLICIES RECOMMENDED FOR APPROVAL

It is recommended that the Board approve the new and revised Board Policies.

Fiscal Implications: None.

SECTION 18 – FACULTY AFFAIRS COMMITTEE

It is recommended that the FAC agenda for December 2, 2003, and the minutes of September 16, 2003, be received and placed on file.

Fiscal Implications: None.
SECTION 19 - FINANCE COMMITTEE MONTHLY REPORT AND MINUTES

It is recommended that the Working Agenda for December 2, 2003 and the minutes for the September 16, 2003 Finance Committee meeting be received and placed on file.

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

SECTION 20 – FY 2005 APPROPRIATION REQUEST

It is recommended that the Board approve the FY2005 Appropriation Request.

Fiscal Implications: This establishes the initial resource planning parameters for 2004-05.

SECTION 21 – FY 2005 CAPITAL OUTLAY BUDGET REQUEST

It is recommended that the Board approve the FY 2005 Capital Outlay Budget Request. The modernization of Pray-Harrold has been identified as the University’s top capital project.

Fiscal Implications: The cost to modernize is $41,384,475. The University’s cost share is $10,346,119 or 25%. The University’s match will be provided through the sale of bonds supported by tuition and fee revenue.

SECTION 22 – 2002-03 EMU FOUNDATION ANNUAL REPORT

It is recommended that the Board accept the Foundation Annual Report.

Fiscal Implications: None.

SECTION 23 – 2002-03 EAGLE CREST MANAGEMENT CORPORATION ANNUAL REPORT

It is recommended that the Board accept the 2003 Eagle Crest Annual Report.

Fiscal Implications: Eagle Crest provides a dividend of $58,000 from 2002-03 profits.
SECTION 24 – BOARD POLICIES RECOMMENDED FOR APPROVAL

It is recommended that the Board approve the revision of 10 policies.

Fiscal Implications: None.
RECOMMENDATION

REPORT: TREASURER'S

ACTION REQUESTED
It is recommended that the Treasurer's Report for the month of October 2003 be received and placed on file.

STAFF SUMMARY
As of October 31, 2003, Cash and Investments totaled $108,431,380 and were invested to return a total annualized return of 1.30%. Summarized below is Eastern's latest investment performance compared to the established benchmarks.

- Short-Term MMF Weighted Average Total Return 0.99%
- Benchmark: Money Fund Report's Prime Inst. Average 0.72%
- Short-Term Bond Funds Weighted Average Total Return 1.10%
- Benchmark: Weighted Average Of Fund's Benchmarks 0.81%
- Intermediate Duration Government Agency Bonds 4.56%
- Benchmark: Five Year Treasury Note 3.24%

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.
- The portfolio has no leveraged investments.
- The portfolio has no speculative derivatives.
- 100% of the portfolio is in fixed income obligations.
- 0% of the portfolio is in variable rate obligations.
- Average weighted credit quality of the portfolio is AA+.
- Average weighted maturity of the portfolio is approximately 1.84 years.

Cash and investments (excluding bond proceeds) as of October 31, 2003 decreased by $0.2 million when compared to October 2002.

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
## CASH AND INVESTMENTS

October 31, 2003

<table>
<thead>
<tr>
<th>Date Settled</th>
<th>Mature/ Call Date</th>
<th>Account Balance</th>
<th>Annualized YTD Actual</th>
<th>Prior Month Annual YTD Total Return</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EMU</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comerica Bank/U.S. Bank</td>
<td>n/a</td>
<td>n/a</td>
<td>$7,896,403.81</td>
<td>7.28%</td>
</tr>
<tr>
<td><strong>Eagle Crest</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citizen's Bank</td>
<td>n/a</td>
<td>n/a</td>
<td>$529,778.04</td>
<td>0.58%</td>
</tr>
<tr>
<td><strong>Total Cash</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$6,526,181.85</td>
<td>7.86%</td>
</tr>
</tbody>
</table>

### Investments

#### Money Market Funds

<table>
<thead>
<tr>
<th>Name</th>
<th>Frequency</th>
<th>Date Settled</th>
<th>Mature/ Call Date</th>
<th>Account Balance</th>
<th>Annualized YTD Actual</th>
<th>Prior Month Annual YTD Total Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dreyfus Institutional Preferred</td>
<td>Daily</td>
<td></td>
<td>n/a</td>
<td>$5,108,447.10</td>
<td>4.71%</td>
<td>1.0050%</td>
</tr>
<tr>
<td>Banc One Prime Money Market Fund</td>
<td>Daily</td>
<td></td>
<td>n/a</td>
<td>741,590.53</td>
<td>0.68%</td>
<td>0.8970%</td>
</tr>
<tr>
<td><strong>Total Money Market Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td>$5,849,977.63</td>
<td>5.40%</td>
<td>0.9955%</td>
</tr>
</tbody>
</table>

#### Short-Term (0-5 Year) Bond Funds

<table>
<thead>
<tr>
<th>Name</th>
<th>Frequency</th>
<th>Date Settled</th>
<th>Mature/ Call Date</th>
<th>Account Balance</th>
<th>Annualized YTD Actual</th>
<th>Prior Month Annual YTD Total Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>DFA One-Year Fixed Income (Ultragood)</td>
<td>Monthly</td>
<td></td>
<td>n/a</td>
<td>$39,881,977.10</td>
<td>36.78%</td>
<td>0.3495%</td>
</tr>
<tr>
<td>One Group Ultra Short-Term Fund (Ultragood)</td>
<td>Monthly</td>
<td></td>
<td>n/a</td>
<td>40,566,056.96</td>
<td>37.41%</td>
<td>1.9428%</td>
</tr>
<tr>
<td>Vanguard Short-Term Corporate</td>
<td>Monthly</td>
<td></td>
<td>n/a</td>
<td>7,606,248.84</td>
<td>7.01%</td>
<td>0.5304%</td>
</tr>
<tr>
<td><strong>Total Short Term Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td>$88,054,282.90</td>
<td>81.21%</td>
<td>1.0950%</td>
</tr>
</tbody>
</table>

#### Int. Term (5 Year) Agency Bonds

<table>
<thead>
<tr>
<th>Name</th>
<th>Date Settled</th>
<th>Mature/ Call Date</th>
<th>Account Balance</th>
<th>Annualized YTD Actual</th>
<th>Prior Month Annual YTD Total Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Home Loan Bank (6/21/04 Call)</td>
<td>6/21/02</td>
<td>6/21/07</td>
<td>$3,000,000.00</td>
<td>2.77%</td>
<td>5.0000%</td>
</tr>
<tr>
<td>Federal Home Loan Bank (6/13/03 Call)</td>
<td>2/13/03</td>
<td>6/13/08</td>
<td>$3,000,837.50</td>
<td>2.77%</td>
<td>4.1000%</td>
</tr>
<tr>
<td><strong>Total Agency Bonds</strong></td>
<td></td>
<td></td>
<td>$6,000,837.50</td>
<td>5.53%</td>
<td>4.5585%</td>
</tr>
</tbody>
</table>

**Total Non-Cash Investments**

<table>
<thead>
<tr>
<th>Date Settled</th>
<th>Mature/ Call Date</th>
<th>Account Balance</th>
<th>Annualized YTD Actual</th>
<th>Prior Month Annual YTD Total Return</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>$99,905,198.03</td>
<td>92.14%</td>
</tr>
</tbody>
</table>

**Total Cash And Investments**

<table>
<thead>
<tr>
<th>Date Settled</th>
<th>Mature/ Call Date</th>
<th>Account Balance</th>
<th>Annualized YTD Actual</th>
<th>Prior Month Annual YTD Total Return</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>$108,431,379.88</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

### 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.
### Fund Size/EMU Investment

<table>
<thead>
<tr>
<th>Fund Size/EMU Investment</th>
<th>Dreyfus Inst. Pref</th>
<th>One Group Prime MM Fund</th>
<th>DFA 1 Yr. Fixed</th>
<th>One Group Ultra Short Fund</th>
<th>Vanguard S/T Corp.</th>
<th>Total Funds At Present Mix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Fund Net Assets</td>
<td>$11,494,900,809</td>
<td>$10,545,460,000</td>
<td>$1,456,200,000</td>
<td>$2,295,320,000</td>
<td>$14,942,999,677</td>
<td>$40,736,880,486</td>
</tr>
<tr>
<td>EMU's Investment</td>
<td>$5,108,447.10</td>
<td>$741,530.53</td>
<td>$39,881,977.10</td>
<td>$40,566,056.96</td>
<td>$7,606,248.84</td>
<td>$93,904,260.53</td>
</tr>
<tr>
<td>EMU Percent Of Total Fund</td>
<td>0.04%</td>
<td>0.01%</td>
<td>2.74%</td>
<td>1.77%</td>
<td>0.05%</td>
<td>0.23%</td>
</tr>
<tr>
<td>Memo:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$7,225,063.00</td>
<td>$50,544,528.06</td>
</tr>
<tr>
<td>EMU Investment At 10/31/02</td>
<td>$7,879,089.00</td>
<td>$0.00</td>
<td>$35,439,474.06</td>
<td>$0.00</td>
<td></td>
<td>$43,359,734.47</td>
</tr>
<tr>
<td>Present O(U) 10/31/02 Investment</td>
<td>(2,770,841.90)</td>
<td>741,530.53</td>
<td>4,442,503.04</td>
<td>40,566,066.96</td>
<td>380,258.94</td>
<td>43,359,734.47</td>
</tr>
<tr>
<td>EMU Investment At 7/1/03</td>
<td>$10,092,585.55</td>
<td>$374,765.85</td>
<td>$26,197,856.24</td>
<td>$40,688,489.72</td>
<td>$7,592,807.67</td>
<td>$84,946,526.03</td>
</tr>
<tr>
<td>Present O(U) 7/1/03 Investment</td>
<td>(4,984,138.45)</td>
<td>366,743.68</td>
<td>13,664,120.86</td>
<td>(122,432.76)</td>
<td>13,441.17</td>
<td>8,957,734.50</td>
</tr>
</tbody>
</table>

### Inception/Investment Dates

<table>
<thead>
<tr>
<th>Inception/Investment Dates</th>
<th>Fund Inception Date</th>
<th>EMU Initial Investment Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6/11/97</td>
<td>1/1/87</td>
</tr>
<tr>
<td></td>
<td>1/20/01</td>
<td>3/24/03</td>
</tr>
<tr>
<td>7/27/83</td>
<td>1/18/89</td>
<td>2/25/03</td>
</tr>
<tr>
<td>2/2/93</td>
<td>1/18/96</td>
<td>10/29/82</td>
</tr>
</tbody>
</table>

### Ratings/Liquidity

<table>
<thead>
<tr>
<th>Ratings/Liquidity</th>
<th>Morningstar</th>
<th>Credit Rating Of Holdings</th>
<th>Liquidity Option</th>
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<td>Same Day</td>
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<td>5 Stars</td>
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### Portfolio Mix/Maturity

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<th>Portfolio Mix/Maturity</th>
<th>Commercial Paper/Notes</th>
<th>Time Deposits</th>
<th>Bank CD's/Short Term Bank Notes</th>
<th>Bank Repos</th>
<th>U.S. Treasuries</th>
<th>U.S. Government Agencies</th>
<th>Corporate Bonds</th>
<th>Mortgage/Asset Backed Securities</th>
<th>Variable Rate Demand Instruments</th>
<th>Funding Agreements</th>
<th>Taxable Municiles</th>
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<tr>
<td>Weighted Average Maturity</td>
<td>48 Days</td>
<td>57 Days</td>
<td>330 Days</td>
<td>2.89 Years</td>
<td>2.4 Years</td>
<td>1.84 Years</td>
<td></td>
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</tr>
</tbody>
</table>
REPORT: INTERNAL AUDIT

ACTION REQUESTED
It is recommended that the Internal Auditor’s activity report for the period September through November 2003 be received and placed on file.

STAFF SUMMARY
The reports for Investments and Risk Management internal audits have been issued. The Investments internal audit report includes a finding and a corresponding recommendation to improve controls. The recommendation has been discussed with appropriate personnel. Management agrees with the recommendation and is proceeding with actions to implement the recommendation. Andrews Hooper & Pavlik is satisfied that management’s response will satisfy the intent of the recommendation.

Also attached is a report prepared by University management on the status of recommendations made from the previous Benefit Administration and Cash Disbursement audits completed in July 2003. As noted in the report, management has agreed with the internal auditor’s recommendations and has found that most of the recommendations have been implemented. For those recommendations that have not yet been implemented, plans are in place for a completion date. A follow-up status report will be submitted to the Board at the January 2004 meeting to confirm that these recommendations have been implemented.

Enclosed is the updated internal audit schedule for the period ending September 30, 2003 and 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 ___________________________
Date: October 31, 2003

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

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

Re: AUDIT REPORT
    INVESTMENTS

Attached is the report for the internal audit review of the internal control process for investments. Revisions based on discussions with Mr. Daniel Cooper, Interim University Controller and Director of Financial Services, Mr. Steven Holda, Assistant to the Vice President for Business and Finance, and Mr. Timothy Griffith, Manager of Accounting & Treasury – Financial Services, have been incorporated.

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

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

Attachment

cc: Board of Regents
    Daniel Cooper
    Steven Holda
    Timothy Griffith
AUDIT REPORT
INVESTMENTS

Background

The investment policy Eastern Michigan University (the University) follows was adopted in January of 1966 and revised in September of 1998. The Board of Regents approved the policy. This policy states the University’s investment objective shall be to preserve investment principal while deriving a reasonable return consistent with prevailing market and economic conditions. Investment decisions shall be based on specific guidelines, which incorporate quality, safety, diversity and liquidity of funds. Consistent with the University’s conservative investment policy, the University invests directly in U.S. Treasury and Agency securities, and Mutual funds, which invest in U.S. Treasury Securities and high quality corporate and bank obligations. Comerica Bank, the custodian, holds the University’s investments in these debt securities in the University’s name. John W. Beaghan, Interim Vice President of Business and Finance, meets at a minimum twice a month with the Investment Committee to discuss investment activity and prepares a monthly Treasurer’s report which is provided to the Board of Regents to inform them of the performance and makeup of the University’s investments.

The University’s investments as of September 30, 2003 are classified into four investment categories as listed below:

<table>
<thead>
<tr>
<th>Category</th>
<th>September 30, 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Money Market Funds</strong></td>
<td></td>
</tr>
<tr>
<td>Dreyfus</td>
<td>$ 8,018,578</td>
</tr>
<tr>
<td><strong>Short Term Investment Funds</strong></td>
<td></td>
</tr>
<tr>
<td>DFA One-Year Fixed Income</td>
<td>38,678,072</td>
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<tr>
<td>Ultra short</td>
<td></td>
</tr>
<tr>
<td>Vanguard Short-Term Corporate</td>
<td>7,624,108</td>
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<tr>
<td><strong>Intermediate Term Investments</strong></td>
<td></td>
</tr>
<tr>
<td>Federal Home Loan Bank</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Federal Home Loan Bank</td>
<td>3,000,938</td>
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<tr>
<td><strong>General Revenue Bond Investments</strong></td>
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<tr>
<td>DFA One-Year Fixed Income</td>
<td>2,627,667</td>
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<td>Ultra short</td>
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<tr>
<td>Banc One Prime Money Market Fund</td>
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<tr>
<td>One Group Ultra Short-Term Fund Money Market</td>
<td>40,688,490</td>
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<tr>
<td><strong>Investment Total</strong></td>
<td>$104,295,553</td>
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</table>
**Investment Activity**

We obtained access to all investment reports and general ledger activity for the months selected for review from Daniel Cooper, Interim University Controller. We reviewed the data for all of the investment categories and the following sections describe the results of our test by investment category. Monthly account reconciliations are done for Dreyfus. The University records all other investments at cost plus reinvested interest and dividends. An adjustment is made annually at year-end to adjust carrying value to market. Agreement between the monthly activity and the general ledger amounts is performed on a monthly basis.

**Money Market Funds**

The Money Market Funds as of 9/30/2003 were carried at $8,018,578 and made up 7% of the University’s investments. The money market funds during the months tested included Dreyfus Institutional Preferred and Federated Prime Obligations Fund. The funds outperformed the benchmark (Donahue Prime Institutional Money Market Fund). The fiscal year-to-date, annualized return of 1.0072 % at September 30, 2003 exceeded its comparative benchmark. The Dreyfus fund is used as an operation cash account to meet the current cash needs of the University. Our testing over these investments included reviewing monthly reconciliations of the fund statements to the general ledger and testing for compliance with the University’s Policies, Rules and Regulations related to investments. Our testing over these investments included reviewing monthly reconciliations of the investments to the general ledger noting timely performance and approval, reperformance of the reconciliations, and testing for compliance with the University’s Policies, Rules and Regulations related to investments.

**Short Term Investment Funds**

The Short Term Investment Funds as of 9/30/2003 were carried at $46,302,180 and made up 45% of the University’s investments. The Short Term investment funds during the months tested included: Federated US Government 2-5 Year, Vanguard Short Term Corporate, and Dimensional Fund Advisors (DFA). The Short Term Investment funds outperformed their benchmarks (Lipper Institutional Money Market Index and Lehman 1-5 Year US Credit Index). The fiscal year-to-date, annualized return of 1.9686 % at September 30, 2003 exceeded its comparative benchmark. The Short Term investments are mutual funds that invest in high quality corporate and bank debt obligations. Our testing over these investments included reviewing monthly reconciliations of the investments to the general ledger noting timely performance and approval, reperformance of the reconciliations, and testing for compliance with the University’s Policies, Rules and Regulations related to investments.
Intermediate Term Investments

The Intermediate Term Investments as of 9/30/03 were carried at $6,000,938 and made up 6% of the University’s Investments. The two Intermediate Term Investments during the months tested were Federal Home Loan Bank and Federal National Mortgage Association (U.S. Treasury) items. Our testing over these investments included reviewing monthly reconciliations of the investments to the general ledger noting timely performance and approval, reperformance of the reconciliations, and testing for compliance with the University’s Policies, Rules and Regulations related to investments.

General Revenue Bond Investments

The General Revenue Bond Investments as of 9/30/03 were carried at $43,973,857 and made up 42% of the University’s Investments. The General Revenue Bond Investment Funds during the months tested were One Group Ultra Short-Term, Banc One Prime Money Market Fund, and Dimensional Fund Advisors (DFA). Our testing over these investments included reviewing monthly reconciliations of the investments to the general ledger noting timely performance and approval, reperformance of the reconciliations, and testing for compliance with the University’s Policies, Rules and Regulations related to investments.

In addition, we reviewed the investment committee meeting minutes and investment purchases and sales noting that they were being properly performed and approved and in accordance with the University’s Policies, Rules and Regulations related to investments.

Objectives and Scope

Our objectives were to evaluate the adequacy of internal controls for investments, review compliance with investment policies and review for proper recording of investment transactions and balances in the University’s accounting records.

The scope of our review included reviewing transactions and procedures specific to investments. We reviewed only investment transactions. We did not confirm balances held by the Custodian and did not test market values for the months we reviewed. Management has informed us that the University’s external auditors perform confirmation procedures as part of their year-end audit procedures. Our audit covered the period from October 1, 2002 through September 30, 2003.
Conclusion

We concluded that the University’s internal controls appear to be in effect over the University’s investments. We did, however, identify an opportunity for strengthening the internal control environment in the areas reviewed.

The remainder of this report details work performed and criteria used in supporting our conclusions. We have included a recommendation to management for improving the internal control process for investments.

We completed our audit fieldwork on October 31, 2003.

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.
Finding and Recommendation

Finding

We noted during our testing of investment reconciliations that two out of six reconciliations selected for testing were not performed and approved within 30 days of month-end. These two reconciliations were not performed and approved until approximately 80-94 days after month-end.

Recommendation

We recommend that the investment reconciliations be performed and approved in a timely manner.

Management's Response

We agree. During the conversion year to Banner, the investment account reconciliations were delayed. The reconciliations have been brought up to date, and will continue to be completed and approved within 30 days of month-end. The reconciliations showed that there were no inappropriate transactions in the Investment account during this time nor has there been any since we became current with the reconciliations.
Date: October 3, 2003

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

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

Re: AUDIT REPORT
   RISK MANAGEMENT

Attached is the report for the internal audit review of the internal control process for Risk Management. Revisions based on discussions with Ms. Erica Healander, Manager of Risk Management and Workers’ Compensation, and Mr. Dan Salk, Assistant Director of Risk Management and Workers’ Compensation, and review of support for compensating controls have been incorporated.

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

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

Attachment

cc: Board of Regents
    Daniel Cooper
    Erica Healander
    Dan Salk
AUDIT REPORT
RISK MANAGEMENT

Background

The Risk Management Department (the Department) provides the service of protecting the Eastern Michigan University's (the University) assets against accidental loss and fraudulent claims. This includes not only physical and fiscal assets, but human assets as well. To achieve this, the Department is committed to the following:

- Identify and remediate controllable loss exposures.
- Provide loss prevention and loss control management.
- Minimize adverse effects of accidental losses.
- Develop and implement loss funding and risk financing mechanism.
- Provide claims controls and claims management services.

The Department is under the guidance of Kenneth A. McKanders, General Counsel. The Director of the Department, reports to Mr. McKanders. The Director has three direct reports, two professional and one clerical, to help perform the day-to-day functions of the Department. The former Director was with Eastern Michigan University for 25 years and approximately 19 years in this current position. The Manager of Risk Management has three years experience with EMU and the Assistant Director has served EMU for approximately one year.

As stated in the Department's primary mission, the Department seeks to minimize institutional assets against loss. A large part of this is accomplished through EMU's participation in the Michigan Higher Education Group Self Insurance and Risk Management Facility (d.b.a. Michigan Universities Self Insurance Corporation (M.U.S.I.C.)). M.U.S.I.C. was co-founded by EMU in 1987 and is a non-profit, alternative risk financing mechanism which provides broad coverages for common exposures to its members. Eleven of the thirteen public universities in the State of Michigan are owner/members (all except the University of Michigan and Michigan State University). M.U.S.I.C. is not an insurance company, though its name implies it. Instead it provides loss control and self-insurance through cost allocations.

M.U.S.I.C. provides two types of coverages that all the member universities are required to participate in. The first is General Liability and the second is Errors and Omissions Liability. In addition, M.U.S.I.C. provides additional coverages that its members may participate in. These include, among others, automobile liability and automobile physical damage, excess workers' compensation, all-risk property, etc.

M.U.S.I.C. is governed by a Board of Directors which is composed of eleven appointees, one from each member university. An Alternate Director is also appointed by each member university. M.U.S.I.C. encourages a mixture of different professionals on its Board including Business Officers, Risk Managers and/or Legal Officers. EMU's current representative is Kenneth A. McKanders, General Counsel.
EMU has three layers of insurance, the first being the Self Insured Retention (SIR), the second is the M.U.S.I.C. pooled layer, and the third is the commercially insured layer. M.U.S.I.C.'s goal is to maximize the first and second layers in order to reduce the dependency on the commercial market.

The following lists the coverages EMU has with M.U.S.I.C.

- Property - All Risk Perils.
- Comprehensive General Liability (including Incidental Medical Malpractice, Police Professional and Dram Shop Liability).
- Excess/Umbrella Liability.
- Errors and Omissions Liability.
- Excess Errors and Omissions Liability.
- Non-owned aircraft Liability.
- Automobile Liability.
- Automobile Physical Damage.
- Excess Workers Compensation.
- Foreign Package (covering foreign students).
- Medical Malpractice.

In addition to the M.U.S.I.C. coverages, EMU maintains several coverages with outside commercial carriers. This would include, but not limited to, builders risk, crime coverages such as forgery, theft, and robbery, broadcast liability, professional liabilities such as Psychologist, and Nursing and accident insurances such as travel and athletics.

**Coverages**

**Limits**

Almost all of Eastern Michigan University's (EMU) coverages are placed via M.U.S.I.C.'s programs. Therefore, the limits on these coverages are established by M.U.S.I.C.'s Board of Directors, based on the combined recommendations of M.U.S.I.C.'s Broker actuary, and its Underwriting Committee. The Director serves on M.U.S.I.C.'s Underwriting Committee and is very active in the review, negotiations, and selection of all coverage programs and represents EMU's interest during these processes. M.U.S.I.C. and the Director look at the entire picture of limits, premiums, self-insured retentions and deductibles.

Criteria for determining limits include the following:
- member institutional requirements
- industry standards
- Self-Insured Retentions (SIR)
- market availability
- premium cost (Note: premiums do not vary directly with the amount of coverage i.e. $2 million of coverage is less than twice as much as $1 million of coverage)
- institutional budget constraints
- actuarial and broker recommendations
For property coverage (buildings, contents, etc.), limits are based on “replacement value”, i.e. items are insured for the amount it will cost to repair or replace an item if a loss occurs. Replacement value is determined by using actual cost, at the time of purchase, plus an annual market index factor for inflationary purposes. Total limits are adjusted as new construction items are added or existing items are disposed of.

It should be noted that there is no systemized method of capturing explicit values of every specific property item for insurance purposes. Therefore, there is not a fixed asset listing which states every piece of equipment which is covered under M.U.S.I.C. However, the Department is confident that EMU is adequately insured as EMU has blanket insurance limits, i.e. whenever an insured loss occurs, EMU is allowed reimbursement up to 110% of its consolidated values. In addition, the amount of coverage exceeds the amount of property on the financial statements due to the “replacement value” provision and the fact that coverages include all items, not just those which were capitalized (currently items greater than $5000).

**Premiums**

As noted above, premiums are one part of the entire process of determining coverage under EMU’s participation with M.U.S.I.C. Generally, M.U.S.I.C. submits a Request for Proposal (RFP) for major programs every three years. Requesting proposals more frequently may have diminishing returns and may even be detrimental if carriers do not believe you are serious about switching. Coverages are placed as a result of these competitive selections processes. Significant negotiations take place to determine the most suitable coverages and most competitive premiums. Annual negotiations occur within the framework of longer-term contracts.

In addition to cost, criteria for selecting carriers and other service providers include the following four areas:

- Compliance with M.U.S.I.C.’s Insurer Performance Standards
- Coverage continuity
- Carrier’s history in servicing institutions of higher education
- The location of the office that will serve M.U.S.I.C.’s member institutions

M.U.S.I.C.’s Manager and Broker, Marsh Inc., also performs an annual study to compare the annual estimated cost of M.U.S.I.C.’s programs as compared with the estimated cost of traditional programs available in the commercial market. The amount of cost savings is extremely difficult, if not impossible, to accurately estimate based on the following:

- Quoted premiums and final premiums paid may differ substantially based on negotiations performed with insurance carriers. This can work both ways in that some negotiations lower premiums from original costs while some negotiations expose a low quote that imposes several restrictions.
• M.U.S.I.C. coverages are broader than traditional commercial programs in that some exposures, such as Athletic liability, have not been consistently available in the commercial market and M.U.S.I.C. is able to manuscript its coverage contract to include insurance for exposures more inherent in higher education operations such as malpractice insurance for clinical faculty and staff.

• M.U.S.I.C. imposes a two-year notice on withdrawals from M.U.S.I.C. and this is known by insurance carriers which may bid on segmented portions of EMU’s business. How serious a quote is may be indeterminable.

• The commercial business is very cyclical and one of M.U.S.I.C.’s benefits is that it smooths out the cyclical nature of this industry. Therefore, an ongoing comparison is difficult based on the timing of the inquiry.

While it may be impossible to determine the actual “savings” EMU has incurred during its participation in M.U.S.I.C., a general level of study is performed and actions are taken to ensure EMU has and is benefiting from its continuing participation in M.U.S.I.C. These would include, but are not limited to, the former Director’s experience in the profession (over 19 years in current position), EMU’s aggressive representation on M.U.S.I.C.'s Board of Directors, and the current service of the Department on the Oversight and Underwriting Committees. The Assistant Director serves on the Underwriting Committee and the Finance Committee. The Manager serves on the Claims & Loss Control committee and the Underwriting Committee. Based on EMU’s representative’s contributions and their result, coupled with member institutions collective loss control and purchasing power, it is believed that M.U.S.I.C. provides a more comprehensive package at a more competitive cost than traditional commercial carriers over the long term.

Even with the M.U.S.I.C. program, commercial carriers are still necessary to secure excess insurance coverage for catastrophic exposures. A Broker is required in this relationship and Marsh Inc. acts on behalf of M.U.S.I.C. and EMU for all coverages under the M.U.S.I.C. programs. In addition, Marsh Inc. brokers the majority of coverages EMU requires for which there are no M.U.S.I.C. programs. In all cases, the applicable broker provides quotations for renewal and/or new coverages. The Director will then determine what appears to be the best offer and enter into serious review of negotiations regarding all four areas noted above. In addition, the Director also looks at other items including the financial condition of the outside carrier, the claims paying process, etc. This process is repeated every time a significant policy comes up for renewal.

In determining the competitiveness of premium pricing, one of the most critical components is the amount of carriers who sell insurance to cover the specific exposures. For some coverages required by EMU, there are only a few carriers in the commercial market who provide coverage and, therefore, negotiating premiums is significantly different than negotiating major lines where there are several competitors. An example of this would be Professional Malpractice Liability.
Self-Insured Retentions (SIR) and Deductibles

M.U.S.I.C.’s and member institutions’ philosophy for liability coverages is to maintain Self-Insured Retentions (SIR) at an amount approximately equal to the “expected losses”. This philosophy, combined with aggressive loss control initiatives, serve to ensure continuous broad-based coverages at stable and competitive costs. All SIR’s (and other cost allocations) are established by an actuary based upon multiple underwriting variables including the number of students, faculty, and staff, and the applicable claims history. SIR’s and all cost allocations are thoroughly reviewed by the Director prior to renewal.

For property coverages, the deductible is determined in-house and is generally maintained at $50,000 based upon factors such as historical experience and cost/benefit analysis (isolated coverages may vary and may have smaller deductibles). Deductibles are reviewed every three years, however, they are rarely changed. If a change were contemplated, The Director would request approval from the Vice-President prior to enacting any change.

It should be noted that all of the above items appear on a coverage summary sheet that is distributed to Vice President of Business and Finance. This procedure is ongoing and provides an opportunity to review all EMU’s coverages in a consolidated or summarized format.

Solvency for Commercial Carriers

Prior to the renewal of policies, research is done to determine the A.M. Best rating for the applicable carrier. A.M. Best is an independent rating service, which provides ratings which range from “A++ - Superior” to “F - In Liquidation.” EMU’s policy is to only place coverage with those carriers “A- - Excellent” or better. The A.M. Best rating is used in conjunction with other carrier performance standards including the admittance of the carrier to do business in the State of Michigan. M.U.S.I.C. and EMU place a certain amount of reliance on the broker’s contractual obligation to monitor the “watch list” (interim A.M. Best reports) and other indicators for deterioration of carrier ratings and advise EMU accordingly.

Loss Controls

Risk management and loss control are integral to the formation of M.U.S.I.C. by all member institutions. Aggressive loss control initiatives by each individual member institution and collectively as a group, serve to prevent and/or minimize accidental losses, and contain costs. Additionally, carriers who provide excess coverages also require member institutions to practice loss control applications as a provision of coverage. Therefore, EMU’s loss control initiatives include periodic surveys of EMU’s premises and operations by external loss control consultants who have professional expertise to assess conditions. Consultants may present recommendations to revise conditions or practices which lead to conditions. The Director is responsible for developing appropriate action and/or for coordinating EMU’s response to these recommendations.
In addition, M.U.S.I.C. periodically, at least semi-annually, holds loss control seminars at locations which are mutually convenient to all member institutions. The subject of these seminars is determined upon careful evaluation of all members’ loss history and their needs assessments. These seminars are more informative inasmuch as they are tailored to fit specific needs of member institutions.

The Risk Management staff analyzes EMU’s claims history to assess overall institutional trends as well as isolated demographic trends pertaining to segmented individuals or groups, such as specific personnel classification and/or departmental units. EMU’s Risk Management Department acts proactively and reactively. Proactively, Risk Management staff advises department heads and/or holds internal consulting discussions or seminars as regulatory agencies and other conditions change and may impact EMU’s programs and operations. Risk Management staff reacts as needs dictate. For example, if a department experiences multiple incidents which seem to arise out of similar conditions, a seminar is performed by Risk Management staff and/or is coordinated by Risk Management staff.

Finally, post-occurrence investigations are performed to prevent and/or minimize exposure to future recurrences, which may lead to claims. The need for remedial actions is more commonly found during the initial stage of investigations, which is usually performed by Risk Management staff (instead of external service providers). Action is undertaken by Risk Management staff as deemed appropriate to prevent reoccurrence.

**Objectives and Scope**

Our objectives were to evaluate the adequacy of internal controls for protecting the University’s assets against accidental loss and fraudulent claims.

The scope of our review included reviewing the procedures to identify the University’s assets and the procedures in place to provide loss prevention and loss control. We did this by reviewing current procedures with the knowledge of large additions to University property, reviewing claims against the University noting timeliness of follow up investigations and appropriateness of reserves, proper recording of expenditures made by the University to cover loss exposures and a comparison of management reports to the claim files detail noting accuracy. In addition, we inquired of appropriate personnel as to whether the University’s policies and procedures were in place and operational, and tested the controls through inquiry, observation, sampling, review, support, and reperformance. Our audit covered the period from July 1, 2002 through June 30, 2003.
Conclusion

We concluded that the University’s internal controls appear to be in effect over the proper safeguarding the physical, fiscal and human assets of the University and protecting against accidental loss and fraudulent claims. We make no recommendations.

The remainder of this report details the work performed and criteria used in supporting our conclusions.

We completed our audit fieldwork on October 3, 2003.

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.
STATUS OF AUDIT RECOMMENDATION

December 2, 2003

Benefit Administration
Cash Disbursement

Prepared by
Vice President for Business and Finance Office
INTERNAL AUDIT RECOMMENDATION STATUS

AUDIT PERFORMED: BENEFIT ADMINISTRATION

DATE COMPLETED: JULY 22, 2003

1. RECOMMENDATION:

We recommend that the University investigate and correct the problem with the calculation for part time, semimonthly employees. In addition, we recommend that the University perform periodic testing of vacation accrual calculations in the Banner system in order to ensure the employees are receiving the correct amount of vacation in accordance with University guidelines.

MANAGEMENT’S RESPONSE:

We agree. We tested all employees in the part-time, semimonthly payroll. No additional exceptions were found. We corrected the individual who was found to be incorrect in the sample. In collaboration with the Benefits Office, the Payroll Department corrected the part time accrual rates. We tested them and they are now correct, which will eliminate any future errors. We will perform monthly checks on random employees form each employee class to ensure that employees are receiving the correct amount of vacation.

IMPLEMENTATION STATUS:

Vacation and sick pay accrual calculations are not yet being randomly checked on a regular basis. The Benefits Office does check the calculations for those employees who inquire regarding potential problems that they see in their vacation and sick pay accruals.

The recommendations of the Internal Auditors, and supported by Management, have not yet been implemented. Implementation is expected to be complete by November 30, 2003.

VERIFICATION DATE: November 18, 2003
2. RECOMMENDATION:

We recommend that the University adjust the family continuation rider deduction amounts for persons in 16 pay periods to the appropriate amount, including any “catch-up” adjustments to ensure the total cost for the annual premium is collected for these individuals.

MANAGEMENT’S RESPONSE:

We agree. During the University’s conversion from Hrizon to Banner, the SCT consultant did not properly set up the deductions for those who have 16 pays. As a result, we have created another plan for those who have 16 pays to catch up their deductions for the year. In addition, we have notified these Faculty and 100% Lecturers that their deductions will be adjusted to make sure their annual amount is correct for the remainder of the year.

IMPLEMENTATION STATUS:

Letters to affected personnel were sent by the Benefits Office on July 30, 2004. The letter explained the deduction error and informed the affected person of the new deduction required so that their total annual deduction for 2004 will pay for 100% of the annual cost of the healthcare rider benefit they receive. The revised deduction amount to insure 100% payment of the benefit cost has been confirmed in the Banner system.

The recommendations of the Internal Auditors, and supported by Management, have been implemented.

VERIFICATION DATE: November 18, 2003

3. RECOMMENDATION:

We recommend at the end of every month, Benefits reconcile a list of terminated employees for the month, with the Delta Dental Report indicating people who have terminated coverage during the month.

MANAGEMENT’S RESPONSE:

We agree. We checked all terminated employees in fiscal 2003 to verify that they were terminated correctly. No additional exceptions were found. We cancelled coverage for the individual immediately who was not terminated correctly and made the cancellation retroactive to his date of termination. To ensure that there were no inappropriate dental expenses by the employee, all claims reports were checked. No other individuals were found to have any dental claims after his/her termination date. The Benefits office will reconcile the Delta Dental bill with terminations on a monthly basis.
IMPLEMENTATION STATUS:

A summary reconciliation schedule to insure that all PAF forms for terminated employees match terminations on the Delta Dental bill does not yet exist. An audit of the PAF forms for terminated employees for the months of September and October showed that they all matched with the terminations reported on the Delta Dental bill.

The recommendations of the Internal Auditors, and supported by Management, have not yet been implemented. Implementation is expected to be complete by November 30, 2003.

VERIFICATION DATE: November 18, 2003

4. RECOMMENDATION:

We recommend management review all CS employees that were hired in the one-year period prior to the conversion of Hrizon to Banner, and ensure these people are receiving the appropriate benefits and are properly included in Banner.

MANAGEMENT'S RESPONSE:

We agree. This review has been completed and corrections made to all CS employees hired in 2002 with effective dates in 2003.

IMPLEMENTATION STATUS:

A roster of all CS employees hired during 2002 calendar year was provided by the Benefits Offices. It was confirmed that all personnel on this list were set-up in Banner to receive the appropriate Group Retirement Annuity (GRA) benefit.

The recommendations of the Internal Auditors, and supported by Management, have been implemented.

VERIFICATION DATE: November 18, 2003
INTERNAL AUDIT RECOMMENDATION STATUS

AUDIT PERFORMED: CASH DISBURSEMENTS
DATE COMPLETED: AUGUST 20, 2003

1. RECOMMENDATION:

We recommend that bank reconciliations be prepared in a timely manner.

MANAGEMENT'S RESPONSE:

We agree. During the fiscal 2002 year end process on the University's old general ledger system, we were implementing Banner, with no enhancements to existing staffing. While we were working on bank reconciliations throughout the year, completion of the bank reconciliations were delayed because of complications caused by having two systems for part of the year. All bank accounts have been fully reconciled as of July 1, 2003, with no unusual adjustments necessary. We expect to be able to maintain the normal 30-day completion standard in the future.

IMPLEMENTATION STATUS:

All bank reconciliations for the month of September 2003 were completed within 30 days except for the following two:

1. Comerica Account 23 – Operating
2. Comerica Account 22 – Concentration Account

These reconciliations were delayed due to workload increases caused by the implementation of the new Higher One Card, implementation of the EMU-as-lender program, development of new indirect cost allocations and the annual NCAA and WEMU audits. Account 23 – Operating has now been fully reconciled through October 2003. Account 22 – Concentration is being worked on diligently, but since the spring “go-live” of the Banner student module, and because of the tremendous volume of transactions, the reconciliation procedures are still being developed and tested. It is expected that this reconciliation will be completed and up to date within the next few months.

The recommendations of the Internal Auditors, supported by Management, have been implemented for all but two of EMU's bank accounts.

VERIFICATION DATE: November 10, 2003
2. RECOMMENDATION:

We recommend that wire transfers be posted to the general ledger in a timely manner. We recommend keeping a wire transfers log in order to better track payments and due dates.

MANAGEMENT RESPONSE:

We agree. We were aware of these items in that they were being carried on the bank reconciliation as reconciling items but had not yet been posted to the general ledger. Our cash control accountant will create a log of all wires and make sure all items are posted to Banner within 10 working days. The log will be reviewed monthly by the Accounting Manager.

IMPLEMENTATION STATUS:

A log has been created to show the following information for all wire receipts and disbursements:

1. Transaction date
2. Other transaction party
3. Amount
4. Account booked to
5. Date recorded in Banner

Review of the log as of November 3, 2003 showed that most items are being posted to Banner within 10 working days.

The recommendations of the Internal Auditors, and supported by Management, have been implemented, but need improvement.

VERIFICATION DATE: November 10, 2003

Audit recommendations verified by: Steve Holda

Assistant to the Vice President for Business & Finance
Eastern Michigan University Internal Audit Schedule
Andrews Hooper & Pavlik
For Period Ending September 30, 2003

<table>
<thead>
<tr>
<th>Timing</th>
<th>Work Pfm</th>
<th>Report</th>
<th>Budget Hours</th>
<th>Item</th>
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<td>Planning, Risk Analysis &amp; Administrative Planning/Scheduling Audits&lt;br&gt;Board Meetings, Other Meetings, etc.&lt;br&gt;Risk Assessment for following years</td>
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<td>Special Projects</td>
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<td>Various</td>
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<td><strong>Total</strong></td>
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Eastern Michigan University Internal Audit Schedule  
Andrews Hooper & Pavlik  
For Period Ending September 30, 2004

<table>
<thead>
<tr>
<th>Timing</th>
<th>Work Pfm</th>
<th>Report</th>
<th>Budget Hours</th>
<th>Item</th>
</tr>
</thead>
</table>
| Various | Various | 100 | Planning, Risk Analysis & Administrative Planning/Scheduling Audits  
Board Meetings, Other Meetings, etc.  
Risk Assessment for following years  
Investments |
| Completed | Dec-03 | 60 | Conflict of Interest Statements  
Board of Regents, President & Administrative Professionals 10 & above |
| Nov-03 | Jan-04 | 40 | Health Center  
Ticket Sales (including special events)  
Quirk Auditorium  
Advance Sales  
At Game Sales |
| Dec-03 | Jan-04 | 60 | Software Licensing |
| Jan-04 | Mar-04 | 100 | Payroll |
| Mar-04 | Jun-04 | 160 | ICT Network Security |
| Apr-04 | Jun-04 | 80 | Grants and Contracts |
| May-04 | Jun-04 | 40 | Child Care Center |
| May-04 | Sep-04 | 200 | Charter Schools |
| Jun-04 | Sep-04 | 80 | University Apartments |
| Jul-04 | Sep-04 | 80 | Physical Plant - Bidding/Selection of Contracts |
| Jul-04 | Sep-04 | 100 | Business/ICT Contingency Planning |
| Various | Various | 160 | Special Projects |
| Various | Various | 100 | Contingencies |

1,620
RECOMMENDATION

REPORT: GRANTS/CONTRACTS

ACTION REQUESTED

It is recommended that 72 grants and contracts totaling $3,537,923 for the period 09/01/03 through 10/31/03 be accepted.

SUMMARY

One-hundred percent sponsor-funded grants and contracts in the amount of $2,054,011 were awarded to the University during the period 09/01/03 through 10/31/03. Grants and contracts awarded to the University that required EMU cost-sharing and/or in-kind contributions totaled $1,483,912.

Summary of Grants and Contracts (pp. 2-6)  
Grants & Contracts Progress Report (p. 7)  
September 2003 Proposal Activity (pp. 8-14)  
October 2003 Proposal Activity (pp. 15-20)

FISCAL IMPLICATIONS

This action approves allocating University matching funds in the amount of $15,000 as cash contributions for projects awarded during the period 09/01/03 through 10/31/03, for a fiscal year-to-date total of $110,555 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
<table>
<thead>
<tr>
<th>Title</th>
<th>Grantor/Contractor</th>
<th>Director</th>
<th>Administrator</th>
<th>Amount</th>
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<td>MSP-Motivation Assessment Program (MSP-MAP): Tools for the Evaluation of Non-Cognitive Outcomes of Math and Science</td>
<td>University of Michigan</td>
<td>Stuart Karabenick</td>
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<td>Infusing NSDL in Middle Schools: Obstacles and Strategies</td>
<td>National Science Foundation</td>
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<td>Joanne Caniglia</td>
<td>Patricia Williams-Boyd</td>
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<td>Radio Community Service Agreement - Fiscal Year 2004</td>
<td>Corporation for Public Broadcasting</td>
<td>Arthur Timko</td>
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<td>Donation of software upgrade, Accumark v8, 20 seats</td>
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<td>DuPont Automotive Products</td>
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<td>Michigan Department of Community Health</td>
<td>Kay Hodges</td>
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<td>Edward Garrett</td>
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<td>Minority Undergraduate Research Supplement - H. influenzae modulins in COPD airway inflammation National Institutes of Health</td>
<td>Daniel Clemans</td>
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GRANTS AND CONTRACTS: AWARD REPORT FOR 12/2/2003
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**GRANTS AND CONTRACTS: AWARD REPORT FOR 12/2/2003**
<table>
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<tr>
<th>Title</th>
<th>Grantor/Contractor</th>
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11 Grants/Contracts for a total of: $781,977 $15,000 $1,483,912 $2,280,889
### TABLE I: PROPOSALS

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<th>Proposals Sorted by Activity</th>
<th>FY2004 Activity through 10/31</th>
<th>FY2003 Activity through 10/31</th>
<th>FY2002 Activity through 10/31</th>
<th>FY2004 vs. FY2003 Actual to Date Var.</th>
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<td>No. to Date</td>
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### TABLE II: AWARDS

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<td>No. to Date</td>
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### TABLE V: GRANT/CONTRACT EXPENDITURES

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GRANTS AND CONTRACTS
ACTIVITY REPORT FOR SEPTEMBER 2003
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<tr>
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<td>National Science Foundation</td>
<td>Computer Science</td>
<td>Pending</td>
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<td>National Science Foundation</td>
<td>Interdisciplinary Technology</td>
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<td>Proposal #</td>
<td>Funding Agency</td>
<td>EMU Unit</td>
<td>Award Date of Action</td>
<td>Amount Requested</td>
<td>Amount Awarded</td>
<td></td>
</tr>
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<td>------------</td>
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<td>20040118</td>
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<td>Geography &amp; Geology</td>
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<td>20040124</td>
<td>National Science Foundation</td>
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<td>20040218</td>
<td>National Science Foundation</td>
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<td>20040307</td>
<td>National Science Foundation</td>
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<td>Pending</td>
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<td>20030825</td>
<td>Office of Research Integrity</td>
<td>Office of Research Development Physics &amp; Astronomy</td>
<td>Pending</td>
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<td>20031108</td>
<td>Oncology Nursing Society</td>
<td>Nursing Education</td>
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<td>20040418</td>
<td>Polyzen, Inc.</td>
<td>Center for Product Research and Development</td>
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<td>20040144</td>
<td>Proctor and Gamble</td>
<td>Coatings Research Institute Biology</td>
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<td>Sam Houston University</td>
<td>Interdisciplinary Technology</td>
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<td>20031034</td>
<td>U.S. Army TACOM</td>
<td>Coatings Research Institute</td>
<td>Pending</td>
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<td>20040127</td>
<td>U.S. Department of Health and Human Services</td>
<td>Social Work</td>
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<td>$573,031</td>
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<td>20040401</td>
<td>U.S. Department of State</td>
<td>Sociology, Anthropology and Criminology</td>
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<td>20040323</td>
<td>U.S. Geological Survey</td>
<td>Institute for Geospatial Research &amp; Education (IGRE)</td>
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<td>$29,973</td>
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<td>20040416</td>
<td>UAW-American Axle Manufacturing</td>
<td>Workforce Education</td>
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<td>$81,407</td>
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<td>20040417</td>
<td>UAW-American Axle Manufacturing</td>
<td>Workforce Education</td>
<td>Pending</td>
<td>$176,953</td>
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<td>20040302</td>
<td>UAW-Ford National Programs Center</td>
<td>Workforce Education</td>
<td>Pending</td>
<td>$748,334</td>
<td>$0</td>
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<td>20040327</td>
<td>University Corporation for Atmospheric Research (Denver)</td>
<td>Teacher Education</td>
<td>Pending</td>
<td>$101,295</td>
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<tr>
<td>20031113</td>
<td>University of Michigan</td>
<td>Counseling Services</td>
<td>Pending</td>
<td>$179,880</td>
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<td>20040219</td>
<td>University of Michigan</td>
<td>Sociology, Anthropology and Criminology</td>
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<tr>
<td>20040139</td>
<td>Washtenaw County Government</td>
<td>Business &amp; Technology Education EMU Foundation</td>
<td>Pending</td>
<td>$59,266</td>
<td>$0</td>
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</tbody>
</table>

GRANTS AND CONTRACTS
ACTIVITY REPORT FOR OCTOBER 2003
<table>
<thead>
<tr>
<th>Proposal #</th>
<th>Funding Agency</th>
<th>EMU Unit</th>
<th>Award Status Date of Action</th>
<th>Amount Requested</th>
<th>Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>20040140</td>
<td>Washtenaw County Government</td>
<td>Campus Life</td>
<td>Pending</td>
<td>$61,983</td>
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<tr>
<td>20040135</td>
<td>West Virginia University</td>
<td>Biology</td>
<td>Pending</td>
<td>$149,585</td>
<td>$0</td>
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</tbody>
</table>

Quantity of Awards: 31  
Sum of Awards: $2,470,935

Quantity of Pending: 70  
Quantity of Denied: 3
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 October 31, 2003.

STAFF SUMMARY
The new student union building project (Student Center), which includes the demolition of Pine Grove, is currently on hold. At this time, the project has been taken off of the Joint Capital Outlay Subcommittee agenda. Upon approval, the University and Design-Build team will be poised to sign all contracts, which will be placed on file with the Facilities Department, and the University will enter into the full contract amounts for the projects listed. Currently, the cost of the entire project is limited to an amount not to exceed $1,000,000 for services, material and labor associated with the project.

The McKenny Union re-assignment project has also been placed on hold. The University is currently reviewing issues related to the continual deterioration occurring in the facility and reviewing options to alleviate these concerns until the project is approved and started.

The Campus Master (Concept) Plan is continuing with University and community involvement. Submission of the final plan is due January 2004.

The campus classroom and instrumentation upgrade projects are continuing with furniture selections and bidding procedures in progress. The University has committed to three separate projects with varying funding sources ($800,000 from FY 2003 fund balance carryover and $800,000 from the FY 2004 Strategic Initiative budget). The anticipated completion for these projects is September 2004.

The South Pease parking lot project is scheduled to begin in the spring of 2004. Anticipated completion is scheduled for August 2004.

FISCAL IMPLICATIONS
Every effort is made 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**

**October 31, 2003**

<table>
<thead>
<tr>
<th>PROJECTS IN PROGRESS (GREATER THAN OR EQUAL TO $50,000)</th>
<th>ORIGINAL BUDGET</th>
<th>REVISED PROJECT BUDGET*</th>
<th>ACTUAL EXPENDITURES TO DATE</th>
<th>FORECAST OF FINAL COST</th>
<th>REVISED BUDGET LESS FORECAST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BEST FIRE ALARM REPLACEMENT</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Fund No.: U24600</td>
<td>$197,737.00</td>
<td>$197,737.00</td>
<td>$103,816.49</td>
<td>$146,486.81</td>
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<tr>
<td>Scheduled Completion: September 2003</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Status: Installation of new fire alarm equipment/devices is completed and functional. Final accounting in progress.</td>
<td></td>
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</tr>
<tr>
<td><strong>BROWN-MUNSON APARTMENTS RENOVATION</strong></td>
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<tr>
<td>Fund No: A03300</td>
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<td>$872,841.00</td>
<td>$252,238.00</td>
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<tr>
<td>Scheduled Completion: Project is ongoing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: Ongoing upgrade and modernization of apartments. Implementation upon vacancies throughout the year.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>BUELL MODERNIZATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund No: U22900</td>
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<tr>
<td>Scheduled Completion: September 2005</td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Status: Window replacement has been completed with the renovation of all of the student rooms in progress.</td>
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<tr>
<td><strong>BUELL SUBSTATION/SWITCH PANELS</strong></td>
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<td>Scheduled Completion: May 2003</td>
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<tr>
<td>Status: Replaced the 300KV and 500KV transformers and obsolete panel switches and switch gear is completed and in-use.</td>
<td></td>
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<tr>
<td><strong>CAMPUS CLASSROOM UPGRADE 2003</strong></td>
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<td>Fund No: U25600</td>
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<td>Scheduled Completion: September, 2004</td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Status: Prioritization of project list is in progress with the bid process beginning for furniture, blinds and whiteboards purchase and installation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>CAMPUS CLASSROOM UPGRADE 2004</strong></td>
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<td>Fund No: TBD</td>
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<td>$700,000.00</td>
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<tr>
<td>Scheduled Completion: September, 2004</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Status: Prioritization of project list is in progress. Additional funds have been allocated for furniture and classroom upgrades.</td>
<td></td>
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</tr>
</tbody>
</table>
# Construction Projects Progress Report

**Eastern Michigan University**  
**CONSTRUCTION PROJECTS PROGRESS REPORT**  
October 31, 2003

<table>
<thead>
<tr>
<th>Projects in Progress (Greater Than or Equal to $50,000)</th>
<th>Original Budget</th>
<th>Revised Project Budget*</th>
<th>Actual Expenditures to Date</th>
<th>Forecast of Final Cost</th>
<th>Revised Budget Less Forecast</th>
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</thead>
<tbody>
<tr>
<td><strong>Campus Classroom Instrumentation Upgrades 2004</strong></td>
<td>$200,000.00</td>
<td>$200,000.00</td>
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<td>Fund No: TBD</td>
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<tr>
<td>Scheduled Completion: September, 2004</td>
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<td></td>
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<tr>
<td>Status: Prioritization of project list is in progress.</td>
<td></td>
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<tr>
<td><strong>Campus Master (Concept) Plan</strong></td>
<td>$87,000.00</td>
<td>$87,000.00</td>
<td>$44,176.15</td>
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<tr>
<td>Fund No: U26350</td>
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<tr>
<td>Scheduled Completion: January 2004</td>
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<tr>
<td>Status: Charrettes &amp; group discussions in progress. The campus community has been providing input to Pollack Design Associates.</td>
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<tr>
<td><strong>Cornell Courts Apartment Renovation</strong></td>
<td>$236,063.00</td>
<td>$236,063.00</td>
<td>$112,260.00</td>
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<td>Fund No: A03450</td>
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<td>Scheduled Completion: Project is ongoing</td>
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<td></td>
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<tr>
<td>Status: Upgrade and modernization of apartments. Implementation upon vacancies through the year.</td>
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</tr>
<tr>
<td><strong>Dining Commons II Elevator Modernization</strong></td>
<td>$125,000.00</td>
<td>$125,000.00</td>
<td>$102,486.55</td>
<td>$102,486.55</td>
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<td>Fund No: U24350</td>
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<td>Scheduled Completion: September 2003</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Status: The repairs and installations are completed and the system is functional.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Dining Commons III Fire Alarm Replacement</strong></td>
<td>$100,000.00</td>
<td>$100,000.00</td>
<td>$68,973.28</td>
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<td>Scheduled Completion: September 2003</td>
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<tr>
<td>Status: All repairs and installation of new devices/controls are complete and functional. Final accounting in progress.</td>
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<tr>
<td><strong>Jones/Goddard Electrical Upgrades</strong></td>
<td>$160,000.00</td>
<td>$160,000.00</td>
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<td>Fund No: U14600</td>
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<td>Scheduled Completion: May 2004</td>
<td></td>
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</tr>
<tr>
<td>Status: Engineering design has been started.</td>
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<tr>
<td><strong>Mark Jefferson Elevator Control Repair</strong></td>
<td>$60,000.00</td>
<td>$60,000.00</td>
<td>$20,626.59</td>
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<tr>
<td>Fund No: U09400</td>
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<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Status: Project has begun with circuit control repairs in progress.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Eastern Michigan University
CONSTRUCTION PROJECTS PROGRESS REPORT
October 31, 2003

<table>
<thead>
<tr>
<th>PROJECTS IN PROGRESS (GREATER THAN OR EQUAL TO $50,000)</th>
<th>ORIGINAL BUDGET</th>
<th>REVISED PROJECT BUDGET*</th>
<th>ACTUAL EXPENDITURES TO DATE</th>
<th>FORECAST OF FINAL COST</th>
<th>REVISED BUDGET LESS FORECAST</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARK JEFFERSON LIGHTING UPGRADE/ENERGY CONSERVATION MEASURES</td>
<td>$245,000.00</td>
<td>$245,000.00</td>
<td>$ -</td>
<td>$245,000.00</td>
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<td>Fund No: U27500</td>
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</tr>
<tr>
<td>Scheduled Completion: September 2004</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Status: The repair and replacement of lighting fixtures will be bid. Replacement of T-12 to T-8 fixtures will be completed.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>MCKENNY REASSIGNMENT</td>
<td>$8,400,000.00</td>
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<td>$ -</td>
<td>$8,400,000.00</td>
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</tr>
<tr>
<td>Fund No: U26750</td>
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<td>Scheduled Completion: TBD</td>
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<td></td>
</tr>
<tr>
<td>Status: The project has been placed on-hold until State approval and authorization.</td>
<td></td>
<td></td>
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<tr>
<td>NEW STUDENT UNION</td>
<td>$36,600,000.00</td>
<td>$36,600,000.00</td>
<td>$99,051.74</td>
<td>$36,600,000.00</td>
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<td>Fund No: U26800</td>
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<td></td>
</tr>
<tr>
<td>Status: The project has been placed on-hold until State approval and authorization.</td>
<td></td>
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<tr>
<td>PARKING AND PAVING 2003</td>
<td>$6,644,000.00</td>
<td>$5,444,000.00</td>
<td>$4,427,524.00</td>
<td>$5,444,000.00</td>
<td>$ -</td>
</tr>
<tr>
<td>Fund No: U19050</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: September 2004</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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, with an anticipated completion of August, 2004.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MJ ELEVATORS (3)</td>
<td>$270,000.00</td>
<td>$270,000.00</td>
<td>$ -</td>
<td>$270,000.00</td>
<td>$ -</td>
</tr>
<tr>
<td>Fund No: U27600</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: September 2004</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: Modernization of the elevator electrical and mechanical systems.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QUIRK ELEVATOR/ADA IMPROVEMENTS</td>
<td>$220,000.00</td>
<td>$220,000.00</td>
<td>$ -</td>
<td>$220,000.00</td>
<td>$ -</td>
</tr>
<tr>
<td>Fund No: U27750</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: September 2004</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: The study of constructing an ADA accessible entrance and providing a new conveyance to all three levels.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MJ HVAC COIL REPLACEMENT</td>
<td>$430,000.00</td>
<td>$430,000.00</td>
<td>$ -</td>
<td>$430,000.00</td>
<td>$ -</td>
</tr>
<tr>
<td>Fund No: U26900</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: July 2004</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: Remove and replace existing heating and cooling coils in the AHU's.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Eastern Michigan University

### CONSTRUCTION PROJECTS PROGRESS REPORT

October 31, 2003

<table>
<thead>
<tr>
<th>PROJECTS IN PROGRESS (GREATER THAN OR EQUAL TO $50,000)</th>
<th>ORIGINAL BUDGET</th>
<th>REVISED PROJECT BUDGET</th>
<th>ACTUAL EXPENDITURES TO DATE</th>
<th>FORECAST OF FINAL COST</th>
<th>REVISED BUDGET LESS FORECAST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MJ COOLING TOWER REPLACEMENT</strong></td>
<td>$280,000.00</td>
<td>$280,000.00</td>
<td>$ -</td>
<td>$280,000.00</td>
<td>$ -</td>
</tr>
<tr>
<td>Fund No: U26950</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: June 2004</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: Replacement of existing cooling tower.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>QUIRK FIRE ALARM SYSTEM REPLACEMENT</strong></td>
<td>$99,000.00</td>
<td>$99,000.00</td>
<td>$70,274.20</td>
<td>$99,000.00</td>
<td>$ -</td>
</tr>
<tr>
<td>Fund No: U22500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: June 2003</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: New pulls/strobes and communication devices have been installed. The project is complete and operational. Final accounting in progress.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SECURITY CAMERA INSTALLATION</strong></td>
<td>$50,000.00</td>
<td>$50,000.00</td>
<td>$26,000.00</td>
<td>$50,000.00</td>
<td>$ -</td>
</tr>
<tr>
<td>Fund No: U22350</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: March 2003</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: Installation of new security cameras and equipment in North Campus Lot 1 and adjacent buildings has begun. Underground conduit and poles have been placed. System is operational. Final accounting in progress.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SILL RENOVATION RMS. 107 &amp; 111</strong></td>
<td>$60,000.00</td>
<td>$60,000.00</td>
<td>$8,674.24</td>
<td>$50,000.00</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Fund No: U26300</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: October 2003</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: The construction phase has been completed with the installation of furniture and the installation of telecommunications and data also finished. Final accounting in progress.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UNIVERSITY HOUSE</strong></td>
<td>$3,500,000.00</td>
<td>$3,500,000.00</td>
<td>$3,549,280.47</td>
<td>$3,584,345.62</td>
<td>$(84,345.62)</td>
</tr>
<tr>
<td>Fund No: U07150</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: June 2003</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: Project has been completed and is in-use. Final accounting in progress.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UTILITY DUCT BANK INSTALLATION/DTE</strong></td>
<td>$539,000.00</td>
<td>$539,000.00</td>
<td>$480,000.00</td>
<td>$539,000.00</td>
<td>$ -</td>
</tr>
<tr>
<td>Fund No: G005 126300</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: April 2003</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: Project has been completed and functional. Final accounting in progress.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Eastern Michigan University  
CONSTRUCTION PROJECTS PROGRESS REPORT  
October 31, 2003

<table>
<thead>
<tr>
<th>PROJECTS IN PROGRESS (GREATER THAN OR EQUAL TO $50,000)</th>
<th>ORIGINAL BUDGET</th>
<th>REVISED PROJECT BUDGET*</th>
<th>ACTUAL EXPENDITURES TO DATE</th>
<th>FORECAST OF FINAL COST</th>
<th>REVISED BUDGET LESS FORECAST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WESTVIEW APARTMENTS RENOVATION</strong></td>
<td>$ 119,000.00</td>
<td>$ 119,000.00</td>
<td>$ 110,155.00</td>
<td>$ 119,000.00</td>
<td>$ -</td>
</tr>
<tr>
<td>Fund No: A03400</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Completion: Project is ongoing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status: Ongoing upgrade and modernization of apartments. Implementation upon vacancies throughout the year.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **13.2 POWER LINES EXPANSION**                          | $ 160,000.00    | $ 160,000.00            | $ 160,000.00              | $ 160,000.00           | $ -                           |
| Fund No: Account U04900 closed, expenses transferred to U04550/$160,000. | $ 160,000.00    | $ 160,000.00            | $ 160,000.00              | $ 160,000.00           | $ -                           |
| Scheduled Completion: June 2003                         |                 |                         |                           |                        |                               |
| Status: Project has been completed and is in-use.       |                 |                         |                           |                        |                               |

| **TECHNOLOGY INFRASTRUCTURE ENHANCEMENT**                | $ 464,500.00    | $ 464,500.00            | $ -                       | $ 464,500.00           | $ -                           |
| Fund No: TBD                                           |                 |                         |                           |                        |                               |
| Scheduled Completion: March 2004                       |                 |                         |                           |                        |                               |
| Status: Bids are due November 20, 2003 with project work expected to begin by December 1, 2003. |                 |                         |                           |                        |                               |

**TOTAL PROJECTS IN PROGRESS**                           | $62,252,064.00  | $61,311,523.71          | $10,427,287.50            | $61,294,105.69         | $17,418.02                    |

* Revised Project Budget equals the Original Budget and all approved changes to the budget.  
Note: Projects shown as "Completed" are those where "actual expenditures to date" equals the "forecast", with no additional expenditures or work anticipated on the project.
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 October 31, 2003, be received and placed on file.

STAFF SUMMARY
The Student Accounts Receivable Ratio Analysis reflects that the October 31, 2003 net receivable balance is $14,901,000 or 20.79 percent of revenue as compared to $12,540,000 or 19.32 percent of revenue as of October 31, 2003, which is a 1.47 percent increase. The report shows an increase of 0.14 percent as compared to the five-year average of 20.65 percent.

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

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

University Executive Officer Date
# Student Accounts Receivable Ratio Analysis

**2002-03, 2003-04**

*(thousands of dollars)*

<table>
<thead>
<tr>
<th></th>
<th>2002-03</th>
<th></th>
<th></th>
<th>2003-04</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Revenue</td>
<td>Net Receivable</td>
<td>Percent</td>
<td>5 Year Average Percent</td>
<td>Revenue</td>
<td>Net Receivable</td>
</tr>
<tr>
<td>July</td>
<td>$53,949</td>
<td>$49,708</td>
<td>92.14%</td>
<td>70.61%</td>
<td>$59,893</td>
<td>$65,059</td>
</tr>
<tr>
<td>August</td>
<td>60,783</td>
<td>29,549</td>
<td>48.61%</td>
<td>48.90%</td>
<td>67,734</td>
<td>32,961</td>
</tr>
<tr>
<td>September</td>
<td>63,937</td>
<td>19,313</td>
<td>30.21%</td>
<td>33.44%</td>
<td>71,290</td>
<td>24,673</td>
</tr>
<tr>
<td>October</td>
<td>64,898</td>
<td>12,540</td>
<td>19.32%</td>
<td>20.40%</td>
<td>71,669</td>
<td>14,901</td>
</tr>
<tr>
<td>November</td>
<td>97,391</td>
<td>45,709</td>
<td>46.93%</td>
<td>23.29%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>December</td>
<td>116,363</td>
<td>13,239</td>
<td>11.38%</td>
<td>15.47%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January</td>
<td>123,673</td>
<td>15,498</td>
<td>12.53%</td>
<td>13.98%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>February</td>
<td>124,215</td>
<td>10,943</td>
<td>8.81%</td>
<td>9.50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>124,676</td>
<td>8,854</td>
<td>6.94%</td>
<td>6.96%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April</td>
<td>135,518</td>
<td>14,664</td>
<td>10.82%</td>
<td>11.10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>136,195</td>
<td>10,875</td>
<td>7.98%</td>
<td>6.90%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>136,428</td>
<td>8,193</td>
<td>6.01%</td>
<td>4.85%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Eastern Michigan University
**Student Accounts Receivable Reports**
For Month Ended October 31, 2003

#### Aging Report

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>60-120 Days</th>
<th>121-180 Days</th>
<th>181-360 Days</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Receivable</td>
<td>$4,147,644</td>
<td>$9,363,041</td>
<td>$838,643</td>
<td>$1,984,062</td>
<td>$16,333,410</td>
</tr>
<tr>
<td>Allowance</td>
<td>143,199</td>
<td>214,798</td>
<td>357,997</td>
<td>715,993</td>
<td>1,431,987</td>
</tr>
<tr>
<td>Net Receivable</td>
<td>$4,004,446</td>
<td>$9,148,243</td>
<td>$480,646</td>
<td>$1,268,088</td>
<td>$14,901,423</td>
</tr>
<tr>
<td>10/31/02 Balance</td>
<td>$2,960,177</td>
<td>$8,033,061</td>
<td>$416,343</td>
<td>$1,130,772</td>
<td>$12,540,353</td>
</tr>
</tbody>
</table>

#### Revenue Summary

<table>
<thead>
<tr>
<th></th>
<th>Fiscal Year To Date</th>
<th>Prior Year To Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General and Designated Fund Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Required Fees</td>
<td>$57,691,669</td>
<td>$51,262,734</td>
<td>12.54%</td>
</tr>
<tr>
<td>Other Student Fees</td>
<td>1,398,433</td>
<td>1,473,235</td>
<td>-5.08%</td>
</tr>
<tr>
<td>Total</td>
<td>59,090,102</td>
<td>52,735,969</td>
<td>12.05%</td>
</tr>
</tbody>
</table>

**Other Funds Revenue**

<table>
<thead>
<tr>
<th></th>
<th>Fiscal Year To Date</th>
<th>Prior Year To Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room &amp; Board</td>
<td>10,953,887</td>
<td>10,843,986</td>
<td>1.01%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,624,758</td>
<td>1,317,909</td>
<td>23.28%</td>
</tr>
<tr>
<td>Total</td>
<td>12,578,644</td>
<td>12,161,894</td>
<td>3.43%</td>
</tr>
</tbody>
</table>

**Total Revenue**

|                          | $71,668,746         | $64,897,864        | 10.43%    |
## Eastern Michigan University

**Student Accounts Receivable**

**Collection Agency Inventory**

**For Month Ended October 31, 2003**

<table>
<thead>
<tr>
<th>Agency</th>
<th>Cumulative Inventory @ October 2003</th>
<th>Cumulative Inventory @ October 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>AssetCare</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Credit Bureau of Ypsilanti</td>
<td>1,407,842</td>
<td>1,892,618</td>
</tr>
<tr>
<td>Enterprise Recovery</td>
<td>3,488,092</td>
<td>2,978,083</td>
</tr>
<tr>
<td>General Revenue Corporation</td>
<td>2,623,792</td>
<td>1,739,253</td>
</tr>
<tr>
<td>H. W. Ketchum Collection</td>
<td>(1,318)</td>
<td>1,287,522</td>
</tr>
<tr>
<td>Immediate Credit Recovery</td>
<td>-</td>
<td>3,684</td>
</tr>
<tr>
<td>National Enterprise Systems</td>
<td>2,256,693</td>
<td>1,393,360</td>
</tr>
<tr>
<td>World Credit, Inc.</td>
<td>684</td>
<td>684</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$9,775,785</strong></td>
<td><strong>$9,295,205</strong></td>
</tr>
</tbody>
</table>

- Five Year Revenue: $581,190,376
- Five Year % of Revenue: 1.68%

- Five Year Revenue: $530,127,696
- Five Year % of Revenue: 1.75%
### Net Assignments

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AssetCare</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Credit Bureau of Ypsilanti</td>
<td>5,885</td>
<td>343</td>
</tr>
<tr>
<td>Enterprise Recovery</td>
<td>172,778</td>
<td>749,064</td>
</tr>
<tr>
<td>General Revenue Corporation</td>
<td>222,129</td>
<td>481,968</td>
</tr>
<tr>
<td>H. W. Ketchum Collection</td>
<td>29</td>
<td>(20,311)</td>
</tr>
<tr>
<td>Immediate Credit Recovery</td>
<td>-</td>
<td>(6,768)</td>
</tr>
<tr>
<td>National Enterprise Systems</td>
<td>(28,463)</td>
<td>1,052,203</td>
</tr>
<tr>
<td>World Credit, Inc.</td>
<td>-</td>
<td>722</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$372,327</strong></td>
<td><strong>$2,257,240</strong></td>
</tr>
</tbody>
</table>

### Recoveries

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AssetCare</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Credit Bureau of Ypsilanti</td>
<td>27,959</td>
<td>53,721</td>
</tr>
<tr>
<td>Enterprise Recovery</td>
<td>89,112</td>
<td>161,503</td>
</tr>
<tr>
<td>General Revenue Corporation</td>
<td>100,827</td>
<td>117,383</td>
</tr>
<tr>
<td>H. W. Ketchum Collection</td>
<td>1,346</td>
<td>12,781</td>
</tr>
<tr>
<td>Immediate Credit Recovery</td>
<td>-</td>
<td>1,319</td>
</tr>
<tr>
<td>National Enterprise Systems</td>
<td>92,320</td>
<td>81,806</td>
</tr>
<tr>
<td>World Credit, Inc.</td>
<td>-</td>
<td>38</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$311,564</strong></td>
<td><strong>$428,551</strong></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>AssetCare</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Credit Bureau of Ypsilanti</td>
<td>17,431</td>
<td>18,618</td>
</tr>
<tr>
<td>Enterprise Recovery</td>
<td>28,299</td>
<td>36,364</td>
</tr>
<tr>
<td>General Revenue Corporation</td>
<td>27,799</td>
<td>31,066</td>
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<td>H. W. Ketchum Collection</td>
<td>673</td>
<td>3,429</td>
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<tr>
<td>Immediate Credit Recovery</td>
<td>-</td>
<td>290</td>
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<td>42,253</td>
<td>21,875</td>
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<tr>
<td>World Credit, Inc.</td>
<td>-</td>
<td>19</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$116,454</strong></td>
<td><strong>$111,661</strong></td>
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## Eastern Michigan University
### Collection Agency Inventory Rollforward
#### 2003-04

<table>
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<tr>
<th>Agency</th>
<th>Beginning Inventory September 2003</th>
<th>+October 2003 Assignments</th>
<th>-October 2003 Recoveries</th>
<th>=Ending Inventory October 2003</th>
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</thead>
<tbody>
<tr>
<td>AssetCare</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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<tr>
<td>Credit Bureau of Ypsilanti</td>
<td>1,412,325</td>
<td>-</td>
<td>4,484</td>
<td>1,407,842</td>
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<td>Enterprise Recovery</td>
<td>3,399,606</td>
<td>105,439</td>
<td>16,953</td>
<td>3,488,092</td>
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<td>2,462,920</td>
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<td>23,225</td>
<td>2,623,790</td>
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<tr>
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<td>(1,058)</td>
<td>(7,712)</td>
<td>260</td>
<td>(9,030)</td>
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<tr>
<td>Immediate Credit Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>National Enterprise Systems</td>
<td>2,264,405</td>
<td>-</td>
<td>-</td>
<td>2,264,405</td>
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<tr>
<td>World Credit, Inc.</td>
<td>684</td>
<td>-</td>
<td>-</td>
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<td><strong>TOTALS</strong></td>
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#### 2002-03 (Prior Year)

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<th>-October 2002 Recoveries</th>
<th>=Ending Inventory October 2002</th>
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<td>AssetCare</td>
<td>$31,869</td>
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<td>$31,869</td>
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<td>Credit Bureau of Ypsilanti</td>
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<td>(928)</td>
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<td>Enterprise Recovery</td>
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<td>General Revenue Corporation</td>
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<td>21,278</td>
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<td>Immediate Credit Recovery</td>
<td>(19,961)</td>
<td>23,865</td>
<td>220</td>
<td>3,684</td>
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<td>National Enterprise Systems</td>
<td>1,435,695</td>
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<td>24,975</td>
<td>1,393,359</td>
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<td>World Credit, Inc.</td>
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<td>-</td>
<td>144,479</td>
<td>684</td>
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<td><strong>TOTALS</strong></td>
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<td>$214,463</td>
<td>$273,487</td>
<td>$9,295,205</td>
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</table>
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

September 1, 2003 through November 15, 2003

ENTERPRISE NETWORKING INFRASTRUCTURE

- Halle Network Upgrade Project completed for all existing equipment. Wireless will be installed throughout Halle within next four weeks.
- Fiber Optic upgrades planned and engineered. Vendors have been qualified. Project is underway.

FACULTY, STAFF AND STUDENT LAB PC REFRESHMENT

- 272 Intel and 34 Apple systems replaced.

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

- Student

- Financial Aid
  o Beginning with FA03 term, full financial aid cycle performed on Banner.
  o Tentatively scheduled Process Improvement Assessment for three days between January 26 and February 5, 2004.

- Finance
  o November 11-13 – SCT conducted Process Improvement Assessment.

- Advancement
  o Contract arranged/signed and services started for conversion of gift and pledge data.

- Human Resources
  o October 26-28 – SCT conducted HR/Payroll Calendar Year-end training
  o Scheduled Process Improvement Assessment – February 3-5, 2004
End User Training (Conducted by EMU Trainers)

- Banner courseware reviewed and updated for new version.
- New my.emich brochure designed for Winter 2004 distribution.

WebCT / Campus Pipeline / Banner Integration

- WebCT Vista Pilot underway with 6 faculty, 830 students, 10 courses, and 32 sections.

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

- 12 eFellows applications received for Winter, 2004.
### Sources Of Funding

<table>
<thead>
<tr>
<th></th>
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<td>FY 2000 Supplemental/Other Carryover</td>
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<td>0</td>
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<td>550,000</td>
<td>659,032</td>
<td>109,032</td>
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<td>Gift Revenue</td>
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<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>190,000</td>
<td>0</td>
<td>(190,000)</td>
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<td>Loan (Internal Or External)</td>
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<td>1,741,374</td>
<td>351,397</td>
<td>(1,389,977)</td>
<td>(765,387)</td>
<td>(1,219,545)</td>
<td>25,215,151</td>
<td>27,085,503</td>
<td>1,870,352</td>
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<td>Technology Fee ($10 Per Credit Hour)</td>
<td>5,290,413</td>
<td>5,449,104</td>
<td>5,093,970</td>
<td>5,448,662</td>
<td>354,692</td>
<td>5,448,662</td>
<td>5,448,662</td>
<td>25,215,151</td>
<td>28,455,151</td>
<td>30,291,627</td>
<td>$1,836,476</td>
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<tr>
<td><strong>Total Sources Of Funding</strong></td>
<td><strong>$8,496,537</strong></td>
<td><strong>$7,082,059</strong></td>
<td><strong>$8,385,344</strong></td>
<td><strong>$5,600,059</strong></td>
<td><strong>$(1,035,285)</strong></td>
<td><strong>$4,683,275</strong></td>
<td><strong>$4,229,117</strong></td>
<td><strong>$28,455,151</strong></td>
<td><strong>$30,291,627</strong></td>
<td><strong>$1,836,476</strong></td>
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### Uses Of Funding

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<td>Infrastructure</td>
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<td>$1,919,074</td>
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<td>$1,665,000</td>
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<td>$6,660,000</td>
<td>$6,614,535</td>
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<td>Computer Refreshment</td>
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<td>954,722</td>
<td>1,274,303</td>
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<td>1,000,000</td>
<td>1,000,000</td>
<td>5,000,000</td>
<td>5,000,000</td>
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<tr>
<td>Portal/Applications</td>
<td>3,876,877</td>
<td>3,228,370</td>
<td>1,715,831</td>
<td>1,245,696</td>
<td>(470,135)</td>
<td>619,696</td>
<td>13,075</td>
<td>8,678,540</td>
<td>8,983,714</td>
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<td>166,400</td>
<td>173,056</td>
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<td>649,121</td>
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<td>Professional Development/Training</td>
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<td>483,150</td>
<td>213,000</td>
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<td>213,000</td>
<td>213,000</td>
<td>1,065,000</td>
<td>794,850</td>
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<td>Extended Student Lab Hours</td>
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<td>153,241</td>
<td>81,775</td>
<td>(71,466)</td>
<td>85,100</td>
<td>88,500</td>
<td>409,600</td>
<td>338,134</td>
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<td><strong>Sub-Total Non-LRT Uses</strong></td>
<td><strong>$5,912,983</strong></td>
<td><strong>$6,316,718</strong></td>
<td><strong>$5,591,064</strong></td>
<td><strong>$4,900,248</strong></td>
<td><strong>$(690,816)</strong></td>
<td><strong>$3,755,852</strong></td>
<td><strong>$1,494,553</strong></td>
<td><strong>$21,613,140</strong></td>
<td><strong>$22,360,354</strong></td>
<td><strong>$567,214</strong></td>
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<td>Learning Resource Technologies Debt</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>1,788,330</td>
<td>1,808,185</td>
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<td>308,982</td>
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<td>48,067</td>
<td>18,293</td>
<td>595,459</td>
<td>132,889</td>
<td>(462,570)</td>
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<tr>
<td><strong>Total Uses Of Funding</strong></td>
<td><strong>$7,448,401</strong></td>
<td><strong>$8,130,775</strong></td>
<td><strong>$6,835,344</strong></td>
<td><strong>$5,800,059</strong></td>
<td><strong>$(1,035,285)</strong></td>
<td><strong>$4,683,275</strong></td>
<td><strong>$2,377,376</strong></td>
<td><strong>$28,455,151</strong></td>
<td><strong>$28,439,886</strong></td>
<td><strong>$(15,265)</strong></td>
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</table>

### Net Sources/Uses

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<td>Net Sources/(Uses) In Fiscal Year</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$1,851,741</td>
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<td>Reserve Adj. For Net Sources/(Uses)</td>
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<td>$0</td>
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### Technology Loan

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<tbody>
<tr>
<td>Approved Technology Loan</td>
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<td>$2,475,000</td>
<td>$(750,000)</td>
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<td>$(930,000)</td>
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<td>(1,219,545)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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</table>
RECOMMENDATION

STAFF APPOINTMENTS

DIVISION OF ACADEMIC AFFAIRS ADMINISTRATIVE/PROFESSIONAL APPOINTMENTS/TRANSFERS

ACTION REQUESTED

It is recommended that the Board of Regents approve two (2) new Administrative/Professional appointments at the ranks, salaries, and effective dates shown on the attached listings.

FISCAL IMPLICATIONS

The salaries will be absorbed in the 2003-2004 personnel 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
# ADMINISTRATIVE PROFESSIONAL HIRING REPORT

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Race/Gender</th>
<th>Rank</th>
<th>Salary</th>
<th>Department</th>
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<tbody>
<tr>
<td>Roure</td>
<td>Jodie</td>
<td>H/F</td>
<td>AP09</td>
<td>$45,000</td>
<td>Academic Human Resources</td>
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<tr>
<td>Quilter</td>
<td>Shawn</td>
<td>W/M</td>
<td>AP11</td>
<td>$75,000</td>
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NEW ADMINISTRATIVE PROFESSIONAL HIRES

<table>
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<tr>
<th>Name</th>
<th>Race</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jodie Roure</td>
<td>H</td>
<td>F</td>
</tr>
</tbody>
</table>

Affirmative Action/EEO Specialist in Academic Human Resources effective October 10, 2003 at an annual base salary of $45,000.

**Education**
- Ph.D. (ABD) University at Buffalo, SUNY
- J.D. Western New England College School of Law, 1997
- B.A. Rutgers University-Douglass College, 1994

**Experience**
- 2000-2003 John Jay College of Criminal Justice
- 1998 International Institute of Buffalo, Inc.
- 1997-1998 SUNY at Buffalo
- 1996-1997 Western Massachusetts Legal Services
- 1995-1997 Western New England College of Law
- 1995 Office of the Massachusetts Attorney General
- 1992-1994 Rutgers University

<table>
<thead>
<tr>
<th>Name</th>
<th>Race</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shawn Quilter</td>
<td>W</td>
<td>M</td>
</tr>
</tbody>
</table>

Assistant Dean in the College of Education effective November 1, 2003 at an annual salary of $75,000.

**Education**
- Ph.D. University of South Carolina, 1998
- M.A. University of South Carolina, 1995
- M.A. Eastern Michigan University, 1993
- B.A. University of Michigan, 1990

**Experience**
- 1996-Present Eastern Michigan University
- 1993-1996 University of South Carolina
- 1993 Michigan Economic Education Council
- 1992 National Computer Systems
- 1991 American College Testing Program
STAFF APPOINTMENTS

ACTION REQUESTED

It is recommended that the Board of Regents approve 29 staff appointments for the reporting period of September 3, 2003 through November 13, 2003.

STAFF SUMMARY

Of the 29 appointments, 20 (69 percent) are females, 9 (31 percent) are males. Demographics of the total group indicate 21 Caucasians (72 percent), 5 African Americans (17 percent), 2 Hispanics (7 percent) and 1 Asian (4 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:** 11/13/03  
**Board Report**  
**Alphabetical Listing Within Classification Level Within Employee Group**

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Department</th>
<th>E Class</th>
<th>Grade</th>
<th>Job Title</th>
<th>Hire Date</th>
<th>Ann. Salary</th>
<th>%</th>
<th>Race</th>
<th>Sex</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>Andrea</td>
<td>I A Womens Gymn</td>
<td>AC</td>
<td>11</td>
<td>Asst Coach Stfb,CrTrk,Vol,Bsb</td>
<td>9/15/2003</td>
<td>$ 25,000.00</td>
<td>100</td>
<td>WH</td>
<td>F</td>
<td>Hire - New Staff/Faculty</td>
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<tr>
<td>Crowder</td>
<td>Susan</td>
<td>Adm Off-Campus Outs</td>
<td>AP</td>
<td>07</td>
<td>Mgr Regional Admissions</td>
<td>9/24/2003</td>
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<td>75</td>
<td>WH</td>
<td>F</td>
<td>Hire - New Staff/Faculty</td>
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<td>Ross</td>
<td>Marian</td>
<td>Adm Off-Campus Outs</td>
<td>AP</td>
<td>07</td>
<td>Mgr Regional Admissions</td>
<td>9/24/2003</td>
<td>$ 28,000.00</td>
<td>75</td>
<td>BL</td>
<td>F</td>
<td>Hire - New Staff/Faculty</td>
</tr>
<tr>
<td>Wanko</td>
<td>David</td>
<td>Adm Off-Campus Outs</td>
<td>AP</td>
<td>07</td>
<td>Mgr Regional Admissions</td>
<td>10/1/2003</td>
<td>$ 29,000.00</td>
<td>75</td>
<td>WH</td>
<td>M</td>
<td>Hire - New Staff/Faculty</td>
</tr>
<tr>
<td>Roure</td>
<td>Jodie</td>
<td>Dir Acad Human Res</td>
<td>AP</td>
<td>09</td>
<td>Acad Aff Empl/Affirm Act Spec</td>
<td>10/6/2003</td>
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<td>F</td>
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<tr>
<td>Wise</td>
<td>Timothy</td>
<td>I A Administration</td>
<td>AP</td>
<td>10</td>
<td>Asst Dir Ath Fac Oper</td>
<td>11/1/2003</td>
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<td>BL</td>
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RECOMMENDATION

SEPARATIONS/RETIREMENTS

ACTIONS REQUESTED

It is recommended that the Board of Regents approve 27 separations and retirements for the reporting period September 6, 2003 through November 13, 2003.

STAFF SUMMARY

Of the 27 separations and retirements there are 13 (48 percent) females and 14 (52 percent) males. Demographics of the total group indicate 16 Caucasians (59 percent), 8 African Americans (30 percent), 2 Hispanics (7 percent) and 1 Asian (4 percent).

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date
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- TERM AT WILL SEPARATION
- TERM DEATH
- TERM AT WILL SEPARATION
- TERM INVOLUNTARY
- TERM INVOLUNTARY
- TERM PERSONAL
- TERM INVOLUNTARY
RECOMMENDATION

EMERITUS FACULTY STATUS

ACTION REQUESTED

It is recommended that the Board of Regents grant Emeritus Faculty Status to six (6) former faculty members (one posthumously) listed in the attached report.

STAFF SUMMARY

The Collective Bargaining Agreement between Eastern Michigan University and the Eastern Michigan University Chapter of the American Association of University Professors (AAUP) provides that a faculty member who has served the University for at least fifteen (15) years may be nominated for Emeritus Faculty Status upon retirement.

The nominations for these individuals have received the support of their respective department heads, the deans of their colleges, and the Provost and Vice President for Academic Affairs.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Provost and Vice President for Academic Affairs

Date
Benjamin Hourani

Professor, Department of Political Science from 1968-2002
(34.5 years)

Doctoral Michigan State University
Masters American University of Beirut
Baccalaureate American University of Beirut

John R. Hubbard (Posthumously)

Professor, Department of Foreign Language and Bilingual Studies from 1970-2003
(33 years)

Doctoral Michigan State University
Masters Michigan State University
Baccalaureate Hope College

Eugene Jaworski

Professor, Department of Geography and Geology from 1971 - 2003
(32 years)

Doctoral Louisiana State University
Baccalaureate University of Wisconsin

James Roff

Professor, Department of Psychology from 1976 – 2003
(26.5 years)

Doctoral University of Minnesota
Baccalaureate University of Minnesota
**Zakhour Youssef**

Professor, Department of Psychology from 1965 - 2003  
(38 years)

- Doctoral: Wayne State University
- Masters: Wayne State University
- Baccalaureate: Wayne State University

**Robert M. Ward**

Professor, Department of Geography and Geology from 1969 - 2003  
(34 years)

- Doctoral: University of Michigan
- Masters: Indiana University
- Baccalaureate: Earlham College
EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: Benjamin Hourani

Current Status/Rank at EMU: retired December 2003 at the rank of Full Professor

Date of Hire at EMU: 6/28/1968 Retirement Date: 12/31/02

Number of Years at EMU: 34.5 years (Minimum of 15 years of service required)

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

Home Address:

Home Telephone: E-Mail Address:

Name of Spouse: Birthday: (day/month/year) 4/17/34

Degree(s)/Institutions/Year: Baccalaureate: American University of Beirut
Masters: American University of Beirut
Doctoral: Michigan State University

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.

Full Faculty of the Political Science Department January 21, 2003
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
EMERITUS FACULTY STATUS RECOMMENDATION

The Department of Political Science recommends the awarding of Emeritus Faculty Status for the following retiring/reired faculty member:

Name of Faculty Member: Benjamin Hourani

Current Status/Rank at EMU: Professor

Date of Hire at EMU: 1968 Retirement Date: 12/31/02

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

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

Home Address:

Home Telephone: E-Mail Address:

Name of Spouse:

Degree(s)/Institutions/Year: Baccalaureate: American University of Beirut

Masters: American University of Beirut

Doctoral: Michigan State University

Please Attach a Brief Statement of Support to this Form

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

Recommended by (please print) Date

Department Head / / / / Date Dean Date

Provost Date Date Submitted to Board of Regents

Please forward this completed form to: Lori H. Ristau
Academic Affairs, 106 Welch Hall
February 10, 2003

To the Board of Regents, Eastern Michigan University:

I am pleased and honored to recommend Benjamin Hourani be granted the status of emeritus professor of political science. I have known Dr. Hourani for nearly ten years as a respected colleague and friend and had the pleasure of evaluating his work in my role as department head of the political science department at Eastern Michigan University. He is an exemplary teacher, researcher and mentor- a truly ethical and humane scholar in every sense imaginable. I routinely hear from students that his courses inspired them and many suggest that his were the most thought provoking courses of their academic careers. He challenges us all in order to help us learn and grow in our understanding of citizenship in a global society. My comments below highlight a few especially noteworthy activities from his long and successful career with us at EMU. We miss him tremendously although we hope to maintain an ongoing relationship with him through the granting of emeritus rank.

Dr. Hourani successfully led EMU’s Collegium for Advanced Studies, organizing the Collegium’s research-based conferences and community activities and editing its journal, Mosaics. He also coordinated a highly successful semester long seminar series focusing on interdisciplinary issues of technology and the politics of the present and future. These efforts highlight his dedication to bringing disparate views and approaches to analysis into dialogue with each other with the goal of addressing important problems confronting society. Professor Hourani also created and taught the department’s first MPA course examining Ethics and Politics. His leadership in this area was extremely important in bringing us all to an understanding of these questions and their centrality to government and leadership at all levels.

I would also like to commend Professor Hourani’s commitment to a truly interdisciplinary approach to questions of ethics in the policy making process. His thinking and analysis attempt to bring a number of disciplinary approaches and views to bear on questions under study. It is only through efforts of this type that we are likely to gain insights that may fundamentally improve our understanding of the conditions and relationships in this area. I believe the discussions and questions he focuses on would be informative and thought provoking to faculty, students, administrators, and citizens in general across the spectrum. The issues could not be more timely or relevant to current events or scholarly examinations. This level of relevance and connection is difficult to achieve and should be fostered through our university’s programs. The potential of these discussions is truly exciting. The value of this endeavor is wide reaching in scope. Our university community has been and will continue to be enhanced as will those communities beyond our own university. I urge you to recognize his enduring contributions through the granting to him the rank of emeritus professor in political science.

Please do not hesitate to contact me should you need any further information related to this recommendation.

Sincerely,

Rhonda S. Kinney
Department Head, Political Science
Eastern Michigan University
Dr. Benjamin Hourani’s long and significant contribution to the Department of Political Science and to the Master of Public Administration Program in particular has been exemplary. As a teacher of organizational theory, Ben focused on the impact of organizations on individuals and society, with a particular concern for the creation of humane democratic institutions. This focus permeated his courses and his interactions with students and colleagues alike. The following comments from an MPA alumni, upon learning of Dr. Hourani’s retirement captures the essence of gentle Ben:

“One holiday while in the MPA program, my daughter Eva was visiting me from Alaska. At the time, she was around eleven years old. We went to the MPA offices one evening and Dr. Hourani was the only one around. Dr. Hourani's kindness and manner made a great impression on Eva. She also liked his beard. When we left that night, she commented 'he is so cute and nice'. Till this day, she still remembers him and on occasion asks about him. I also remember him and think well of him as a person and teacher. Thank you Dr. Hourani.” (Kerry Kotowski)

It is with joy at having had Ben Hourani as a friend and colleague and sadness over his retirement, that we are pleased to honor him with the status of “professor emeritus.”

Raymond A. Rosenfeld,
Director, MPA Program
EMERITUS FACULTY STATUS RECOMMENDATION

The Department of Foreign Language and Bilingual Studies recommends the awarding of Emeritus Faculty Status for the following retiring/reired faculty member:

Name of Faculty Member: John R. Hubbard

Current Status/Rank at EMU: Full Professor

Date of Hire at EMU: 1970 Retirement Date: __________________________

Number of Years at EMU: 33 (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: __________________________

Degree(s)/Institutions/Year: Baccalaureate: Hope College, 1961

Masters: Michigan State University 1967

Doctoral: Michigan State University 1971

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.

Elisabeth J. Morgan 10/08/03
Recommended by __________________________ 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
Department of Foreign Languages and Bilingual Studies
Inter-Office Memorandum

TO: Linda Pritchard, Dean
   College of Arts and Sciences

FROM: Elisabeth Morgan
      Interim Head

DATE: October 1, 2003

SUBJECT: Nomination of John Hubbard for emeritus status

I would like to nominate posthumously Professor John Russell Hubbard for emeritus status, in accordance with the AAUP contract, Article XX, 990. Dr. Hubbard was an employee of Eastern Michigan University for 33 years. He served as faculty in the German section of the Department of Foreign Languages and Bilingual Studies, and served twice as Department Head and once as Acting Head. He returned to faculty in July 2002, and was looking forward to retiring.

As you know, Dr. Hubbard passed away on Monday, September 22, 2003, leaving the entire EMU and Ann Arbor communities shocked and greatly saddened. He contributed so much to students, international programming, faculty, and colleagues. He was a fine mentor, a great role model, and a wonderful friend. He loved this University.

I hope you accept my nomination of John Hubbard for emeritus status.

cc: Robert J. Van Der Velde, Assistant Vice President
    Academic Affairs
    Faculty and Staff, Foreign Languages and Bilingual Studies

219 Alexander, 487.0130, Fax: 487.3411
E-mail: elisabeth.morgan@emich.edu
JOHN R. HUBBARD  
3204 Dexter Road  
Ann Arbor MI 48103  
(734) 662-1583  

RESUME: 1997-September, 2002  

EDUCATION  

Ph.D., German Language & Literature  
Michigan State University, East Lansing, Michigan, 1971  

MA, German  
Michigan State University, East Lansing, Michigan, 1967  

BA. German  
Hope College, Holland, Michigan, 1961  

Michigan Secondary Certification (permanent) in German and English (7-12)  

EMPLOYMENT HISTORY  

June, 2002 - Present  
Professor of German, Eastern Michigan University  

Sept., 1997- June, 2002:  
Department Head, and Professor, Department of Foreign Languages and Bilingual Studies  

PROFESSIONAL DEVELOPMENT ACTIVITIES  

Participant, Seminar on German Reunification, Goethe Institute, Wiesneck, Germany, summer, 1998.  

NDEA Institute for Secondary School Teachers of German: Stanford University in Bad Boll, West Germany, summer, 1963.  

NDEA Institute for Secondary School Teachers of German; Notre Dame University, summer, 1962.  

TEACHING EXPERIENCE  

German Language and Literature and Business German: I have taught the full range of German courses offered by the department, from beginning level to graduate.
Secondary: I have taught all grades and age groups (7-12 grades). The courses included English, German, History and Civics. I coached football.

(Sept., 1962 - June, 1965    German and English teacher at Whitehall High School, Whitehall, Michigan)


GRANT ACTIVITIES

Oct., 1997    I submitted a preliminary proposal to the Fund for the Improvement of Postsecondary Education for a three-year project to develop state-of-the-art, high-tech educational materials for foreign language teaching.

PRESENTATIONS AND WORKSHOPS (Last five years)

Ronald Cere and John R. Hubbard
"Language and Culture in the Classroom and in the World of Work," Michigan Foreign Language Association Meeting, Lansing, MI, October 2001

Ronald Cere and John R. Hubbard
"Culture + Language = Communication," workshop conducted at the Central States Conference on Foreign Languages, Indianapolis, IN, April, 2001

Ronald Cere and John R. Hubbard
"Communicating across Cultures in Business and the Professions," session conducted at the Michigan Foreign Language Association Meeting Lansing, MI, October 2000.


PROFESSIONAL MEMBERSHIPS

American Association of Teachers of German; Michigan Foreign Language Association; American Council on the Teaching of Foreign Languages; American Association of University Professors

HONORS AND AWARDS

Faculty Recognition Award from the Division of University Marketing and Student Affairs.

Member: Delta Phi Alpha, German Honorary Fraternity.

9-24-02
The Department of Geography and Geology recommends the awarding of Emeritus Faculty Status for the following retiring/retired faculty member:

Name of Faculty Member: Eugene Jaworski

Current Status/Rank at EMU: Professor

Date of Hire at EMU: 08-26-71 Retirement Date: 09-01-03

Number of Years at EMU: 32 yrs (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: __________________________

Degree(s)/Institutions/Year: Baccalaureate: B.S. 1966 University of Wisconsin (Geography)
Masters: __________________________
Doctoral: Ph.D. 1971 Louisiana State University (Geography)

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.

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
Statement of Support for Dr. Gene Jaworski

Professor Gene Jaworski has taught highly specialized courses in the Department of Geography and Geology for many years including Environmental Analysis, Remote Sensing and Aerial Photo Interpretation. He has played a critical role in our Planning and Earth Science Programs and supervised numerous graduate research and thesis projects and mentored many graduate students.
VITAE OF EUGENE JAWORSKI

Personal:
Name: Eugene Jaworski
Sex: Male
Date of Birth: 1-8-41
Race: Caucasian
Place of Birth: Green Bay, WI
Citizenship: USA
Marital Status: Married with 4 children

Social Security #: 388-40-3971
Address: 1405 W. Cross
Ypsilanti, MI 48197
Tel: (EMU Ofc.) 313/487-1480
(Home) 313/485-3718

Education:

High School: Pulaski High School
Pulaski, WI 54162
Attended 1955-1959; graduated with honors.

University: University of Wisconsin, Madison, WI
Attended Sept. 1962 to May 1966
B.S. Degree June 1966; graduated cum laude
Major - Geography; Minor - Geology & Sociology
Rec'd Alfred Sloan Scholarship - senior year

Louisiana State University, Baton Rouge, LA
Awarded NDEA-IV Fellowship for PhD program
PhD conferred January 1971
Major - Geography (Environmental Studies)
Minor - Agronomy (Soils) and Marine Science

Current Employment:

Occupation: Teacher (Professor)
Title: Professor of Geography
Employer: Eastern Michigan University
Department of Geography-Geology
Ypsilanti, MI 48197

Current Supervisor: Elwood J. C. Kureth, Head
Department of Geography-Geology
Eastern Michigan University
Ypsilanti, MI 48197
Tel: 313/487-0218

Work Experience:

Texas A & M University, College Station, TX
Ass't Professor, Dept. of Geography, Sept 1970 to May 1971

Eastern Michigan University, Ypsilanti, MI
Dept. of Geography-Geology
-Assistant Professor, 1971-1974
-Associate Professor, 1975-1981
-Full Professor, 1981 to present
Work Experience Cont'd:

-Coordinator, Land Use Analysis Program, 1975-1982
-Director, Institute for Community and Regional Development (ICARD), 1979-1983
-Technical Director, Groundwater Education Grant, 3-year Grant. Awarded 1 September 1990.

Workshops and Seminars:

Wetlands: Presented several workshops and seminars to Michigan Dept. of Natural Resources (DNR), US Army Corps of Engineers, and US Environmental Protection Agency on function and value of freshwater wetlands during the 1975-1980 interim.

Remote Sensing and Spatial Data Management: Offered workshops on Landsat remote sensing and geographic information systems (GIS) for Environmental Research Institute of Michigan (ERIM), US Army Corps of Engineers, Enviroisphere Incorporated, Central Michigan University, and others during the 1978-1984 period.
-During Summer 1985 taught a 10-week introduction to remote sensing and a 1-week spatial data management (along with John G. Lyon of Ohio State) workshop to Detroit District Corps of Engineers.

Hazardous Waste: Presented seminars and talks on hazardous waste management and Michigan's Hazardous Waste Act (PA 64) to numerous groups including Southeast Michigan Council of Governments (SEMCOG), Eastern Michigan University, Oakland Co. Board of Commissioners, and others during 1980-1984 interim.

Computer-Aided Design and Drafting: As a training consultant for CADserv Inc. of New Hudson, MI, provided hands-on training for several groups including Hubbell-Roth and Clark Engineering in 1984.


Professional Societies:

American Museum of Natural History
American Society of Photogrammetry and Remote Sensing
Association of American Geographers
Michigan Academy of Science, Arts and Letters
Appointments and Offices:

- President, Ypsilanti Area Futures, Inc. August 1985 - 1989.

Teaching Responsibilities:

Environmental impact assessment, environmental management, aerial photograph interpretation, remote sensing, geographic information systems, biogeography, and various special topic courses.

Publications and Papers:


RESEARCH/SCHOLARLY/CREATIVE ACTIVITIES

A. Research Activities:

Two papers to be presented at a Poster Session on Tuesday, 30 April 1991. I am performing computer-assisted classification on the Department’s ERDAS Image Processing-GIS System.

- "DISCRIMINATION OF SEDIMENTARY ENVIRONMENTS IN DOTH FAISHAKH AREA, NORTHWESTERN QATAR PENINSULA USING LANDSAT IMAGERY AND AERIAL PHOTOGRAPHY"

- "COMPOSITE LANDSCAPE OF KHOR ALUADID AREA SOUTHEASTERN QATAR PENINSULA, THE ARABIAN GULF: A REMOTE SENSING REGIONAL PERSPECTIVE"

B. Scholarly Activities – SER-GEM Center:

In addition to the above, the following projects are being developed under my direction as Technical Director of the SER-GEM Center. (Southeast Regional-Groundwater Education in Michigan Center).

- Site Remediation of the Ypsilanti Commons:
  Level 1 and Level 2 environmental audit (for hazardous waste) of the vacant 10-acre parcel in City of Ypsilanti.

- Gallagher Creek, Oakland Township, Oakland County:
  Research of the groundwater conditions of this coldwater (trout) stream. Preparation of best management practices to protect the stream from residential development impacts.

- Geologic Profile of Sharon Township, Washtenaw County:
  Preparation of a report, including 7 maps and two cross sections, regarding the groundwater characteristics of this township which relies on private wells for drinking water.

- Review of Groundwater Contamination, Waterford Hills Landfill:
  Review of the hydrogeologic and monitoring well data as regards the preparation of a summariel report on the hazard posed by this leaking municipal (Type II) landfill near Pontiac, MI.

C. Creative Activities:

- Assistance to City of Southfield in relation to the drafting of a woodland/tree ordinance for the municipality.
- Mapping of the wetlands within the 20,000 acre Meridian Township, located east of Okemos, Michigan. Also, assistance on preparing a local wetlands ordinance.

- Attended Computer-Aided Engineering Workshop, held 28 March 1990, at Radisson Hotel, in Lansing, MI. Took LuAnne Boyer (Horvath) along. Focused on Intergraph's GIS.

- Installed Version of 7.4 of ERDAS Image Processing and GIS System, on IBM PC/AT Workstation, in Room 118, Strong Hall. Larry McKillip assisted.

- Visited Richard N. Pessaro, Geology Department, Western Michigan University, for information on AQUI PRO, a aquifer vulnerability model, which John Foley wishes to use in his thesis.

- Reviewing theses by Gregory Barrows and David Foster.
EASTERN MICHIGAN UNIVERSITY
Division of Academic Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: James Roff

Current Status/Rank at EMU: Full Professor (retired)

Date of Hire at EMU: 8/30/1976 Retirement Date: 1/6/2003

Number of Years at EMU: 26.5 (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: BA University of Minnesota 1962

Masters: ____________________________________________

Doctoral: Ph.D. University of Minnesota, 1973

Please Attach a Brief Statement of Support to this Form

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

John Knapp

Recommended by ___________________________ Date ___________________________

Provost ___________________________ Date ___________________________

Lori H. Ristau
Academic Affairs, 106 Welch Hall

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

025521
To:    Dean Linda Pritchard  
       Provost Paul Schollaert

From:  John Knapp

Re:    Emeritus Faculty Status for Professor James Roff

Jim Roff retired from his position as a Full Professor in the Psychology Department after 26.5 years. He was noted to be an excellent lecturer and was a major contributor to our undergraduate and graduate programs. Having come from the University of Minnesota, he was our resident expert in the use of the MMPI which still today is one of the major measures used to diagnose psychopathology. He taught undergraduate courses in personality and abnormal psychology, and he also taught graduate courses in personality and psychopathology. His field of expertise was the area of schizophrenia and, over the years, he published many articles in widely respected journals that looked at factors predictive of this abnormal behavior pattern. He also was a critical member of our department’s personnel committee (I believe he served on it every year he was a member of the department). He played a pivotal role in the development of our department’s DED and DID. He also served as our department’s representative to the CCRSL for most of the years that he was a faculty member.

In May at a department meeting the faculty unanimously supported the recommendation that Professor Roff be “promoted” to Emeritus Faculty Status. We hope you concur with this recommendation.
The Department of Psychology recommends the awarding of Emeritus Faculty Status for the following retiring/retired faculty member:

Name of Faculty Member: Zakhour Youssef

Current Status/Rank at EMU: Full Professor (retired)

Date of Hire at EMU: 9/1/1965 Retirement Date: 5/1/2003

Number of Years at EMU: 38 (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: BA Wayne State University, 1961

Masters: MA Wayne State University, 1963

Doctoral: Ph.D. Wayne State University, 1964

Please Attach a Brief Statement of Support to this Form

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

John Knapp
Recommended by (please print) Date

Department Head
Date

Dean
Date

Provost
Date Submitted to Board of Regents

Please forward this completed form to: Lori H. Ristau
Academic Affairs, 106 Welch Hall 025520
September 30, 2003

To: Dean Linda Pritchard  
Provoit Paul Scholl

From: John Knapp

Re: Emeritus Faculty Status for Professor Zakhour Youssef

Zakhour Youssef retired from his position as a Full Professor in the Psychology Department after 38 years. Zak loved his work as a faculty member. Over the years he taught thousands of students in his Psychology of Sex class. He was extremely skillful in dealing with undergraduates as they considered some rather controversial and delicate issues. Students loved taking his courses and interacting with him. Because of his extensive clinical training and experience as a therapist, he could make courses come alive with case history material. The same was true for his graduate courses such as clinical psychology. He was a highly skilled therapist who provided exceptional training and was a wonderful model for our graduate students pursuing clinical training. He also was a wonderful mentor for our newer clinical faculty and volunteered his time to provide the supervision necessary to help them achieve full licensure.

Zak began his career with a strong research emphasis, shifted to a focus more on clinical work and applications, and ended his career doing collaborative research with members within and outside the psychology department. He maintained a strong service record while in the department by participating in such things as Faculty Council and Graduate Council. He remains a true ambassador and advocate for our department and university since he is a highly visible person in the Ypsilanti-Ann Arbor community. His love for Eastern is evidenced by his commitment to establish and fund a scholarship in his wife’s name.

In May at a department meeting our faculty unanimously supported the recommendation that Professor Youssef be “promoted” to Emeritus Faculty Status. We hope you concur with this recommendation.
EMERITUS FACULTY STATUS RECOMMENDATION

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

Name of Faculty Member: Robert M. Ward

Current Status/Rank at EMU: Professor

Date of Hire at EMU: 9-12-69 Retirement Date: 9-03-03

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

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

Home Address: 

Home Telephone: 

E-Mail Address: 

Name of Spouse: 

Birthday: 

Degree(s)/Institutions/Year: Baccalaureate: A.R. 1958 Earlham College (Geology and Soil Science)

Masters: M.A.T. 1963 Indiana University (Geography)

Doctoral: Ph.D. 1971 University of Michigan (Geography)

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
Statement of Support for Dr. Robert Ward

Professor Robert ("Rocky") Ward has served the Department of Geography and Geology with distinction and dedication for 34 years. He was instrumental in establishing our highly successful Urban and Regional Planning Program (URP) for which he served as graduate advisory for many years. He has mentored countless students and served on many community committees and Planning Boards. Even though retired, he continues to serve on Thesis Committees, as a research advisor, and to teach part time in the graduate URP Program.
VITA

ROBERT M. WARD
Department of Geography & Geology
Eastern Michigan University
Ypsilanti, MI 48197
Telephone 734-487-8488

CURRENT POSITION

Full Professor, 1981 – 2003 Eastern Michigan University (retired)

EDUCATION

Ph.D. 1971 University of Michigan (Geography)
M.A.T. 1963 Indiana University (Geography)
A.B. 1958 Earlham College (Geology and Soil Science)

EXPERIENCE

2003 Private consulting in urban & regional planning
   last project: Economic Development Plan for Temperance,
   MI with ENP & Associates
2001 Acting Department Head - Department of Geography & Geology
2001 Project Administrator: RMST (Titanic) Project
1989-97 Coordinator: China Exchange Program, World College, EMU
1988 Foreign Teaching Professor, Shanghai Normal University and
   Northwestern Agricultural University, People’s Republic of China
1969-2003 Faculty, Eastern Michigan University
   Associate Professor, 1975
   Assistant Professor, 1969
1969-89 Freelance Cartographer
1968-69 Recreation Planner, Bureau of Outdoor Recreation
1966-68 Instructor, Wayne State University
1966 Cartographer, Bureau of Outdoor Recreation
1963-65 Instructor, Illinois State University
1958-59 Soil Scientist, Soil Conservation Service
PUBLICATIONS


REPORTS

ENP & Associates (Erin Perdu, Michele Russo & Robert M. Ward) 
Economic Development Plan: Temperance, MI 2003


Ward, Robert M. and Norman Tyler, East Michigan Avenue Corridor 

Ward, Robert M., et al., Land Use Policy Plan, Sharon Township, 

Ward, Robert M., Pat Kangas, & David Schneider, Solid Waste 


Ward, Robert M. and James Vaughn, "Cartographic Design of 95 maps," 

Magee, Steve, Robert Swarthout and Robert M. Ward, Land Development 
Code (Administration, Subdivision Regulations, and Zoning Ordinance), 
Coconut Creek, Florida, 1986.

Ward, Robert M., Guide to Land Development, Coconut Creek, Florida, 
1986.

Ward, Robert M., Recreation Site Plan for Robert A. Lillie Park in Pittsfield 
Township, Washtenaw County, MI., 1984

Ward, Robert M., Rural Residential: Washtenaw County, Washtenaw 
County Metropolitan Planning Commission, (Michigan) 1981.

DiMento, Joseph F., Carl V. Schmaltz and Robert M. Ward, Rural Policies 
in Washtenaw County, Washtenaw County Metropolitan Planning 

McDonald, James R. et al., (R. Ward), Wetland Inventory Preparation 
Study of Michigan, Division of Land Resources, Dept. of Natural 

Ward, Robert M., Chelsea (Michigan) Recreation Plan, 1975
PRESENTATIONS


2001  "Urban Sprawl in Metropolitan Detroit: Thirty Years of Change," (with Jennifer Budjos) American Association of Geographers Annual Meeting, New York City

1999  "Teaching Historical Geography Using Plat Maps," (with Heather Eisenhardt) National Council for Geographic Education Annual Meeting, Boston

1997  "Applications of Geographic Information Systems to Urban & Regional Planning," Chinese Academy of Science, Beijing, PRC

1997  "Revitalization of Central Cities in the United States," Peking University, Department of Urban and Environmental Science, Beijing, PRC


1995  "Applications of GIS to Urban Planning," Wuhan Technical University

1995  "Urban Environmental Planning," Shanghai Environmental Protection Agency


1989  "History of Cartography," Ferris State University - Extension in Royal Oak, MI.
1984  "Korean Atlases of the 17th and 18th Centuries" Michigan Map Society, The University of Michigan, Ann Arbor, MI.
1982  "The Landscape Architect as Steward of the Rural Landscape," American Society of Landscape Architects Annual Regional Meeting, Cleveland.
1981  "Rural Land Use Planning," University of Michigan, Ann Arbor, MI.
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<th>Year</th>
<th>Title</th>
<th>Location</th>
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CONSULTANT/GRANTS

2003 ENP and Associates – Economic Development Plan – Temperance, MI
2001 Co-PI & Project Administrator - EMU/RMS Titanic Contract
1997-98 Coordinator: Business & Industry - National Science Foundation Grant -
A Worksite Alliance: Community Based GIS Education
1992 World Book Encyclopedia
1991 Ypsilanti Township, Washtenaw County, MI
1990 Shanghai Association of Science and Technology - City of Shanghai -
People's Republic of China
1989 General Motors Hydramatic - Willow Run, MI
1988 Ypsilanti Township, Washtenaw County, MI
1988 Shanghai Normal University, People's Republic of China
1988 West Publishing Company, St. Paul, MN
1986 City of Coconut Creek, Florida
1985 "Tactual Maps for Blind Persons," Eastern Michigan University, 
Graduate School Research Support Funds.
1983 CAD serv, Inc., Milford, MI
1982 "Rural Preservation: Videotaping the Experiences of Three 
S.E.Michigan Townships," (with Marshall McLennan), Michigan 
Council for the Humanities.
1981 "Geographic Information Systems," subcontract from Environmental 
Research Institute of Michigan.
1980 "Rural Policies in Washtenaw County," Farmers Home Administration 
Subcontract from Washtenaw County Metropolitan Planning 
Commission, (Michigan).
1980 "Public Presentations on Agricultural Land Preservation" The S&H 
Foundation
1979-80 Washtenaw County Metropolitan Planning Commission
1978 "Warning for Coastal Flooding in Monroe County, Michigan," approved 
for funding by NSF (Quick Response Investigations) through Institute of 
Behavioral Science, University of Colorado.

1974 Human Ecology Research Services, Inc., Colorado

1973 "Noise, Space, and Use of Recreational Areas," NSF institutional grant to Eastern Michigan University.


1969 "Perception and Adjustment to Natural Hazards by Florida Agriculturalists," NSF through Gilbert F. White.
OFFICES HELD and PROFESSIONAL SERVICE

2001    Board of Directors Ypsilanti Area Convention and Visitors' Bureau
1998    Washtenaw County Soil Erosion & Sedimentation Control Board of Appeals (Vice-Chair)
1995    Washtenaw County Metropolitan Planning Commission (Vice-Chair 2002)
1996-97 Washtenaw County Agricultural Lands/Open Space Task Force
1995-98 Michigan Society of Planning Officials: Education Committee
1993    Nomination (Successful) of Mr. Don Cannon for E.M.U. Alumni Achievement Award
1992-93 Research & Sabbatical Leave Committee: E.M.U.
1992-93 Department Head Search Committee
1992    Nomination (Successful) of Mr. Steve Magee for E.M.U. Outstanding Young Alumni Award
1990-98 Faculty Advisor, China Student Association: Eastern Michigan University
1987-89 Graduate Deans' Award for Research Excellence Committee
1979-87 Editor, The Geographical Bulletin. Scholarly journal of Gamma Theta Upsilon, the international geography honor society
1985    Conference director on "Incentive Taxation," Silverdome in Pontiac, Michigan
1984-85 Local Arrangements Committee - Association of American Geographers, 1985 annual meeting in Detroit, Michigan
1984-92 Board of Directors: Citizens Council on Land Use Research and Education
1983-84 Chaired sessions of Michigan Academy of Science, Arts and Letters annual meetings
1980-87  Board of Directors, Gamma Theta Upsilon (ex officio)
1980-90  Co-Director of Cartography and Remote Sensing program, Eastern Michigan University
1976-91  Co-Director of Land Use Planning program, Eastern Michigan University
1976-03  Advisor, Graduate Students in Geography
1972-73  Chelsea Area Regional Planning Committee

HONORS
1996    National Alumni Teaching Excellence Award
1985-86 Sabbatical Award.
1985    Graduate School Research Award
1983    Chaired geography session of Michigan Academy of Science, Arts, and Letters annual meeting.
1982    Acknowledged by Environmental Research Institute of Michigan for work on Goddard Space Flight Center grant Code 269 entitled, "Landsat Technology Transfer to the Private and Public Sectors Through Community Colleges and Other Locally Available Institutions."
RECOMMENDATION

EMERITUS STAFF STATUS

ACTION REQUESTED

It is recommended that the Board of Regents grant Emeritus Staff Status to (2) former staff members: Rosella Bannister, retired director of the National Institute of Consumer Education (NICE), a unit of the College of Education and Gwendolyn M. Reichbach, retired executive director of NICE.

STAFF SUMMARY

According to University policy, retiring Administrative/Professional staff members (i.e., AP-10 and above) who have served the University for at least fifteen (15) years, may be granted Emeritus Staff Status. Such status is conferred based on the recommendation of the President and approval of the Board of Regents.

Ms. Rosella Bannister served with great distinction for 25 years as the Director of the National Institute for Consumer Education (NICE) until her retirement in early 1998. Dr. Gwendolyn M. Reichbach served with great distinction for 30 years as both a faculty member (1974-1996) and administrator (1998-2003). Their contributions to the institution were significant and warrant further recognition by the Board of Regents.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer
President

Date
EMERITUS STAFF STATUS RECOMMENDATION

The Department of ____________ recommends the awarding of Emeritus Staff Status for the following retiring/retired staff member:

Name of Staff Member: ________________

Current Status at EMU: __________________________ (AP10 and above)

Date of Hire at EMU: _____________ Retirement Date: ____________

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

Please complete the following information on the retiring staff 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: ________ N/A

Masters: ________ N/A

Doctoral: ________ N/A

Please Attach a Brief Statement of Support to this Form

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

______________________________
Jerry H. Robbins, Dean of Education
Recommended by (please print) Date

Department Head and/or Supervisor Date Dean and/or Vice President Date

PROVOST Date Submitted to Board of Regents

Please forward this completed form to: Nicki Banush
Academic Affairs, 106 Welch Hall
RECOMMENDATION

MONTHLY REPORT
STUDENT AFFAIRS COMMITTEE

ACTION REQUESTED

It is recommended that the Student Affairs Committee Agenda for December 2, 2003 and the Minutes of September 16, 2003 be received and placed on file.

STAFF SUMMARY

At its September 16, 2003 meeting the Student Affairs Committee received the Annual Fall Start-Up Report, an update on the new Student Center and preliminary reports on these Student Leader Group Priorities: Enhanced Student Involvement, Cost & Availability of Space/Catering for Student Groups and Enhanced Faculty Relationships.

The December 2, 2003 agenda will include reports on Accessibility and Inclusion, Outcomes from the National Collegiate Health Risk Assessment, and the Cost and Availability of Space/Catering for Student Groups as well as updates on the Student Center and the University Concept Plan.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer November 12, 2003
Date
Tuesday, December 2, 2003  
8:00 a.m.  

**Agenda**  

1. Approval of September 16, 2003 Meeting Minutes  
2. Position Paper: Cost & Availability of Space/Catering for Student Groups  
3. Student Center Update  
4. University Concept Plan  
5. Accessibility and Inclusion Update  
6. Outcomes of National Collegiate Health Risk Assessment  
7. Announcements  
8. Other  

Room 201  
Welch Hall  

Regent Griffin  
Emily Rank, Frank Zanger  
Glenna Frank Miller  
Jim Vick  
Donald Anderson  
Elizabeth Davis-Cahimba
EASTERN MICHIGAN UNIVERSITY
Board of Regents
STUDENT AFFAIRS COMMITTEE
Minutes of September 16, 2003

MEMBERS PRESENT

Regents: Rosalind Griffin
Administration: Glenna Frank Miller, Greg Peoples, Karen Simpkins, Jim Vick
Students: Sarah Armstrong, Gerrard Allen, Alena Frey, Sean Gray, Shanna Kaminski, MaryAnne Kopecky, Ajay Koneru, Emily Rank, Whitney Tyler, Frank Zanger

GUESTS

Administration: Vickie Bagherzadeh, Nicole Banks, Rosalyn Barclay, Matt Calfin, Dave Carroll, Jayne Carroll, Andre Clanton, Tamara Craig, Derrick Davis, Paula Dykstra, Becky Figura, Justin Gerboc, Ellen Gold, Cindy Hall, Peggy Harless, Jesús Hernández, Marcus Jackson, Ann Klaes, Jeff Koras, Doug Kose, Jim Locke, John McAuliffe, Kevin Merrill, Gerry Penalvo, Stephanie Pearcy, Gretchen Sanchez, Abe Sargent, Lewis Savage, Jeremiah Shinn, Michael Stark, Steve Watson, Kathryn Willhoff, Sandra Williams, Jason Wycoff, Pamela Young
Students: Chari Balgenorth, Javon Brooks, April Kooiman, Heather Livingston, Musonda Mwila, Prabha Natarajan, Renae Reese, Carlos Stewart, Bobby Stinnette, Soh Suzuki
Press: Nathan Bomey (Echo)

Vice President Vick convened the meeting at 8:10 a.m. since Regent Griffin was delayed by traffic. The minutes of the June 17, 2003 meeting were approved as presented.

Introduction of New Members

The Student Affairs Committee welcomed its newest member, Students of Color Representative Gerrard Allen.

Annual Fall Start-Up Report

Jesús Hernández, Assistant Director of McKenny Union and Campus Life and Marcus Jackson, Assistant Director of Housing presented the annual fall start-up report. 1500 new residence hall students moved in on Saturday with the help of 800 volunteers from community and student organizations. More than 500 commuter students and their families attended Commuter Orientation, 150 students participated in Community Plunge, more than 1200 participants took part in YpsiFest, and 4700 students attended Meijer Madness. Vice President Vick noted that despite technical difficulties, this year’s fall opening was one of the best.

Student Leader Group Priorities Report

Student Leader Group members presented progress reports on four of their priority areas:
- Enhanced student involvement – Alena Frey and MaryAnne Kopecky reported that the Office of Institutional Assessment is helping them develop a research survey to look at why involvement opportunities are overlooked and/or underutilized and how to better meet the needs of students. They hope to distribute the survey in October.
- The cost and availability of space and catering for student groups – Emily Rank and Frank Zanger reported they met with the director and assistant director of Dining Services as well as the Convocation Center director and a full report will be made to the Student Affairs Committee in December.
- Enhanced campus safety – Sarah Armstrong reported that she and Whitney Tyler, with assistance from Karen
Simpkins, are developing a campus "Safety Walk" to canvass specific areas of campus; problems such as sidewalk damage or burned out lights will be relayed to the Physical Plant. A second focus will be the safety of students in the surrounding neighborhoods and the Student Leader Group will work with the joint City/EMU Students in the Community Task Force on areas of mutual concern.

- Enhanced faculty relationships — Shanna Kaminski reported that she and Ajay Koneru, with assistance from Glenna Frank Miller, are focusing on increasing the number of faculty serving as student organization advisors in their first step toward enhancing faculty relationships.

Position papers on these initiatives will be developed and presented to the Student Affairs Committee throughout the year.

New Student Center Update

Glenna Frank Miller reviewed the milestones of the project. Alena Frey reported that in May an advisory committee that included her and Sean Gray visited the new University of Arizona Student Union Memorial Center. She also noted that more than 300 people viewed the four design proposals at the Physical Plant and provided comments to the project team. Sean Gray provided a "tour" of the building using the architectural model and drawings, including the third floor "Center for Student Involvement," a combined space for Campus Life and Student Government.

Announcements

Melissa Ginotti, Associate Director of McKenny Union and Campus Life and Gerrard Allen, Campus Life Performing Arts Coordinator, presented a special preview of this year's outstanding lineup of events.

The meeting adjourned at 9:00 a.m.

Respectfully submitted.

Teri L. Papp
RECOMMENDATION

MONTHLY REPORT
EDUCATIONAL POLICIES COMMITTEE

ACTION REQUESTED

It is requested that the Educational Policies Committee Agenda for December 2, 2003, and the Minutes of the September 16, 2003, meeting be received and placed on file.

SUMMARY


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
EASTERN MICHIGAN UNIVERSITY  
Board of Regents  
Educational Policies Committee  

December 2, 2003  
9:00 – 10:00 a.m.  
205 Welch Hall  

AGENDA  

Consent Agenda  

Section 7  Academic Affairs Administrative/Professional Appointments  
(Robert Van Der Velde/Paul Schollaert)  
Section 8  Staff Appointments (Susan Patalan)  
Section 9  Separations/Retirements (Susan Patalan)  
Section 10  Emeritus Faculty Status (Robert Van Der Velde/Paul Schollaert)  
Section 11  Emeritus Staff Status (Robert Van Der Velde/Paul Schollaert)  

Regular Agenda  

Section 13  Monthly Report and Minutes (Regent Valvo)  
Section 14  Appointment of Charter Schools Board Members (Joe Pollack)  
Section 15  2002-2003 Charter Schools Annual Report (Joe Pollack)  
Section 16  Affirmative Action Report (Whitney Harris)  
Section 17  POLICIES: Recommended for Approval (Various Cabinet Members)
Attendees: (seated at tables) Regent Valvo (Chair), Regent Brandon, Regent Griffin, Provost Schollaert, Robert Van Der Velde, and Susan Patalan


Regent Valvo convened the meeting at 9:15 a.m. in 205 Welch Hall and the following topics were discussed.

Academic Affairs Administrative/Professional Appointments/Transfers (Section 7)
Robert Van Der Velde, recommended that the Board of Regents approve one (1) new Administrative/Professional appointment and one (1) transfer Administrative/Professional appointment at the ranks, salaries, and effective dates.

Faculty Appointments (Section 8)
Robert Van Der Velde recommended that the Board of Regents approve two (2) new tenure-track faculty appointments for the 2003-2004 academic year at the ranks, salaries, and effective dates. Of the two (2) new tenure-track faculty appointments, two (2) are female (100%). Two (2) of these individuals are minorities (100%).

Faculty Reappointments (Section 9)
Robert Van Der Velde recommended that the Board of Regents accept the report from the Division of Academic Affairs pertaining to the reappointment of three (3) additional previously omitted probationary faculty members for the 2003-2004 academic year. The three (3) probationary faculty members have been reappointed for the 2003-2004 academic year.

Staff Appointments (Section 10)
Susan Patalan recommended that the Board of Regents approve 26 staff appointments for the reporting period May 27, 2003 through September 2, 2003. Of the 26 staff appointments there are 17 females (65 percent) and nine males (35 percent). Demographics of the total group indicate 18 Caucasians (69 percent), six African-Americans (23 percent), one Hispanic (4 percent) and one American Indian (4 percent).

Separations/Retirements (Section 11)
Susan Patalan recommended that the Board of Regents approve 44 separations and retirements for the reporting period May 8, 2003 through September 5, 2003. Of the 44 separations and retirements there are 21 (48 percent) females and 23 (52 percent) males. Demographics of the total group indicate 31 Caucasians (71 percent), nine African-American (20 percent), one Hispanic (5 percent), one Asian (2 percent) and one American Indian (2 percent).

Susan Patalan noted the separation of former Vice President Patrick Doyle, who was with the University for a very long time, is a great loss to us all and we wish him well. Regent Valvo agreed that he is a great
loss to the University. She then asked how the number of separations and retirements for this period compare with the University’s average? Susan Patalan said that they are up significantly in separations due to resignations and retirements specifically. There were 12 faculty members who took advantage of the early retirement in this phase. Regent Valvo asked if we continue to conduct exit interviews? Susan answered yes.

**Emeritus Faculty Status (Section 12)**
*Provost Schollaert* recommended that the Board of Regents grant Emeritus Faculty Status to three (7) former faculty members.

- Albert Belkus (Department of Marketing, 1969-2003) (34 years)
- Clayton Eshleman (Department of English Language and Literature, 1986-2003) (17 years)
- Frederick Hunter (Department of Art, 1967-2002) (35 years)
- Twyla Mueller Racz (Collection Development Librarian, University Library, 1968-2003) (35 years)
- Marie Richmond-Abbott (Department of Sociology, Anthropology & Criminology, 1974-2004) (30 years).
- Jon Wooley (Department of Physics & Astronomy, 1967-2003) (36 years)
- Jay Yager (Department of Art, 1968-2002) (34 years)

*Provost Schollaert* also gave a brief description of their achievements. Regent Valvo stated that she would be happy to recommend Emeritus Status be approved and Regent Brandon conferred.

**Monthly Report and Minutes Educational Policies Committee (Section 15)**
*Regent Valvo* requested a motion to approve the Minutes of the June 17, 2003 Educational Policies Committee meeting and recommended approval of the Agenda for September 16, 2003.

**Board Policies Recommended for Approval (Section 16)**
*Ken McKanders, General Counsel*, recommended that the Board of Regents approve the creation of eleven new policies, the deletion of two policies, and the revision of two others. The eleven new policies and the two policies recommended for revision, along with two policies recommended for deletion will eliminate redundancy, clarify focus, update content, and ensure that all policies are formatted similarly. The rationale for each action was discussed.

*Regent Valvo* accepted the report and thanked everyone for their presentations.

The meeting was adjourned at 10:05am.

Respectfully submitted,

Nicki Banush, Executive Secretary
Academic Affairs

(Email Attached: BoardReg/Minutes/EPC_0903)
RECOMMENDATION

APPOINTMENT OF CHARTER SCHOOLS BOARD MEMBERS

ACTION REQUESTED
It is recommended that the Board of Regents appoint Dawn Ellen Vorenkamp to a three-year term on the Board of Directors of the Academy for Business and Technology; Janet Adelmann to a three-year term on the Board of Directors of the Ann Arbor Learning Community; Rachel Wallace to a three-year term on the Board of Directors of Edison Oakland Academy; Anya Carr to a three-year term on the Board of Directors of Great Lakes Academy; and Andrea Wilson Bronson and Keisha Allen to three-year terms on the Board of Directors of Hope Academy.

STAFF SUMMARY
According to the Resolutions which establish these public school academies (charter schools), vacancies on the Boards of Directors shall be filled by the Eastern Michigan University Board of Regents.

Academy for Business and Technology
Dawn Ellen Vorenkamp is a doctoral student in educational leadership/curriculum at Eastern Michigan University where she is also a guest lecturer in the Teacher Education Department. From 1999-2002, she worked in the Charter Schools Office as a project coordinator. Vorenkamp earned a Bachelor of Science degree in secondary education from Baylor University and a Master of Education in curriculum theory and development from Lesley College in Massachusetts. She is a member of the Michigan Association of Public School Academies and the Association of Educators in Private Practice.

Ann Arbor Learning Community
Janet Adelmann worked as a bookkeeper from 1999 to 2001. She is currently attending Eastern Michigan University to complete degree requirements for a Bachelor of Business Administration in accounting. Adelmann has served on the Board of Directors of Ann Arbor Learning Community for the past three years as treasurer and president. She also serves on the Academy’s PTO.

Edison Oakland Academy
Rachel Wallace is a contractual manager at the General Motors Corporation where she has been employed since 1998. She worked for EDS Corporation in Troy from 1995 to 1998. Wallace earned her Bachelor of Arts degree in communications from Central State University, Ohio, and a Master of Business Administration from the University of Phoenix, Detroit.

Great Lakes Academy
Anya Carr works as a program associate for the Michigan State University Extension Service-Oakland County. She received a Bachelor of Science degree in general studies at Oakland University. Carr has served on the Board of Directors of Great Lakes Academy since June 2000. She has received numerous
awards, including the Oakland County MSU Extension Recognition Award and the Wayne County MSU Extension 4-H Leader Award.

Hope Academy

Andrea Wilson Bronson is president of The Educational Marketplace, providing consulting services to corporate and educational institutions. She served as an assistant superintendent for the Detroit Public Schools from 1997-2000. Bronson holds Bachelor of Science and Master of Education degrees from Wayne State University, and holds K-12 certification in the areas of mentally and emotionally impaired and learning disabled. She is currently a member of the United Way Community Services Leadership Council.

Keisha Allen is self-employed as chief executive officer of Charismatic U, Inc., a consulting group that serves the needs of youth. She has written and implemented programs for youth ministry at the Straight Gate Church in Detroit. Allen earned a Bachelor of Arts degree in communication from Wayne State University.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

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

/University Executive Officer  

Date
Dawn LouEllen Vorenkamp

EDUCATION:

Present  
Eastern Michigan University, Ypsilanti, MI  
Doctoral Program, Ed.D., Educational Leadership/Curriculum  
Anticipated completion, 2003

1999  
Eastern Michigan University, Ypsilanti, MI  
Specialist of Arts, Educational Leadership

1989  
Lesley College, Cambridge, MA  
Master of Education, Curriculum Theory and Development

1983-1986  
Baylor University, Waco, TX  
B.S. in Secondary Education. Double major: History and English

EMPLOYMENT:

Present  
MKJ Educational Consulting--Self-Employed  
Curriculum/Instruction/Scheduling/Assessment Consultant  
Major Client--University Public School

1999-2002  
Project Coordinator, Charter Schools Office, Eastern Michigan University

• Aided in the authorization and oversight of 8 charter schools

• Completed in-depth audits of schools curriculum and instructional programs, provided EMU Board of Regents with in-depth review of schools operations and assessment standings, participated in monthly school board meetings to provide guidance related to statutory requirements, organized and implemented several professional development opportunities for school personnel, and created quarterly newsletters to improve communication among charter schools, their clients, and community.

Present  
Guest Lecturer, Eastern Michigan University

• Teaching courses in the Teacher Education Department
1993  King Elementary School, Ann Arbor Public Schools

- Enrichment Teacher-Responsible for developing, implementing, and securing varied enrichment activities involving small student groups and the entire school. Managed the enrichment budget and published the monthly enrichment newsletter.

1992  Substitute Teacher- Ann Arbor, Chelsea, Dexter, Saline, and Ypsilanti.


- Selected to teach the sixth and eighth grade Humanities program. This program incorporates Reading, English and Social Studies into an integrated curriculum. Students enrolled in this course have been identified as gifted and talented. Nominated as Canyon Hills Middle School Teacher of the Year. (1991-1992)

- Developed the curriculum for and implemented a low-level Reading Improvement Program (RIM) for sixth graders who scored two or more years below current grade level. The curriculum was developed according to the Humanities approach. (1989-1991)


- Taught various levels of English speech and reading to non-English speaking adult students.

AFFILIATIONS:

Association of Supervision and Curriculum Development
Association of Educator’s in Private Practice
Michigan Association of Public School Academies
St. Mary’s Catholic Church

REFERENCES:

Available upon request
Janet (Kniaz) Adelmann

Objective

A challenging accounting position where I can apply my education and experience.

Experience

8/00 to 5/01 General Bookkeeper at Angel Food Catering (Ypsilanti, MI)
- Perform duties similar to position at Nicola’s Books.
- Handled the day-to-day computerized entries on Quickbooks
- Handled incoming mail and paid bills and statements

3/00 to 8/00 Temporary accountant positions at Accounttemps (Ann Arbor, MI)
- Performed duties of Accountant in corporate business setting

3/95 to 5/99 Accounts Payable Bookkeeper at Nicola’s Books (Ann Arbor, MI)
- Prepared accounting reports monthly and annually
- Reconciled four different bank accounts monthly and annually
- Reconciled wages payable monthly and annually
- Paid quarterly business and income taxes
- Created computerized graphs that followed trends on sales and expenses
- Assisted in reconciling various inventories at the store
- Assisted in the annual audit of the bank accounts

Education

9/97 to Present Finishing Bachelor of Business Administration in Accounting
Eastern Michigan University (Ypsilanti, MI). GPA 2.87/4.0

Special Interest

9/00 to Present I am currently volunteering on the school board of Ann Arbor Learning Community assisting in the financial matters.
Rachel N. Wallace

Permanent Address:

EDUCATION

UNIVERSITY OF PHOENIX, Detroit, MI
M.B.A. with a concentration in Global Management, currently enrolled in evening program
CENTRAL STATE UNIVERSITY, Wilberforce, OH
B.A. in Communications with an emphasis in Radio and Television, June 1994

EXPERIENCE

GENERAL MOTORS CORPORATION, WORLD HEADQUARTERS

11/01 - Present
Dealer Contractual Manager, Western Region – Detroit, MI
- Primary contact for GM dealers, Zone Managers, DNID Area Managers and other DCG
- Provide expertise analysis and make recommendations regarding dealer contractual issues and dealer change proposals such as; facility image requirements, relocation requests, ownership changes, and interpretation of State Statue Dealer Laws and the GM Dealer Agreement.
- Provide expertise analysis and make recommendations regarding dealer contractual issues and dealer change proposals such as; facility image requirements, relocation requests, ownership changes and interpretation of State Statue Dealer Laws and the GM Dealer Agreement
- Coordinate with GM Legal regarding special letters, involuntary dealer terminations and violations of the GM Dealer Agreement
- Coordinate and implement new dealer sign-ups including preparation of dealer sign-up packages and necessary follow-up

3/00 - 11/01
Market Research Analyst, North Central Region - Detroit, MI
- Work closely with other GM departments to implement and maintain effective Dealer networks nationwide
- Conduct impact analysis on dealer change proposals
- Apply Geographic Information System market analysis to perform market area studies of automotive client's dealerships based on Urban Science methodologies
- Provide data conversion and processing for customization of Urban Science proprietary software

6/98 - 3/00
Area Sales Manager, Western Region – Detroit, MI
- Assisted GM Dealers in all aspects of retail operations including sales, leasing, fleet, business management, training, distribution, marketing and special promotions
- Monitored dealer capital investment through sales and profit forecasting
- Developed and implemented district dealer sales and service plans
- Developed a variety of detailed reports, gathered, maintained and updated client data

EDS – ELECTRONIC DATA SYSTEMS

8/95 - 6/98
Business Analyst – Chevrolet Customer Assistance Center, Troy, MI
- Utilized organizational and decision making skills to effectively assist and provide information to customers on behalf of Chevrolet Motor division via call and correspondence handling
- Empowered to offer policy justifications and goodwill offers to promote customer brand loyalty and satisfaction
- Conducted center tours and presented an overview of the Chevrolet Customer Assistance Center Business to potential new employees.
- Trained and mentored new employees in communication, policy and procedure, and Chevrolet product knowledge.

**COMPUTER SKILLS**

Microsoft: Word, Access, Excel and PowerPoint
Other: Arcview

**PERSONAL DATA**

- Enjoy reading and writing poetry
- Actively participate in fundraising events such as Breast Cancer Awareness and AIDS
- Serve as a member of Delta Sigma Theta Sorority, Inc. – Southfield Alumni Chapter
- Serve as a member of the Central State University Alumni Chapter – Detroit, MI
- Mentor a young teenage girl
Dawn LouEllen Vorenkamp
"Ellen"

EDUCATION:

Present
Eastern Michigan University, Ypsilanti, MI
Doctoral Program, Ed.D., Educational Leadership/Curriculum
Anticipated completion, 2003

1999
Eastern Michigan University, Ypsilanti, MI
Specialist of Arts, Educational Leadership

1989
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Master of Education, Curriculum Theory and Development

1983-1986
Baylor University, Waco, TX
B.S. in Secondary Education. Double major: History and English

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MKJ Educational Consulting--Self-Employed
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Major Client--University Public School

1999-2002
Project Coordinator, Charter Schools Office, Eastern
Michigan University

- Aided in the authorization and oversight of 8 charter schools

- Completed in-depth audits of schools curriculum and
instructional programs, provided EMU Board of Regents with in-
depth review of schools operations and assessment standings,
participated in monthly school board meetings to provide guidance
related to statutory requirements, organized and implemented
several professional development opportunities for school
personnel, and created quarterly newsletters to improve
communication among charter schools, their clients, and
community.

Present
Guest Lecturer, Eastern Michigan University

- Teaching courses in the Teacher Education Department
- Helped establish and administer the first Public Charter School in Michigan.

- 8th grade Assistant Principal and English Teacher. Responsible for: staff enrichment, curriculum development and implementation, monitoring of lesson plans and team integration, chairing team meetings, team budget, ordering of all team teaching supplies and materials, 8th grade student schedules, 8th grade student achievement, testing, and remediation, 8th grade student discipline, overseeing 8th grade tutoring program, volunteer tutors, WSU pre-student education and social-work interns, WSU student teachers, consistent parental contact, 8th grade fund raising, all end of the year activities to include: field trips and graduation ceremony, and various other tasks and duties as they arose.

- Began 1993-1994 school year as the 6th grade English/Social Studies Lead Teacher. Served as a mentor teacher to fellow English teachers. Served on numerous committees to include: School Code of Conduct, English Curriculum, 6th Grade Curriculum, and the School Policy Committee.

- March 1994, selected to act as Co-Principal Designee. In addition to teaching and preparing for my classes, my duties included handling student discipline referrals to the Reality Therapy Room and In-House Suspension, meeting with parents concerning student discipline, coordinating testing for emotionally and academically impaired students through Wayne States' Psychology Department, and handling all School Logistics to include: substitute coverage, teacher absenteeism and building logistics.

- March 1994, elected to school Steering Team Committee. This committee of highly empowered staff made decisions concerning hiring of new staff, 1994-95 budget, 1994-95 school calendar, revisions to School Code of Conduct, creation of Grade Level Teaching Teams, creating a school schedule as well as revising said schedule as needed, creation of our school "vision", definition of our school's empowerment issues, and continued work on the schools curriculum to provide hands-on learning situations, all in an integrated fashion.

- Volunteered to learn the computer program MacSchool and thereby became responsible for creating and fine-tuning the school's scheduling matters.
1993  King Elementary School, Ann Arbor Public Schools

- Enrichment Teacher-Responsible for developing, implementing, and securing varied enrichment activities involving small students groups and the entire school. Managed the enrichment budget and published the monthly enrichment newsletter.

1992  Substitute Teacher- Ann Arbor, Chelsea, Dexter, Saline, and Ypsilanti.


- Selected to teach the sixth and eighth grade Humanities program. This program incorporates Reading, English and Social Studies into an integrated curriculum. Students enrolled in this course have been identified as gifted and talented. Nominated as Canyon Hills Middle School Teacher of the Year. (1991-1992)

- Developed the curriculum for and implemented a low-level Reading Improvement Program (RIP) for sixth graders who scored two or more years below current grade level. The curriculum was developed according to the Humanities approach. (1989-1991)


- Taught various levels of English speech and reading to non-English speaking adult students.

AFFILIATIONS:

Association of Supervision and Curriculum Development
Association of Educator’s in Private Practice
Michigan Association of Public School Academies
St. Mary’s Catholic Church

REFERENCES:

Available upon request
Rachel N. Wallace
Permanent Address:

EDUCATION

UNIVERSITY OF PHOENIX, Detroit, MI
M.B.A. with a concentration in Global Management, currently enrolled in evening program
CENTRAL STATE UNIVERSITY, Wilberforce, OH
B.A. in Communications with an emphasis in Radio and Television, June 1994

EXPERIENCE

GENERAL MOTORS CORPORATION, WORLD HEADQUARTERS

11/01 - Present

Dealer Contractual Manager, Western Region – Detroit, MI
- Primary contact for GM dealers, Zone Managers, DNID Area Managers and other DCG
- Provide expertise analysis and make recommendations regarding dealer contractual issues and dealer change proposals such as; facility image requirements, relocation requests, ownership changes, and interpretation of State Statue Dealer Laws and the GM Dealer Agreement.
- Provide expertise analysis and make recommendations regarding dealer contractual issues and dealer change proposals such as; facility image requirements, relocation requests, ownership changes and interpretation of State Statue Dealer Laws and the GM Dealer Agreement.
- Coordinate with GM Legal regarding special letters, involuntary dealer terminations and violations of the GM Dealer Agreement
- Coordinate and implement new dealer sign-ups including preparation of dealer sign-up packages and necessary follow-up

3/00 – 11/01

Market Research Analyst, North Central Region - Detroit, MI
- Work closely with other GM departments to implement and maintain effective Dealer networks nationwide
- Conduct impact analysis on dealer change proposals
- Apply Geographic Information System market analysis to perform market area studies of automotive client’s dealerships based on Urban Science methodologies
- Provide data conversion and processing for customization of Urban Science proprietary software

6/98 – 3/00

Area Sales Manager, Western Region – Detroit, MI
- Assisted GM Dealers in all aspects of retail operations including sales, leasing, fleet, business management, training, distribution, marketing and special promotions
- Monitored dealer capital investment through sales and profit forecasting
- Developed and implemented district dealer sales and service plans
- Developed a variety of detailed reports, gathered, maintained and updated client data

EDS – ELECTRONIC DATA SYSTEMS

8/95 – 6/98

Business Analyst – Chevrolet Customer Assistance Center, Troy, MI
- Utilized organizational and decision making skills to effectively assist and provide information to customers on behalf of Chevrolet Motor division via call and correspondence handling
- Empowered to offer policy justifications and goodwill offers to promote customer brand loyalty and satisfaction
PROFESSIONAL PROFILE

A dynamic leader with experience in coordinating and facilitating educational programs; a strong background in client assessment and community involvement; and a professional who has the influence to motivate and empower others to learn and grow.

EDUCATION

Oakland University, Rochester, MI
Bachelor of Science Degree in General Studies with a minor in Human Resources and Development, August 2001

ACADEMIC SETTING

Michigan State University Extension-Oakland County, Pontiac, MI
Program Associate December 2001 - present
• Maintain records and reports for Michigan State University research data base
• Recruit clients for extension programs
• Provide community resources and education opportunities
• Teaches time management and life skill development classes
• Facilitates activities that advocate health and wellness
• Coordinate, plan and organize with local agencies regarding communities activities
• Perform client assessments

Michigan State University Extension-Wayne County, Detroit, MI
Youth Development Aid September 1991 - present
• Plan, design and present leadership programs
• Develop and design marketing strategies and concepts
• Perform need assessments for target communities
• Conduct departmental research surveys
Andrea Wilson Bronson

Education
Wayne State University
Detroit, Michigan
Master of Education, 1967
Bachelor of Science, 1964
Certification: K-12 Mentally Impaired, Emotionally Impaired and Learning Disabled Educational Administration

Experience
2000 – Present
The Educational Marketplace
President and CEO

Provide leadership services and resources to corporate, educational and social service institutions.

1997 – 2000
Detroit Public Schools
Assistant Superintendent
Department of Student Support Services

Assumed responsibility for coordinating all student support for the district’s 263 schools.

Memberships
National Association for Female Executives (NAFE)
Phi Delta Kappa Professional Fraternity

Publications
“See Me, I Am” – a guide for parents of children with disabilities

“Let’s Talk” – a language development guide for teachers

“Strategies That Work” – an intensive review of the components required for effective instruction
Keisha N. Allen, CEO

Summary: CEO of a growing company geared toward serving and meeting the needs of youth through etiquette and protocol education.

Qualifications:
➢ Former Miss Michigan USA
➢ Successfully completed education in etiquette/charm classes.
➢ Successfully served as a youth coordinator for over six years and reached several thousand youth via the programs I managed and/or created.
➢ Motivational and teaching skills served to increase grades and attendance for young people who were involved with programs I managed.
➢ Received several awards in speaking and writing.

Professional Work Experience:

5/97-Present Charismatic U, Inc.: West Bloomfield, MI 48324 Chief Executive Officer
Responsible for managing independent consultants, as well as, administrating daily responsibilities of the company. Also, responsible for serving as a facilitator of specified contracted programs.

1/98-6/00 Straight Gate Church, Inc.; Detroit, MI 48204 Youth Director
Responsible for writing creative programming for G1 Youth Ministry, as well as, overseeing the implementation of them. Also, responsible for responding to Request For Proposals (RFP) for New Renaissance of Hope (NRH).

Highlights:
➢ Created and implemented Set It Off 2000 with over 1500 people in attendance, as well as, various other programs and G1 after school auxiliaries such as, dance, step, creative writing, etc.
➢ Created and implemented monthly youth themes that inspired and motivated young people through weekly youth centered meetings.
➢ Responsible for writing proposals for Abandoned House Properties & Youth Programs for NRH.
➢ Responsible for follow-up communications, as well as, written reports and letters.

1/95-5/97 Wayne State University HEOC Program; Detroit, MI 48201 Youth Director @ Northern High School
Responsible for serving as an extended arm to the head counselor by ensuring young people in my program received competitive workshops, motivational speakers and educational field trips. Also, responsible for ensuring young people were well equipped for standardized test and post-secondary educational and vocational opportunities.

Education:
Dearborn Institute
Received Life & Accident & Health Insurance License
Wayne State University
Area of Study: Public Relations/Speech Communication

Skills & Abilities:
Microsoft Office Programs Internet Publisher
PowerPoint Excel And more...

Professional References Available Upon Request
RECOMMENDATION

2002-03 CHARTER SCHOOLS ANNUAL REPORT

ACTION REQUESTED
It is recommended that the 2002-03 Charter Schools Annual Report be received and placed on file.

STAFF SUMMARY
During the 2002-03 school year, eight charter schools operated under the auspices of the Board of Regents of Eastern Michigan University. These schools enrolled 3,467 students. As the fiscal agent for the schools, Eastern Michigan University's accounting office processed over $25 million of state aid funding, an increase of more than $600,000 from the previous year.

This annual report emphasizes student achievement as measured by the Michigan Educational Assessment Program (MEAP) and the California Achievement Test “Terra Nova.” Both achievement results indicate very good progress in most of our schools. Complete descriptions of each school, assessment results and a financial report are contained in the annual report which is included in the Board documents.

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

RECOMMENDATION

REPORT: AFFIRMATIVE ACTION PLANS November 2003

ACTION REQUESTED


STAFF SUMMARY


As a federal contractor, Eastern Michigan University (EMU) is required by Executive Order 11246 to prepare an Affirmative Action Plan for Women and Minorities. EMU’s plan is a management tool designed to ensure equal employment opportunity for all persons. It includes procedures that enable managers and supervisors to continually monitor and evaluate their employment practices to ensure that they are free of bias and discrimination based upon race, color, sex, sexual orientation, disability, age, veteran’s status, religion or national origin.

The federal Rehabilitation Act of 1973 and the Vietnam Era Veterans’ Readjustment Assistance Act of 1974 require that government contractors employ and advance qualified individuals with disabilities, special disabled veterans and other covered veterans. The purpose of EMU’s Affirmative Action Plan for Veterans and Individuals with Disabilities is to reaffirm the University’s commitment to the principles of equal employment opportunity for members of these groups. It also serves as a vehicle for
providing relevant information to the University community regarding the development, analysis, enforcement, evaluation, dissemination and monitoring of the University’s commitment to outreach and equal employment opportunities for veterans and individuals with disabilities.

FISCAL IMPLICATIONS

No major fiscal implications. The University may incur some expense in implementing several of the “Recommended Actions.”

ADMINISTRATIVE RECOMMENDATION

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

______________________________  _______________________
University Executive Officer    Date
RECOMMENDATION

BOARD POLICIES RECOMMENDED FOR APPROVAL

ACTION REQUESTED

It is recommended that the Board of Regents approve the revision of ten policies. (See attached information.)

STAFF SUMMARY

The ten policies recommended for revision 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
THE FOLLOWING POLICIES
WERE TABLED AT THE SEPTEMBER 16, 2003
BOARD MEETING.

THEY ARE BEING BROUGHT FORWARD
AT THE
DECEMBER 2, 2003
BOARD MEETING.
<table>
<thead>
<tr>
<th>Policy Number</th>
<th>Policy Name</th>
<th>Rationale for Deletion</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>University Advertising</td>
<td>The policy as currently written is out-of-date and should be deleted. Relevant principles should be integrated into the new policy labeled, “Advertising, Sponsorship and Endorsements.”</td>
</tr>
<tr>
<td>14.4</td>
<td>Official University Publications</td>
<td>This policy should be deleted and a) the content dealing with review of publications should be integrated into the new policy, “University Marketing,” and b) the content dealing with the creation/revision of policies should be incorporated in the new “Policy on Policies.”</td>
</tr>
<tr>
<td>Policy Name</td>
<td>Rationale for Preparing New Policy</td>
<td></td>
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<tr>
<td>-------------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>Advertising, Sponsorships and Endorsements</td>
<td>The scope of this new policy reflects the variety of legitimate and worthwhile opportunities for sponsorship, advertising and promotion of University entities and their products and services. Further, the new policy clarifies that such advertising, sponsorships and promotions do not constitute, nor shall they be construed as constituting, University endorsement of any commercial product or service.</td>
<td></td>
</tr>
<tr>
<td>Catering Policy</td>
<td>This policy will ensure that the food service at all events on University property is of high quality and meets all local and state health as well as safety requirements.</td>
<td></td>
</tr>
<tr>
<td>Electronic Mail as Official University Communication</td>
<td>This policy establishes electronic mail as one additional method of providing notice or sending official communications to University constituents. Electronic mail is a very cost efficient and effective means of communication now that the underlying network and administrative structure are in place at Eastern Michigan University.</td>
<td></td>
</tr>
<tr>
<td>Licensing</td>
<td>This policy recognizes the EMU Board of Regents as “owners” of trademark and service mark registrations filed with the U.S. Patent and Trademark Office and the Michigan Secretary of State and reserves ownership of all such marks, logos, insignia or symbols associated with or referring to Eastern Michigan University. The policy also recognizes the authority of the University Licensing Office to administer a licensing program to protect the University’s brand and fiscal reputation and to meet legal obligations associated with trademark registration.</td>
<td></td>
</tr>
</tbody>
</table>
# EASTERN MICHIGAN UNIVERSITY
## NEW BOARD POLICIES

<table>
<thead>
<tr>
<th>Policy Name</th>
<th>Rationale for Preparing New Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy on Policies</strong></td>
<td>This policy will ensure best practice for the creation of regulations, rules and procedures by various units of the University. It is imperative in governing an organization that affected persons have knowledge of, and ready access to, the rules of the organization. At present, Eastern Michigan University does not have a coherent, organized and accessible collection of the regulations of the various University units. These regulations affect numerous people outside the various University units and should be created, approved, organized and published in a manner that provides maximum access to the rules under which the University operates every day.</td>
</tr>
<tr>
<td><strong>Printing and Reprographics</strong></td>
<td>This policy provides clarity for the University’s position that all University or University-related printing, reprographic, design and collateral publishing services purchased with University funds or from accounts administered by the University will be processed through University Publications. Further, the policy identifies and prohibits inappropriate use of University materials.</td>
</tr>
<tr>
<td><strong>Student Employment Grievance Policy</strong></td>
<td>Both the student employment policy and the grievance procedures are outdated in terms of applicable legalities of student employment and current practices. In particular, the grievance process is cumbersome, provides minimal protection for student employees, does not provide a grievance process for graduate assistants and doctoral fellows and involves nonexistent staff positions in the process. Consequently, the current student employment grievance procedure has been rewritten as a new policy, separate from the student employment policy. This policy is consistent with other student-related processes pertaining to student conduct, student involuntary administrative withdrawals, grade grievances and sexual harassment, all of which have been established as Board policies that allow procedures for implementing each policy to be developed separately.</td>
</tr>
<tr>
<td>Policy Name</td>
<td>Rationale for Preparing New Policy</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>University Communications</td>
<td>This policy documents EMU’s overall posture that all communications with media regarding official University business, statements or positions on relevant issues be issued through University Communications. The policy further establishes the Director for University Communications as the Official Spokesperson for the University and reflects a change in title for the Office from Public Information to University Communications.</td>
</tr>
<tr>
<td>University Marketing</td>
<td>According to this policy, all materials representing the University must be of high quality, present EMU consistently and accurately, conform to policy approved by the Board of Regents and adhere to style and standards guidelines. Further, the policy reflects current practice that University Marketing and Communications has responsibility for the administration of this policy.</td>
</tr>
</tbody>
</table>
UNIVERSITY POLICY STATEMENT:

All major advertising by a University department, except classified advertisements placed by the Personnel Office or periodic advertisements of University activities such as plays or concerts, must be placed through the University Publications Office and must be approved by the director of University Publications or his or her designee.

UNIVERSITY PRACTICE:

No advertisement may be released to a vendor until the following conditions are met:

1. All University regulations regarding purchasing of goods and services must be followed.

2. A purchase order number must be on file in the University Publications Office.

3. Written approval of the director of Admissions, or his or her designee, must be obtained for all advertisements relating to the recruitment of students to the University for classes or workshops on- or off-campus for credit or non-credit.

The director of University Publications will be responsible for notifying the president of the University of all major market advertising campaign plans, including display advertising in major market newspapers, all television advertising and major market radio advertising, prior to authorizing any staff work on the project.

In the event this policy is violated and advertising is done without the approval of the University Publications Office, the Purchasing Department will notify the president of the University and the director of University Publications for resolution.

Authority for Creation or Revision

Minutes of the Board of Regents, August 19, 1970; para. .913M.
Minutes of the Board of Regents, February 20, 1980; para. .2204M.
Before any publication of any office or department of the University (such as the University Catalogs, Student Guidebook, Residence Hall Handbook, Class Schedules, Student Activities Manual, etc.) is sent to a printer, it shall be submitted to the secretary of the Board of Regents. The secretary shall cause the content of such publication to be examined for its conformance to policy as has been approved by the Board of Regents. Should instances be found where the publication as prepared is in part in conflict with policy as approved by the Board of Regents, the secretary shall request the preparing office or department to comply with the policy, as adopted, or to proceed with obtaining policy changes prior to publication.

Nothing in the above procedure shall limit the authority of the various offices and departments of the University to establish and cause to be published procedures necessary to the successful implementation of University policy as made or approved by the Board of Regents. Nor is the above policy intended as a limitation on the authority of the various offices and departments of the University to establish and publish policy or procedure in its area of concern where the Board of Regents has not previously spoken.

Should a new publication contain new policy or procedure or revision of existing policy or procedure within the authority of the preparing office to establish or revise and in the event that a manual of existing policies, rules and regulations shall have been established, the secretary of the Board of Regents shall cause to be prepared and issued such revisions or additions to the manual as shall be necessary to maintain the manual as an accurate compilation of the policies, rules and regulations of Eastern Michigan University. Any issue raised under the provisions hereof and the action taken thereon shall be reported to the Board of Regents at the next official Board meeting.

Authority for Creation or Revision

Minutes of the Board of Regents, August 19, 1970; para. .919M
UNIVERSITY POLICY STATEMENT

In order to protect its reputation, ensure the integrity of its publications and venues and limit its liability as a consequence of advertising, Eastern Michigan University reserves the right to determine the nature and scope of advertising about the University, who may advertise and what they may advertise in EMU publications or on EMU venues.

UNIVERSITY PRACTICE

OUTBOUND ADVERTISING – All advertising by University departments, except classified advertising for employment, must be approved by University Marketing prior to placement. Departments must follow all University regulations regarding the purchasing of goods and services.

INBOUND ADVERTISING, SPONSORSHIPS ENDORSEMENTS – The University recognizes that many of its activities provide potential sources of revenue through legitimate and worthwhile opportunities for advertising, sponsorships and promotion of entities and their products and services.

EMU produces a variety of publications and maintains other venues for advertising. Certain publications/venues are more appropriate for advertising than others. As a general rule, advertising in/on alumni publications, event publications, sports venues and promotional products and giveaways (with licensing approval) is appropriate. Advertising in student recruitment literature, WWW pages, academic materials and official publications such as the graduate and undergraduate catalog is inappropriate.

Individuals and/or departments seeking to sell space or enter into financial sponsorships of publications/other venues must have prior approval from the University Marketing and Communications Office. Products that are co-branded with University marks must have licensing approval.

No official University publication or statement and no activity carried out in the name of the University or by any individual officially acting on behalf of the University shall constitute or be construed as a University endorsement of any commercial product or service. Further, sponsorship and advertising consistent with this policy are not intended and shall not be deemed to constitute the University’s endorsement of related commercial products or services.
RESPONSIBILITY FOR IMPLEMENTATION

The executive director for university marketing and communications is responsible for management of this policy.

SCOPE OF POLICY COVERAGE:

The policy applies to all University employees and external vendors who have advertising/sponsorship contracts with the University.

WEMU and Student Media publishing under the guidelines of the University Student Media Board are exempt from this policy.
UNIVERSITY POLICY STATEMENT

University Dining Services will provide food services for all University-sponsored events and events sponsored by external groups using University facilities. University Dining Services may grant approvals for appropriate off-campus vendors to provide food service when it does not have the capacity to meet the request or there are special circumstances that warrant an exception.

UNIVERSITY PRACTICE

University Dining Services is a comprehensive self-operated, self-sustaining program including contract and cash sales, concessions and catering that incorporates several national branded and franchised food vendors. In almost all cases Dining Services is able to meet the needs of the University community. When that is not possible or there are circumstances that warrant an exception, procedures are in place to utilize qualified local vendors with approval from Dining Services.

RESPONSIBILITY FOR IMPLEMENTATION

The vice president for student affairs is responsible for the overall implementation, administration and interpretation of the policy. The director of dining services is responsible for the daily administration of this policy.

SCOPE OF POLICY COVERAGE:

This policy applies to all University employees and students who utilize Eastern Michigan University facilities and/or University funds for events/programs where food service is provided and by all external groups using University facilities. Employees and students using EMU satellite facilities are exempt from this policy.
UNIVERSITY POLICY STATEMENT

Eastern Michigan University shall maintain one official electronic mail (e-mail) system for all students, faculty, staff and other members of the University community. The electronic mail system shall be selected, implemented and administered by the Information and Communications Technology Division. Electronic mail sent from an authorized University person or agent to a University electronic mail address is designated as one method for transmitting official University communications from the University to the authorized electronic mail account holder. Unless otherwise provided by law, electronic mail is not sufficient for transmitting official communication to the University.

All members of the University community, including, without limitation, students, faculty and staff are responsible for activating and maintaining their University electronic mail accounts and for accepting and reviewing official University electronic mail sent to their accounts.

UNIVERSITY PRACTICE

The Information and Communications Technology Division shall establish regulations and procedures for the creation, acceptable use, termination, reinstatement and regulation of electronic mail accounts for members of the University community and other appropriate persons or entities.

RESPONSIBILITY FOR IMPLEMENTATION

The chief information officer shall cause this policy to be implemented.

SCOPE OF POLICY COVERAGE:

This policy shall apply to all members of the University community, including students, faculty, staff and University units.
UNIVERSITY POLICY STATEMENT

The trademarks of Eastern Michigan University are the exclusive property of the Eastern Michigan University Board of Regents, in accordance with the trademark and service mark registrations filed with the U.S. Patent and Trademark Office and the Michigan Secretary of State. The University reserves ownership of any trademark, service mark, logo, insignia, seal design or other symbol or device associated with or referring to Eastern Michigan University.

UNIVERSITY PRACTICE

To protect its brand and fiscal reputation and meet legal obligations associated with trademark registration, the University has established the Trademark Licensing Office.

Persons or businesses wishing to use University marks commercially must enter into a licensing agreement. The University issues non-exclusive licenses.

University departments, registered student organizations or individuals wishing to use University marks for non-commercial use must obtain prior approval from the Trademark Licensing Office.

A registered student organization wishing to use University marks for commercial purposes, where all sales revenues will be deposited in the organization’s account, may apply for a limited, non-royalty license.

University Licensing must approve the development of all logos independent of the University logo to represent individual administrative entities.

University marks cannot be used in association with political fundraising or campaigns.

RESPONSIBILITY FOR IMPLEMENTATION

The executive director for university marketing and communications is responsible for administering this policy.

SCOPE OF POLICY COVERAGE:

This policy applies to all faculty, staff, students, external businesses and individuals seeking to use University marks.
UNIVERSITY POLICY STATEMENT

All University policies must be approved by The Board of Regents of Eastern Michigan University. A University policy is defined by all of the following: a) has broad application throughout the University; b) helps to ensure compliance with applicable laws and regulations, promotes operational efficiencies, enhances the university’s mission or reduces institutional risks; and c) mandates actions or constraints and articulates desired outcomes.

The University administration may enact statements of procedure which prescribe specific actions to be taken to conform to established University policies, allowing for the orderly implementation of those policies. Further, the University administration shall establish a uniform method and format for the enactment, publication and periodic review of University policies and procedures.

The University administration is authorized to enact, implement and enforce, without Board of Regents approval, appropriate executive orders, administrative policies and divisional, college, departmental, office or local operating rules and regulations. These administrative executive orders, policies, rules and regulations shall not conflict with University policy.

UNIVERSITY PRACTICE

The Board of Regents has delegated authority to the president to manage the University and to implement University policies and procedures. While all University policies must be approved by the University’s Board of Regents, University procedures are approved by the president’s cabinet. Approved University policies are placed in the University’s Policy Manual and approved University procedures are placed in the University’s Procedures Manual. The president of the University shall be responsible for issuing and enforcing appropriate executive orders. The president and cabinet shall be responsible for approving all administrative policies. The head of each university division shall be responsible for developing and implementing a process for the approval, implementation and enforcement of intra-divisional operating rules and regulations. Where an intra-divisional rule or regulation impacts the operations of another University division, college, department or office, appropriate notice of the rule or regulation shall be provided to the affected division, college, department or office.

RESPONSIBILITY FOR IMPLEMENTATION

The president, vice presidents and other division heads shall be responsible for implementation of this policy.
SCOPE OF POLICY COVERAGE:

This policy is applicable to the development, approval and implementation of all University policies and procedures, and all administrative executive orders, policies, rules and regulations.
UNIVERSITY POLICY STATEMENT

University Publications exists to provide printing, reprographic, design and collateral publishing services to the EMU community and to obtain copyright permission from publishers to reproduce custom professor compiled course packs for classroom use. All University or University-related printing, reprographic, design and collateral publishing services that are to be purchased with University funds or University administered accounts are handled by University Publications. Use of University stationery or business cards or other official University trademarks or documents may be used for academic and professional activities which are related to an employee’s or faculty member’s University employment. However, use of University stationery or business cards or other University trademarks or documents to further an individual’s private business interests or to express political or personal viewpoints is expressly forbidden.

UNIVERSITY PRACTICE

Requests for printing, reprographics, design and collateral publishing services are submitted to University Publications along with an approved and properly completed University requisition. University Publications will provide for requested services or will prepare and submit to the University Purchasing Office a bid for the purchase of such services. University Publications is the designated vendor for reprographics. In the event the department is unable to handle a request, it may authorize departments to submit material directly to University-approved vendors. All material, except for the following, must be approved in advance by University Marketing:

- Materials produced for classroom or educational use.
- Materials produced for scholarly publications and presentations.
- Advertisements for employment positions.
- Materials intended only for on-campus distribution.
- Material produced by student organizations (unless it bears a University mark).
- Material produced by student media.
- Routine forms.
- Correspondence.

University Publications manages the cost-per-copy program. All requests for copy machines are administered through University Publications.

RESPONSIBILITY FOR IMPLEMENTATION

The executive director for university marketing and communications is responsible for administering this policy.

SCOPE OF POLICY COVERAGE:

This policy applies to all university employees.
UNIVERSITY POLICY STATEMENT

Eastern Michigan University recognizes that misunderstandings may sometimes arise in the administration of its student employment policies. It is the policy of the University to provide student employees, graduate assistants and doctoral fellows with a formal process for resolving disagreements with their campus employer in order to provide all members of the University community with a positive and supportive work environment. The underlying intent of the policy is to encourage the resolution of any grievance at the lowest possible level of intervention.

UNIVERSITY PRACTICE

The following University practices will be used to implement this policy:

1. Procedures developed under the Student Employment Grievance Policy provide a means of informal resolution for a student employment issue as well as a formal resolution process.

2. The first step of the formal resolution process includes separate procedures for handling issues raised by student employees versus those brought forward by graduate assistants and doctoral fellows.

3. The procedures to be followed under this policy will be provided to students in a variety of venues, including a Student Employment Grievance Procedures handout, publication in the Student Handbook and posting to a number of appropriate Division of Student Affairs departmental websites.

RESPONSIBILITY FOR IMPLEMENTATION

The vice president for student affairs is responsible for the overall implementation, administration and interpretation of the policy. The director of the career services center, the associate dean of the graduate school, and the director of student judicial services are responsible for the daily administration of this policy.

SCOPE OF POLICY COVERAGE:

This policy applies to all students working in on-campus student employment positions, to graduate assistants and to doctoral fellows who are not covered by an established grievance procedure within their own work area.
UNIVERSITY POLICY STATEMENT

All external communications regarding official University business with the news media via official university news releases, telephone contacts and computer, fax or e-mail transmissions will be issued through the University Communications Office. The Sports Information Office will issue releases relating to University athletics.

UNIVERSITY PRACTICE

University Communications serves as the liaison between the University and the local and national news media: newspapers, radio and television stations, magazines, specialty publications and wire services. The staff initiates and assists news coverage of University events, provides media training, schedules press conferences and consults with individuals and departments regarding news opportunities. University Communications also manages the University’s internal communications program and maintains the University Calendar. The director for university communications serves as Official Spokesperson for the University.

RESPONSIBILITY FOR IMPLEMENTATION

The executive director for university marketing and communications is responsible for administering this policy.

SCOPE OF POLICY COVERAGE:

This policy applies to all University employees.
UNIVERSITY POLICY STATEMENT

To ensure that all communications representing the University are of high quality, present EMU consistently and accurately, conform to policy approved by the Board of Regents and adhere to style and standards guidelines, it is University policy that they be reviewed and approved by University Marketing and Communications unless otherwise specified by the executive director for university marketing and communications or the president.

UNIVERSITY PRACTICE

University marketing and communications develops and maintains comprehensive style and standards guidelines and reviews and approves material covered by this policy.

RESPONSIBILITY FOR IMPLEMENTATION

The Executive Director for Marketing and Communication is responsible for management of this policy.

SCOPE OF POLICY COVERAGE:

This policy applies to all University employees and students. Communications that utilize the name Eastern Michigan University, are paid for by University funds or funds administered through a University account and are intended for off-campus distribution are subject to this policy. These include:

- Publications, including those requiring no or partial editorial or design services, reprints or revisions of previously produced publications; publications produced by means of desktop publishing; and initial formats and editorial style for newsletters directed toward off-campus audiences.
- Promotional print and broadcast advertising.
- Deviations from standard EMU letterhead or business card design. Letterhead and business cards representing EMU must be approved regardless of where they are printed or who pays for them.
- Videos, CD-ROM’s or DVDs representing the University.
- Web sites.
- Press releases.

The following are exempt from this policy:
- Materials produced for classroom or educational use.
- Materials produced for scholarly publications and presentations.
- Advertisements for employment positions.
- Materials intended only for on-campus distribution.
- Material produced by student organizations (unless it bears a University mark).
- Material produced by student media.
- Routine forms.
- Correspondence.
- Press releases distributed through Sports Information.
<table>
<thead>
<tr>
<th>Policy Number</th>
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<th>Rationale for Revising Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.6.1</td>
<td>Student Employment</td>
<td>The student employment policy is outdated in terms of applicable legalities of student employment and current practices. In addition, most of the items included in the policy were day-to-day methods for handling student employment issues. Because these items change regularly due to revisions in eligibility standards, wage and salary requirements, unemployment guidelines, regulations governing college work-study and other employment laws, they will be developed by staff in the Career Services Center as procedures.</td>
</tr>
<tr>
<td>3.7.2</td>
<td>Alcohol and Other Drug Policy</td>
<td>The University is required, by law, to conduct a biennial review of its drug and alcohol policy. The review is designed to ensure that University policy reflects current law and is consistent with other related University policies. This revised policy reflects recommended language changes made by the University’s biennial review committee and keeps it consistent with current policies of the Office of Human Resources and with the Student Conduct Code.</td>
</tr>
<tr>
<td>3.7.3</td>
<td>Communicable Diseases</td>
<td>The current policy included a statement, under University Practices, reserving the University’s right to prevent students and staff from coming to school or to work if their presence would pose a health threat. This statement was moved from the practices section to the policy statement section. In addition, it was rewritten to reflect a more positive tone of allowing access to work and school UNLESS there would be a health risk in doing so.</td>
</tr>
<tr>
<td>8.3</td>
<td>Providing Auxiliary Aids for Handicapped Students (retitled: Prohibition against Discrimination on the Basis of Disability)</td>
<td>This revised policy, including updating the policy title, reflects the changes necessary for addressing the issues facing students with disabilities as well as eliminating archaic terminology. The legal requirements of non-discrimination as well as the emphasis on access to University services and programs are broader than the scope of the current policy, which focuses only on providing auxiliary aids.</td>
</tr>
<tr>
<td>Policy Number</td>
<td>Policy Name</td>
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</tr>
<tr>
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<tr>
<td>8.4.1</td>
<td>Student Organizations (retitled: Student Organization Recognition)</td>
<td>The policy revision, including an updated policy title, adds and/or clarifies the following information that was missing in the previous policy: 1) provides a definition of a student organization, which is consistent with the definition found in the Student Conduct Code; 2) makes student organizations accountable for following applicable rules in other related policies, such as the Facilities Policy and the Student Conduct Code; 3) delineates more clearly the standards for University recognition of student organizations.</td>
</tr>
<tr>
<td>8.4.3</td>
<td>General Activities: Speaker Policy (retitled: Student Organization Free Speech and Speaker Policy)</td>
<td>The current policy has been rewritten to update the policy title; to conform to current local, state and federal laws; and to balance the interests of free speech and inquiry with reasonable protections for the campus community. The process for scheduling rallies and parades was moved from Campus Life to the Department of Public Safety to address any safety and security concerns.</td>
</tr>
<tr>
<td>8.4.4</td>
<td>Student Organization Fundraising (retitled: Student Organization Fundraising, Sales and Solicitation Policy)</td>
<td>This policy is being revised to update the title and to address the following omissions and issues: 1) a statement on “games of chance” has been added; 2) protections for use of University license marks have been added; 3) several statements in the policy were practices and have been moved to that section.</td>
</tr>
<tr>
<td>8.5.1</td>
<td>Limitations to University Authority: Student Body Constitution</td>
<td>The policy was revised to clarify the relationship between the University and Student Government and to ensure that Student Government actions are not considered as controlling over the University. The revision also makes Student Government legally responsible for its actions. The Student Body Constitution itself has been removed from the policy to keep the Board from having to revise the policy each time any element of the Student Body Constitution changes.</td>
</tr>
<tr>
<td>14.2.1</td>
<td>Housing (retitled: Residence Hall Eligibility)</td>
<td>The policy has mainly been revised to provide more flexibility on eligibility requirements, to update the title and to eliminate language that is no longer consistent with current practices. A number of rules for implementing the policy, such as adherence to campus regulations and the methods for applying for housing, have been moved to the practices section.</td>
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<tr>
<td>Policy Number</td>
<td>Policy Name</td>
<td>Rationale for Revising Policies</td>
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<td>14.2.3</td>
<td>Housing: University Apartments (retitled: University Apartments Eligibility)</td>
<td>This policy is outdated in terms of title, appropriate language, current practices, conformance to applicable laws and proper format. For example: 1) the term “family housing” was changed to “housing;” and 2) leases are now used instead of contracts to bring the operation under the umbrella of landlord-tenant laws. Eligibility was clarified, and the distinction between “single student apartments” and “family apartments” was eliminated.</td>
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11/17/03
UNIVERSITY POLICY STATEMENT

It is the policy of Eastern Michigan University to administer a student employment system for all qualified undergraduate and graduate students (excluding graduate assistants) who want to work on-campus as student employees.

UNIVERSITY PRACTICE

University procedures are established which govern student pay grades, work eligibility, renewal of work eligibility documentation (as needed), work-hour limitations, visa-related employment limitations, as well as hiring and termination practices. A separate University procedure is also established which governs any grievances that may arise concerning student employment issues.

RESPONSIBILITY FOR IMPLEMENTATION

The Vice President for Student Affairs is responsible for the overall implementation, administration and interpretation of this policy. The Director of the Career Services Center is responsible for the daily administration of this policy.

SCOPE OF POLICY COVERAGE

This policy shall apply to all members of the University community, including students, faculty, staff, administrators and university units.

Authority for Creation or Revision

Minutes of the Board of Regents, September 12, 1966; para. .423M.
Minutes of the Board of Regents, May 19, 1976; para. .1644M.
Minutes of the Board of Regents, April 27, 1986; para. .3712M.
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<td>9-12-66</td>
<td>4-27-88</td>
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<tr>
<td>EMPLOYMENT/AFFIRMATIVE ACTION</td>
<td>3.6.1</td>
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**STUDENT EMPLOYMENT**

**GENERAL UNIVERSITY POLICY STATEMENT**

Students who are currently enrolled and regularly attending classes may be employed by a University department or account for a maximum of 20 hours per week in positions which have been properly established and approved.

Additional hours of student employment may be authorized in advance of the work by the appropriate vice-president in instances where exceptional skills are required, and after the fact in emergency situations.

During the fall, winter, and spring terms, Student Employment positions will be available only to students who are enrolled and attending classes.

A student, not enrolled in the spring session, but who was enrolled for the prior winter semester and expects to be enrolled for the next fall semester, and who is required or designated to participate in a bona fide University-sponsored activity or special program which necessitates the student remaining in the University community, will be allowed on-campus employment not to exceed 20 hours per week. Approval of the appropriate vice-president is required.

Full-time summer employment is available to students not enrolled between July 1 and the beginning of the fall semester.

**IT IS THE POLICY OF EASTERN MICHIGAN UNIVERSITY TO ADMINISTER A STUDENT EMPLOYMENT SYSTEM FOR ALL QUALIFIED UNDERGRADUATE AND GRADUATE STUDENTS (EXCLUDING GRADUATE ASSISTANTS) WHO WANT TO WORK ON-CAMPUS AS STUDENT EMPLOYEES.**

**PAY GRADES**

Four fixed pay grades are applicable to student positions requiring varying degrees of skill and proficiency. An additional pay grade, No. 5, is established to cover those positions requiring instructional, professional, and technical skills which require a bachelor's degree or equivalent in training and/or experience. Authorization for placement on pay grade No. 5 is the responsibility of the appropriate vice-president.

**EMPLOYMENT OF STUDENTS**

It has been, and will continue to be, University policy to offer part-time employment to students. Under many programs for student financial assistance which may now or hereafter be in effect, it may be desirable for the University to offer employment to students. It is not considered desirable that students should be required to join a union in order to obtain part-time employment.
necessary to meet the financial burdens of attending the University. Therefore, students shall be considered separately from regular employees of the university and shall not be a part of any collective bargaining unit which may be recognized by the University.

**STUDENT-EMPLOYEE GRIEVANCE PROCEDURE**

Preamble

Eastern Michigan University students while in employment situations may, from time to time, experience a conflict within that employment situation.

Students working in off-campus situations are encouraged to pursue resolution of conflict through existing grievance procedures as established by the employer. The student employee is further encouraged to contact the Student Employment Office for advice and or possible referral assistance to appropriate agencies. (i.e., U.S. Department of Labor, Wage and Hour Board; Michigan Employment Security Commission; Consumer Action; Legal Aid; etc.).

Students working on campus are encouraged to pursue resolution of conflict through discussion with their supervisor. The student employee is further encouraged to contact the Student Employment Office for advice and assistance in interpreting University employment policies and or discussion with the employee's supervisor. Students employed on campus are also encouraged to use the student-employee grievance procedure for formal resolution of conflict where informal attempts have been unsuccessful.

**Policy**

--- Introduction

A University student employee may file a grievance alleging the incorrect interpretation or application of a published University Student Employment policy or procedure covering student pay policies, and student requirements and work standards, including alleged discrimination in the application of such policies based upon race, religion, sex, handicap, national origin, marital status, or any discrimination which is forbidden by State or federal law.

**B. STEP I — Informal Discussion with Supervisor**

A student who is considering a grievance should first discuss the matter with his/her supervisor. This discussion must take place no later than fifteen (15) school days of the date of the action being grieved. If the immediate supervisor is a student, the supervising staff member shall be informed of the complaint and intervene if he/she deems it necessary. The student is encouraged to settle the grievance by using this process. Any grievance settlement at Step I is subject to the review and approval of the department head.

**C. STEP II — Formal Process: Department Head**

1. Written Grievances
2. Role of the Department Head

a. Within fifteen (15) school days of the receipt of the written grievance, the Department Head will meet with the student employee to review and consider the grievance. (This time limit may be extended by the Department Head for a reasonable period of time not to exceed sixty (60) days).

b. Within fifteen (15) school days after the Step II meeting, the Department Head shall provide a written answer to the grievance to the student employee.

c. If the problem is not solved to the student's satisfaction and he/she believes that it has merit based on the facts, he/she has the right to appeal the decision to the Student Employment Appeal Board.

D. STEP III — Student Employment Appeal Board (SEAB)

1. Appeal Process

a. If a resolution of the grievance is not reached at Step II, the Student may appeal to the Student Employment Appeal Board. The appeal must be submitted in writing to the Manager of Student Employment (at the Placement Center) within five (5) school days of the receipt of the Step II decision. The Manager of Student Employment will explain the appeal process to the student employee and will normally schedule a meeting of the SEAB to be held within fifteen (15) school days of the receipt of the appeal, and will notify the principals of the date, time, and location of the hearing.

2. Composition/Selection of the Appeal Board

a. The Student Employment Appeal Board shall consist of the Career Planning and Placement Center Director, a representative from the division in which the grievance is being brought, appointed by the vice president of that division, a faculty member appointed by the Vice President for Academic Affairs as advised by the appropriate faculty body, two (2) students appointed by Student Government, and the Director of Employee Relations or his/her designee as an ex-officio (non-voting) member.

b. No Board member who is directly involved with the grievance shall be eligible to consider that grievance.

c. A quorum of three (3) members (one of which must be a student) is necessary to hold a meeting of the SEAB.
3. SEAB Procedures

a. A record of SEAB proceedings shall be kept; the extent of the record shall be at the discretion of the Board. Principals may make an additional record of the hearing.

DEFINITIONS

School day—Shall be considered any official school-class day, Monday through Friday, during the official academic year and spring or summer sessions, provided the student employee is enrolled or working for the University during such spring or summer sessions.

Principals—the grievant and department head or his/her (department head's) designated representative.

1. A grievant shall be permitted one advisor who shall be a member of the University community. (i.e., a student, faculty member, or staff member).

2. The hearing shall be open unless the principal requests a closed hearing. In closed hearings only principals, a grievant's advisor, witnesses, and Board members are to be present.

3. Principals, their advisors and Board members shall be permitted to question all witnesses.

4. Deliberations of the Board shall be in executive session.

b. The Board shall establish procedures for meeting with the principals, reviewing the grievance, examining any written documentation, and keeping a record of the proceedings.

c. The Board shall submit a written decision to the principals and Manager of Student Employment and the vice president of the affected division within five (5) school days of the conclusion of its deliberation. The decision need not fully favor anyone principal but could be a recommendation of a third course. The Board's decision shall not be contrary to established University policy.

d. The Board's decision is subject to normal administrative review (i.e., subject to the review and approval of the appropriate vice president). Such vice president shall be responsible for the implementation of the final disposition of the grievance.

UNIVERSITY PRACTICE

UNIVERSITY PROCEDURES ARE ESTABLISHED WHICH GOVERN STUDENT PAY GRADES, WORK ELIGIBILITY, RENEWAL OF WORK ELIGIBILITY DOCUMENTATION (AS NEEDED), WORK-HOUR LIMITATIONS, VISA-RELATED EMPLOYMENT LIMITATIONS, AS WELL AS HIRING AND TERMINATION PRACTICES. A SEPARATE UNIVERSITY PROCEDURE IS
ALSO ESTABLISHED WHICH GOVERNS ANY GRIEVANCES THAT MAY ARISE CONCERNING STUDENT EMPLOYMENT ISSUES.

RESPONSIBILITY FOR IMPLEMENTATION

THE VICE PRESIDENT FOR STUDENT AFFAIRS IS RESPONSIBLE FOR THE OVERALL IMPLEMENTATION, ADMINISTRATION AND INTERPRETATION OF THIS POLICY. THE DIRECTOR OF THE CAREER SERVICES CENTER IS RESPONSIBLE FOR THE DAILY ADMINISTRATION OF THIS POLICY.

SCOPE OF POLICY COVERAGE

THIS POLICY SHALL APPLY TO ALL MEMBERS OF THE UNIVERSITY COMMUNITY, INCLUDING STUDENTS, FACULTY, STAFF, ADMINISTRATORS AND UNIVERSITY UNITS.

Authority for Creation or Revision

Minutes of the Board of Regents, September 12, 1966; para. .423M.
Minutes of the Board of Regents, May 19, 1976; para. .1644M.
Minutes of the Board of Regents, April 27, 1988; para. .3712M.
UNIVERSITY POLICY STATEMENT:

The University is committed to promoting and maintaining a work and academic environment that is free from illegal alcohol and drug use and abuse, in accordance with all federal, state and local laws. Students and employees are prohibited from reporting to work or working under the influence of alcohol or drugs.

Employees may not consume, possess, distribute or be under the influence of alcoholic beverages on University property or while on University business (except at University functions at which use of alcohol is approved). Employees, students and campus visitors aged twenty-one (21) years or older, consuming alcohol at University functions or while on University business, where such use is approved, are expected to use alcohol responsibly and not engage in illegal, unprofessional or disruptive behavior.

Students and campus visitors who have attained the legal drinking age of twenty-one (21) years of age may possess and consume alcoholic beverages only at approved University functions or in residence hall rooms of students who have attained the legal drinking age. Those under twenty-one (21) years of age are not permitted to consume or possess alcoholic beverages at any time.

Students, employees and visitors are prohibited from dispensing, selling or supplying alcoholic beverages to a person under the legal drinking age as defined by Michigan law.

Students, employees and visitors are prohibited from possessing, consuming, manufacturing, dispensing, or being under the influence of illegal drugs or engaging in improper self-medication while on University property or University business.

Any member of the University community who violates this policy is subject to both prosecution and punishment under federal, state and local laws and to disciplinary proceedings by the University.

This policy is not designed to punish people for seeking rehabilitation. All information about those individuals who voluntarily avail themselves of drug or alcohol counseling or rehabilitation services will remain confidential. Seeking counseling or rehabilitation will not be used as a basis for disciplinary action or be used against an individual in any way.

University employees and students who violate this policy shall be informed about and referred to services to assist them in determining whether they are abusing drugs and alcohol or are chemically dependent. If a problem is found to exist, the individual will be referred to resources to assist him/her in overcoming the drug or alcohol abuse pattern. This referral or assessment shall not limit the University's ability to pursue appropriate disciplinary action, up to and including termination or expulsion, when an employee or student has violated this policy or any other University policy.
This policy shall not add to or supersede union contracts or established employee work rules.

**UNIVERSITY PRACTICE:**

In order to comply with this policy, Eastern Michigan University will:

1. Disseminate a copy of the University Alcohol and Other Drug (AOD) policy to all employees and students on an annual basis.

2. Disseminate a copy of EMU’s policy on notification to parents of drug and alcohol violations related to the Family Educational Rights and Privacy Act (FERPA) to all students on an annual basis.

3. Conduct educational programs aimed at preventing alcohol abuse and drug use and abuse and inform the University community about the dangers and health risks of alcohol and other drug use.

4. Provide information on an annual basis on available counseling, treatment and rehabilitation or re-entry programs, and facilitate and encourage use of appropriate resources by all employees and students.

5. Provide a description of all applicable local, state, federal and University sanctions for unlawful manufacture, consumption, possession or distribution of illicit drugs, prescription drugs and alcohol.

6. Require employees who are working on federally funded projects and who are convicted of violating any criminal drug statute while at the workplace or while on work-related activities, to notify their immediate supervisor within five (5) days. EMU will then notify the appropriate federal agency about such a violation.

7. Conduct a biennial review of its alcohol and other drug program as required by the Drug-Free School and Communities Act Amendment of 1989 to determine the effectiveness of, and implement necessary changes to, the AOD program, and to ensure that consistent enforcement of disciplinary sanctions for violating standards of conduct are appropriately applied.

8. When alcohol is served or sold at approved University functions:
   
   A. Alcoholic beverages shall not dominate the advertising or be the primary focus of any event.

   B. Food and non-alcoholic beverage alternatives shall be available.

   C. Precautionary measures shall be implemented to ensure that alcoholic beverages are not accessible to persons under the legal drinking age.

   D. The sponsoring person/group shall comply with applicable rules and regulations of the Michigan Liquor Control Commission.
9. Establish standards related to the extent of alcohol marketing on campus in these three areas: alcohol advertising, alcohol industry promotions and alcohol industry official sponsorship.

RESPONSIBILITY FOR IMPLEMENTATION:

The President of the University has overall responsibility for the implementation and administration of this policy and has delegated its overall management to the Executive Director of Human Resources and the Dean of Students. In addition, the President or his/her designee will generate a review of the institution’s alcohol and other drug program as required by law.

SCOPE OF POLICY COVERAGE:

This policy applies to all current University employees, students and visitors. The University will have jurisdiction over student-related misconduct that occurs on University premises and/or at University-sponsored activities, but may also address off-campus behavior if the University determines that the behavior, or the continued presence of the student impairs, obstructs, interferes with, or adversely affects the mission, processes or functions of the University. Additional regulations on this subject may be found and may supersede this policy for employees covered by collective bargaining agreements.

Authority for Creation or Revision

Minutes of the Board of Regents, December 10, 1971; para. 1058M.
Minutes of the Board of Regents, January 11, 1975; para. .1471M.
Minutes of the Board of Regents, January 17, 1979; para. .2039M.
Minutes of the Board of Regents, September 27, 1989; para. 4070M.
Minutes of the Board of Regents, September 25, 1990; para. .4256M.
Minutes of the Board of Regents, January 16, 2001; para. .5766M.
UNIVERSITY POLICY STATEMENT:

The University is committed to promoting and maintaining a work and academic environment that is free from illegal alcohol and drug use and abuse, in accordance with all federal, state and local laws. Students and employees are prohibited from reporting to work or working under the influence of alcohol or drugs.

Employees may not consume, possess, distribute or be under the influence of alcoholic beverages on University property or while on University business (except at University functions at which use of alcohol is approved). Employees, students and campus visitors aged twenty-one (21) years or older, consuming alcohol at University functions or while on University business, where such use is approved, are expected to use alcohol responsibly and not engage in illegal, unprofessional or disruptive behavior.

Students and campus visitors who have attained the legal drinking age of twenty-one (21) years of age may possess and consume alcoholic beverages only at approved University functions or in residence hall rooms of students who have attained the legal drinking age. Those under twenty-one (21) years of age are not permitted to consume or possess alcoholic beverages at any time.

STUDENTS, EMPLOYEES AND VISITORS ARE PROHIBITED FROM DISPENSING, SELLING OR SUPPLYING ALCOHOLIC BEVERAGES TO A PERSON UNDER THE LEGAL DRINKING AGE AS DEFINED BY MICHIGAN LAW.

Students, employees, and visitors are prohibited from possessing, consuming, manufacturing, dispensing, or being under the influence of illegal drugs or engaging in improper self-medication while on University property or University business.

Any member of the University community who violates this policy is subject to both prosecution and punishment UNDER FEDERAL, STATE AND LOCAL LAWS and to disciplinary proceedings by the University.

This policy is not designed to punish people for seeking rehabilitation. All information about those individuals who voluntarily avail themselves of drug or alcohol counseling or rehabilitation services will remain confidential. Seeking counseling or rehabilitation will not be used as a basis for disciplinary action or be used against an individual in any way.

University employees and students who violate this policy shall be informed about and referred to services to assist them in determining whether they are abusing drugs and alcohol or are chemically dependent. If a problem is found to exist, the individual will be referred to resources to assist him/her in overcoming the drug or alcohol abuse pattern. This referral or assessment shall not limit the University's ability to pursue appropriate disciplinary action, up to and including
termination or expulsion, when an employee or student has violated this policy or any other University policy.

This policy shall not add to or supersede union contracts or established employee work rules.

**UNIVERSITY PRACTICE:**

In order to comply with this policy, Eastern Michigan University will:

1. Disseminate a copy of the University Alcohol and Drug Policy to all employees and students on an annual basis.

2. Disseminate a copy of EMU's policy on notification to parents of drug and alcohol violations related to the Family Educational Rights and Privacy Act (FERPA) to all students on an annual basis.

3. Conduct educational programs aimed at preventing alcohol abuse and drug use and abuse and inform the University community about the dangers and health risks of alcohol and OTHER drug use.

4. Provide information on an annual basis on available counseling, treatment and rehabilitation or re-entry programs, and facilitate and encourage use of appropriate resources by all employees and students.

5. Provide a description of all applicable local, state, federal and University sanctions for unlawful MANUFACTURE, consumption, possession or distribution of illicit drugs, PRESCRIPTION DRUGS and alcohol.

6. Require employees who are working on federally funded projects and who are convicted of violating any criminal drug statute while at the workplace or while on work-related activities, to notify their immediate supervisor within five (5) days. EMU will then notify the appropriate federal agency about such a violation.

7. Conduct a biennial review of its alcohol and other drug program as required by the Drug-Free School and Communities Act Amendment of 1989 to determine the effectiveness of, and to implement necessary changes to the AOD program, and to ensure that consistent enforcement of disciplinary sanctions for violating standards of conduct are appropriately applied.

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<td>EMPLOYMENT/AFFIRMATIVE ACTION</td>
<td>3.7.2</td>
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### Issue

ALCOHOL AND DRUG POLICY

D. The sponsoring person/group shall comply with applicable rules and regulations of the Michigan Liquor Control Commission.

9. Establish standards related to the extent of alcohol marketing on campus in these three areas: alcohol advertising, alcohol industry promotions and alcohol industry official sponsorship.

### RESPONSIBILITY FOR IMPLEMENTATION:

The President of the University has overall responsibility for the implementation and administration of this policy and has delegated its overall management to the Executive Director of Human Resources and the Dean of Students. In addition, the President or his/her designee will generate a review of the institution's alcohol and other drug program as required by law.

### SCOPE OF POLICY COVERAGE:

This policy applies to all current University employees, students, and visitors. THE UNIVERSITY WILL HAVE JURISDICTION OVER STUDENT-RELATED MISCONDUCT THAT OCCURS ON UNIVERSITY PREMISES AND/OR AT UNIVERSITY-SPONSORED ACTIVITIES, BUT MAY ALSO ADDRESS OFF-CAMPUS BEHAVIOR IF THE UNIVERSITY DETERMINES THAT THE BEHAVIOR, OR THE CONTINUED PRESENCE OF THE STUDENT IMPAIRS, OBSTRUCTS, INTERFERES WITH, OR ADVERSELY AFFECTS THE MISSION, PROCESSES OR FUNCTIONS OF THE UNIVERSITY. Additional regulations on this subject may be found and may supersede this policy for employees covered by collective bargaining agreements.

### Authority for Creation or Revision

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UNIVERSITY POLICY STATEMENT

The University recognizes that current and prospective employees and students with communicable diseases (including but not limited to hepatitis, HIV infection, meningitis, tuberculosis and influenza) may wish to pursue or continue in as many activities as their condition allows, including work and educational pursuits.

The University further recognizes its responsibility to provide a safe workplace and classroom environment for all employees and students. Those students and employees with communicable diseases should be allowed access to University programs, services and facilities in an unrestricted manner as long as their presence poses no threat to the health or safety of others; and they are physically able to do so.

Eastern Michigan University promotes an environment free from discrimination/harassment by complying with all applicable state and federal laws governing individuals diagnosed with communicable diseases.

Under Michigan law, all records, reports and data pertaining to testing, diagnosis, care, treatment and research will be held confidential.

UNIVERSITY PRACTICE

University practices for implementing and administering this policy are:

1. Employment decisions will be based on lawful practices following the principles and guidelines for equal employment opportunity and affirmative action.

2. Non-discriminatory practices will be followed in:
   a. Personnel actions and benefit programs
   b. Admission decisions
   c. Housing assignments and related services
   d. University programs and services not specified above.

3. Applicable waste management guidelines and blood and body fluid precautions will be followed.

4. Education relating to the prevention and transmission of communicable diseases will be made available. Resources/referrals are available to employees and students through University Health Services.
RESPONSIBILITY FOR IMPLEMENTATION

The President has overall responsibility for the implementation of this policy and has delegated its overall management to the Executive Director of Human Resources and the Director of University Health Services.

SCOPE OF POLICY COVERAGE

This policy applies to all current and prospective University employees and students.
UNIVERSITY POLICY STATEMENT:

The University recognizes that current and prospective employees and students with communicable diseases (including but not limited to hepatitis, HIV infection, MENINGITIS, TUBERCULOSIS and INFLUENZA-AIDS) may wish to pursue or continue in as many activities as their condition allows, including work and educational pursuits.

The University further recognizes its responsibility to provide a safe workplace and classroom environment for all employees and students. THOSE STUDENTS AND EMPLOYEES WITH COMMUNICABLE DISEASES SHOULD BE ALLOWED ACCESS TO UNIVERSITY PROGRAMS, SERVICES AND FACILITIES IN AN UNRESTRICTED MANNER AS LONG AS THEIR PRESENCE POSES NO THREAT TO THE HEALTH OR SAFETY OF OTHERS; AND THEY ARE PHYSICALLY ABLE TO DO SO.

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RESPONSIBILITY FOR IMPLEMENTATION:

The President has overall responsibility for the implementation of this policy and has delegated its overall management to the Executive Director of Human Resources and the Director of University Health Services.

SCOPE OF POLICY COVERAGE:

This policy applies to all current and prospective University employees and students.
UNIVERSITY POLICY STATEMENT:

It is the policy of the University to provide equal educational opportunities to all students.

In accordance with University policy, and applicable federal and state laws prohibiting discrimination based on disability, all University personnel are responsible for ensuring that any qualified student with a disability is not denied employment on campus or participation in any program, service or activity under their supervision. Similarly, all students and student organizations shall be responsible for ensuring that no student is denied participation in a student organization or student-sponsored activity on the basis of disability.

UNIVERSITY PRACTICE:

A. In order to comply with this policy, Eastern Michigan University will:

1. Publish notice of the University's policy against discrimination on the basis of disability. The notice will inform all members of the University of their responsibility to accommodate students with disabilities and will provide the contact information for the University's Access Services office.

2. Respond to student requests for accommodation through the Office of Access Services. Access Services will determine appropriate accommodations in accordance with relevant legal and University standards.

3. Develop and disseminate accommodation guidelines to faculty and hold training sessions on issues related to equal access for students with disabilities.

4. Inform faculty about the accommodations policy and advise faculty of their responsibility to include information in course syllabi explaining the University's responsibility to accommodate students with disabilities in compliance with federal, state and local laws.

5. Develop and implement a process through the Access Services office for addressing student requests for accommodations.

B. Non-students with disabilities and students with disabilities requesting accommodations for non-academic related programs, services or events should be referred to the individual responsible for arranging accommodations for that specific program, service or event. If the
accommodation requested is beyond the means or authority of the program, service or event, the individual handling the request shall be referred to Access Services.

C. If a requested accommodation is beyond the means or authority of Access Services to implement, Access Services will report the requested accommodation to the Dean of Students, who will forward the request to the Vice President for Student Affairs for consideration.

RESPONSIBILITY FOR IMPLEMENTATION:

The President of the University has overall responsibility for implementation of this policy and has delegated its overall management to the Vice President for Student Affairs. The Dean of Students and the Access Services Director are responsible for the daily administration of the policy. In addition, each vice president, dean, director, department head, hiring authority, supervisor and student organization leader is responsible for maintaining compliance with this policy. The Director of Student Judicial Services and the Director of Diversity and Affirmative Action are responsible for investigating any violations of this policy.

SCOPE OF POLICY COVERAGE:

This policy shall apply to all members of the University community, including students, faculty, staff, administrators and university units as well as to all University programs, services, employment and activities.

Authority for Creation or Revision

Minutes of the Board of Regents, January 16, 1974; para. .1318M.
POLICY

Each department head and/or director shall be responsible for ensuring that qualified handicapped students are not denied participation in any program or activity under his/her supervision because of an absence of necessary auxiliary aids.

When a department head or director identifies a handicapped student who requires an auxiliary aid to participate in a program or activity, the department head or director shall consult the affirmative action director.

The affirmative action director, with the assistance of the director of the University Health Center and the appropriate vice-president, shall advise the department of potential external sources for auxiliary aids and assist the department in attempting to locate necessary auxiliary aids for the handicapped student.

In the event it is determined by the affirmative action director that necessary auxiliary aids cannot be obtained or funded from external sources, the appropriate vice-president shall refer the need to the Executive Council for funding.

UNIVERSITY POLICY STATEMENT

It is the policy of the University to provide equal educational opportunities to all students.

In accordance with University policy, and applicable federal and state laws prohibiting discrimination based on disability, all University personnel are responsible for ensuring that any qualified student with a disability is not denied employment on campus or participation in any program, service or activity under their supervision. Similarly, all students and student organizations shall be responsible for ensuring that no student is denied participation in a student organization or student-sponsored activity on the basis of disability.

UNIVERSITY PRACTICE

A. In order to comply with this policy, Eastern Michigan University will:

   1. Publish notice of the University's policy against discrimination on the basis of disability. The notice will inform all members of the University of their responsibility to accommodate students with disabilities and will provide the contact information for the University's Access Services office.
PROHIBITION AGAINST DISCRIMINATION ON THE BASIS OF DISABILITY

2. Respond to student requests for accommodation through the Office of Access Services. Access Services will determine appropriate accommodations in accordance with relevant legal and University standards.

3. Develop and disseminate accommodation guidelines to faculty and hold training sessions on issues related to equal access for students with disabilities.

4. Inform faculty about the accommodations policy and advise faculty of their responsibility to include information in course syllabi explaining the University's responsibility to accommodate students with disabilities in compliance with federal, state and local laws.

5. Develop and implement a process through the Access Services office for addressing student requests for accommodations.

B. Non-students with disabilities and students with disabilities requesting accommodations for non-academic related programs, services or events should be referred to the individual responsible for arranging accommodations for that specific program, service or event. If the accommodation requested is beyond the means or authority of the program, service or event, the individual handling the request shall be referred to Access Services.

C. If a requested accommodation is beyond the means or authority of Access Services to implement, Access Services will report the requested accommodation to the Dean of Students, who will forward the request to the Vice President for Student Affairs for consideration.

RESPONSIBILITY FOR IMPLEMENTATION

The President of the University has overall responsibility for implementation of this policy and has delegated its overall management to the Vice President for Student Affairs. The Dean of Students and the Access Services Director are responsible for the daily administration of the policy. In addition, each vice president, dean, director, department head, hiring authority, supervisor and student organization leader is responsible for maintaining compliance with this policy. The Director of Student Judicial Services and the Director of Diversity and Affirmative Action are responsible for investigating any violations of this policy.

SCOPE OF POLICY COVERAGE:

This policy shall apply to all members of the University community, including students, faculty, staff, administrators and university units as well as to all University programs, services, employment and activities.

Authority for Creation or Revision

Minutes of the Board of Regents, January 16, 1974; para. .1318M.
UNIVERSITY POLICY STATEMENT

A student organization consists of a number of students who have complied with University requirements for registration and/or recognition. Student organizations must be recognized each year by the University in order to use University facilities, services and resources and to participate in Student Government during the year. Student organizations are not considered a part of the University for tax exemption purposes or for other purposes.

UNIVERSITY PRACTICE

A. University procedures are established which govern the application, review and bestowal and dissolution of student organization recognition status, as well as to govern the collection, recording, maintenance, compilation, distribution and retention of student organization recognition data in accordance with this policy. University procedures are also established which govern the sanctions for violation of this policy.

B. Each student organization seeking recognition must abide by the following general standards for recognition:
1. Recognition may be granted by the Vice President for Student Affairs or his/her designee. Student organization files and recognition records are maintained and administered by the Office of Campus Life.
2. Any organization shall be considered for official University recognition if the organization's objectives are compatible with the objectives of the University and if the organization completes all required information for recognition.
3. Membership in an Eastern Michigan University organization must be open to any Eastern Michigan University student regardless of race, color, religion, sex, physical disability or sexual orientation. Exceptions to this policy include religious qualifications, which may be required by organizations whose aims are primarily sectarian and social fraternities and sororities that are permitted by federal and state law to discriminate on the basis of sex.
4. The organization's name cannot begin with "EMU" or "Eastern Michigan University" or any other derivation. The organizations may use the University's name following the name of the organization.
5. An organization cannot be organized for the purpose of furthering the private financial gain of an individual or select group of individuals.
6. Student organizations are not allowed to use any derivation of the University name related to external banking relationships.
7. An organization must have a minimum of five members to be recognized and considered "active."
8. In order to be eligible for funding, no less than 75 percent of the organization's membership must be comprised of EMU enrolled students.
9. Each organization must have a student organization advisor who is an Eastern Michigan University faculty or staff member or is an enrolled EMU graduate student.
10. All organizations recognized by the University agree to abide by all applicable University policies.
11. All organizations recognized by the University agree to abide by the University Student Conduct Code provisions applicable to Student Organizations.

C. A student organization's recognition may be terminated by:
   1. Written request of the student organization's executive officers.
   2. Failure to meet its financial obligations to the University, as per any appropriate University policy governing financial debts.
   3. Decision of the Vice President for Student Affairs.

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 Judicial Services is responsible for administering the Student Conduct Code as it applies to a violation of this policy.

SCOPE OF POLICY COVERAGE

This policy applies to all student organizations at Eastern Michigan University.
STANDARDS FOR RECOGNITION

A student group shall be considered for official University recognition if the student organization's objectives are compatible with the objectives of the University and if its activities are not destructive.

UNIVERSITY POLICY STATEMENT
A STUDENT ORGANIZATION consists of a number of students who have complied with University requirements for registration and/or recognition. STUDENT ORGANIZATIONS must be recognized each year by the University in order to use University facilities, services and resources and to participate in Student Government during the year. STUDENT ORGANIZATIONS are not considered a part of the University for tax exemption purposes or for other purposes. Recognition may be granted by the president of the University—VICE PRESIDENT FOR Student Affairs or his/her designee, upon recommendation of the Committee on Student Life. STUDENT ORGANIZATION FILES AND RECOGNITION RECORDS are maintained and administered by MCKENNY UNION AND CAMPUS LIFE.

UNIVERSITY PRACTICE

A. UNIVERSITY PROCEDURES are established which govern the application, review and bestowal and dissolution of student organization recognition status, as well as to govern the collection, recording, maintenance, compilation, distribution and retention of student organization recognition data in accordance with this policy. UNIVERSITY PROCEDURES are also established which govern the sanctions for violation of this policy.

B. EACH STUDENT ORGANIZATION SEEKING RECOGNITION must abide by the following general standards for recognition:
1. Recognition may be granted by the president of the University—VICE PRESIDENT FOR Student Affairs or his/her designee, upon recommendation of the Committee on Student Life. STUDENT ORGANIZATION FILES AND RECOGNITION RECORDS are maintained and administered by the Office of Mckenny Union and Campus Life.
2. ANY ORGANIZATION shall be considered for official University recognition if the organization's objectives are compatible with the objectives of the University and if the organization completes all required information for recognition.
3. MEMBERSHIP IN AN EASTERN MICHIGAN UNIVERSITY ORGANIZATION must be open to any Eastern Michigan University student regardless of race, color, religion, sex, physical disability or sexual orientation. Exceptions to this policy include religious qualifications, which may be required by organizations whose aims are primarily
SECTARIAN AND SOCIAL FRATERNITIES AND SORORITIES THAT ARE PERMITTED BY FEDERAL AND STATE LAW TO DISCRIMINATE ON THE BASIS OF SEX.

4. THE ORGANIZATION'S NAME CANNOT BEGIN WITH "EMU" OR "EASTERN MICHIGAN UNIVERSITY" OR ANY OTHER DERIVATION. THE ORGANIZATIONS MAY USE THE UNIVERSITY'S NAME FOLLOWING THE NAME OF THE ORGANIZATION.

5. AN ORGANIZATION CANNOT BE ORGANIZED FOR THE PURPOSE OF FURTHERING THE PRIVATE FINANCIAL GAIN OF AN INDIVIDUAL OR SELECT GROUP OF INDIVIDUALS.

6. STUDENT ORGANIZATIONS ARE NOT ALLOWED TO USE ANY DERIVATION OF THE UNIVERSITY NAME RELATED TO EXTERNAL BANKING RELATIONSHIPS.

7. AN ORGANIZATION MUST HAVE A MINIMUM OF FIVE MEMBERS TO BE RECOGNIZED AND CONSIDERED "ACTIVE."

8. IN ORDER TO BE ELIGIBLE FOR FUNDING, NO LESS THAN 75 PERCENT OF THE ORGANIZATION'S MEMBERSHIP MUST BE COMPRISED OF EMU ENROLLED STUDENTS.

9. EACH ORGANIZATION MUST HAVE A STUDENT ORGANIZATION ADVISOR WHO IS AN EASTERN MICHIGAN UNIVERSITY FACULTY OR STAFF MEMBER OR IS AN ENROLLED EMU GRADUATE STUDENT.

10. ALL ORGANIZATIONS RECOGNIZED BY THE UNIVERSITY AGREE TO ABIDE BY ALL APPLICABLE UNIVERSITY POLICIES.

11. ALL ORGANIZATIONS RECOGNIZED BY THE UNIVERSITY AGREE TO ABIDE BY THE UNIVERSITY STUDENT CONDUCT CODE PROVISIONS APPLICABLE TO STUDENT ORGANIZATIONS.

4. A student is defined as anyone currently registered for one or more academic credit hours at Eastern Michigan University.

2. Members of the faculty and staff are encouraged to participate in student organizations.

3. A student group representing itself as an EMU student organization is one that uses Eastern Michigan University in connection with its name, registers itself and its activities at the Office of Campus Life, and/or wishes to use EMU services, facilities, including meeting rooms, bulletin boards, etc., in accordance with University regulations.

4. Student constituting groups which practice any or all of the regulations of this policy without seeking organizational status within a stated period of time or number of meetings shall be in violation of this policy and shall be subject to appropriate disciplinary action.

5. Eastern Michigan University's Policy on Membership in Recognized Student Organizations.

Eastern Michigan University shall not discriminate against any person because of race, color, religion, creed, sex, age, national origin, ancestry, marital status or handicap as provided for to the extent required by state and federal statutes. Further, the University shall work for the elimination of improper discrimination in the areas listed below:

- In organizations recognized by the University.

From non-University sources where students and employees of the University are involved.
Membership in Eastern Michigan University student organizations shall not be dependent upon criteria based on race, color, religion, creed, sex, age, national origin, ancestry, marital status or handicap.

No University-affiliated organization shall be encumbered by an obligation to discriminate by virtue of race, color, religion, creed, sex, age, national origin, ancestry, marital status or handicap, either by process of admission to membership or by rituals.

No University-affiliated organization shall discriminate by virtue of race, color, religion, creed, sex, age, national origin, ancestry, marital status or handicap under the terms of a provision of its local constitution.

No University-affiliated organization shall discriminate by virtue of race, color, religion, creed, sex, age, national origin, ancestry, marital status or handicap under the terms of a written or verbal agreement with its national or other organization.

No individual shall be eliminated from consideration or initiation as a result of organizational policy and/or practice discrimination by virtue of race, color, sex, marital status, age, religion, national origin, ancestry, creed or handicap.

No locally accepted member (pledge, initiate, etc.) shall be denied membership by vote of any outside individual or agency.

The student organization cannot be organized for the purpose of further the private financial gains of an individual and/or select number of individuals.

The organization subscribes to the commonly accepted standards of ethical and moral conduct.

RECOGNITION PROCEDURE

Recognition of student organizations shall progress through two stages (1) Provisional, and (2) Full Recognition.

Provisional Recognition

The purpose of the Provisional Recognition is to provide an opportunity for the organization to prepare formal structure, to recruit members and to prepare the constitution. This status is granted by the Office of Campus Life for a period of one month.

The Office of Campus Life may terminate the Provisional Recognition status of the organization if it determines that the organization has violated any of the previously stated policies, or is inconsistent with the aims, purposes, and objectives of the University.

The organization during Provisional Recognition:

Can use University facilities and services similar to student organizations which are fully recognized.

Cannot use Eastern Michigan University in its name or publicity.
Cannot solicit funds except from its members.

A student organization may be on provisional status only for one month. Extensions of this deadline can be given by the Office of Campus Life for unusual extenuating circumstances.

Must hold the standards and responsibilities of recognized student organizations as stated in the Student Life Manual.

Full Recognition

The student organization’s petition and constitution is to be submitted to the Committee on Student Life through the Office of Campus Life.

Full student organizational recognition status may be granted by the president of the University or the president's designee upon recommendation of the Committee on Student Life.

Full recognition status is granted for one academic year, and yearly renewal is required through the submission of a Renewal Form to the Campus Life Office.

Full recognition grants to any approved organization those rights and privileges as authorized in this manual, or as authorized under administrative policies and procedures appropriately promulgated.

Recognition of Organizations Connected With an Academic Department — Professional and Honorary

Professional and honorary organizations connected with academic departments usually are formed by the department involved in consultation with the national organization represented. The organization should submit a petition and constitution along with a letter from the appropriate governing organization to indicate approval of their affiliations and/or purpose to the Office of Campus Life. If the organization has an affiliation on the state or national level, a letter of approval must be submitted by the state or national organization. The Office of Campus Life reviews the petition, constitution and any appropriate letters of recommendation and forwards these documents to the Committee on Student Life and the president or the president's designee for a decision. (Note: Chapter 14, page 3.)

Recognition of Social Fraternities and Sororities

Groups aiming toward becoming a recognized social fraternity or sorority must apply to the Interfraternity Council or Panhellenic Council through the Campus Life Office. The fraternal governing organizations investigate the national groups and decide whether to invite the local group to form a colony at Eastern Michigan University. The IFC or Panhellenic Council make recommendations for full recognition to the Committee on Student Life after the petition, or national governing organization indicates approval of their affiliation, and/or purpose have been completed. Full recognition status may be granted by the president or the president's designee upon recommendation of the Committee on Student Life, who then notifies the petitioning organization and either IFC or Panhell.
Special Groups

Special Groups such as Mortar Board, Phi Beta Kappa, and similar groups are organized and recognized according to national policy, in conjunction with the president or the president’s designee, Office of Campus Life, Committee on Student Life, and the appropriate department or college of the University.

Termination of Recognition

C. There are several ways whereby a student organization’s recognition may be terminated BY:

1. By Written request of the student organization’s executive officers.

   By Failure to meet its financial obligations to the University as PER ANY APPROPRIATE UNIVERSITY POLICY GOVERNING FINANCIAL DEBTS, noted in the Board of Regents Policy, May 19, 1971. This policy statement reads as follows:

   “Be it resolved that the recognition of any campus or University-affiliated organization shall be forthwith suspended when any financial obligation of such organization to the University shall remain unpaid for a period of 90 days beyond its due date. Such suspension may be lifted only by presidential direction. During such period of suspension, such organization shall be barred from engaging in University activities and the use of University facilities.”

2. By Decision of the president of the University upon recommendation of the Committee on Student Life VICE PRESIDENT FOR STUDENT AFFAIRS.

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 Judicial Services is responsible for administering the Student Conduct Code as it applies to a violation of this policy.

Scope of Policy Coverage

This policy applies to all student organizations at Eastern Michigan University.
UNIVERSITY POLICY STATEMENT

It is the policy of Eastern Michigan University to encourage recognized student organizations to invite speakers to campus to address public meetings in the spirit of the free exchange of ideas and to promote the timely discussion of a wide variety of issues. This policy assumes that the views expressed should be stated openly in order to allow for critical evaluation.

Recognized student organizations are encouraged to invite speakers to the campus to address public meetings, subject to the following provisions:

- The speaker(s) must not urge the audience to take action which is prohibited by the rules of the University or which is illegal under federal, state or local law. Advocating or urging the modification of the government of the United States or the State of Michigan, by violence or sabotage, is specifically prohibited. It is the responsibility of the student organization to inform speakers of these prohibitions.

- Any acts that are disruptive to the normal operations of the University including classes and University business or infringe upon the rights of others will not be tolerated.

- Sponsorship must be by a recognized student organization.

Violations of this policy by recognized student organizations may result in termination of recognition status by decision of the President of the University, upon recommendation of the Vice President for Student Affairs.

UNIVERSITY PRACTICE

University procedures are established which govern the reservation of space for student organization events, in accordance with this policy. University procedures are also established which govern the sanctions for violation of this policy.

For the purposes of preserving a record of all such public meetings and in order to coordinate them with other events taking place on the university property, the sponsoring recognized student organization must make all arrangements for reservation of space, including outside space, through the Event Planning Office in McKenny Union and
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Campus Life. Approved rallies and parades must be scheduled with the Department of Public Safety.

**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 Judicial Services is responsible for administering the Student Conduct Code as it applies to a violation of this policy. The Departments of Public Safety and Legal Affairs are responsible for helping to ensure compliance with local, state and federal laws.

**SCOPE OF POLICY COVERAGE:**

This policy applies to all student organizations at Eastern Michigan University.
General Policy  UNIVERSITY POLICY STATEMENT

It is the policy of the Board of Regents and the University to foster a spirit of free inquiry and to encourage the timely discussion of a wide variety of issues, provided that the views expressed are stated openly and therefore are subject to critical evaluation. Restraints on free inquiry should be held to that minimum which is consistent with preserving an organized society in which peaceful, democratic means for change are available.  IT IS THE POLICY OF EASTERN MICHIGAN UNIVERSITY TO ENCOURAGE RECOGNIZED STUDENT ORGANIZATIONS TO INVITE SPEAKERS TO CAMPUS TO ADDRESS PUBLIC MEETINGS IN THE SPIRIT OF THE FREE EXCHANGE OF IDEAS AND TO PROMOTE THE TIMELY DISCUSSION OF A WIDE VARIETY OF ISSUES. THIS POLICY ASSUMES THAT THE VIEWS EXPRESSED SHOULD BE STATED OPENLY IN ORDER TO ALLOW FOR CRITICAL EVALUATION.

Therefore, recognized student organizations are encouraged to invite speakers to the campus to address public meetings subject only to the following provisions:

- The speaker(S) must not urge the audience to take action which is prohibited by the rules of the University or which is illegal under federal, STATE OR LOCAL or Michigan law. Advocating or urging the modification of the government of the United States or of the State of Michigan, by violence or sabotage, is specifically prohibited. It is the responsibility of the student organization to inform speakers of these prohibitions.

- ANY ACTS THAT ARE DISRUPTIVE TO THE NORMAL OPERATIONS OF THE UNIVERSITY INCLUDING CLASSES AND UNIVERSITY BUSINESS OR INFRINGE UPON THE RIGHTS OF OTHERS WILL NOT BE TOLERATED.

- Sponsorship must be by a RECOGNIZED student organization, which has been recognized under the general regulations approved by the appropriate University authorities.

VIOLATIONS OF THIS POLICY BY RECOGNIZED STUDENT ORGANIZATIONS MAY RESULT IN TERMINATION OF RECOGNITION STATUS BY DECISION OF THE PRESIDENT OF THE UNIVERSITY, UPON RECOMMENDATION OF THE VICE PRESIDENT FOR STUDENT AFFAIRS. Any student organization violating the provisions of this bylaw is subject only to procedures and penalties applicable to students and student organizations that violate other University rules.

RALLIES AND PARADES, BONFIRES AND AUTHORIZED FIREWORK DISPLAYS
Rallies and parades, bonfires and authorized firework displays SHOULD BE are scheduled WITH THE DEPARTMENT OF PUBLIC SAFETY in the Office of Campus Life. Upon receipt of approval by the Security Department and the Physical Plant Office, the office of Campus Life may grant permission for the rally or parade.

FIREWORKS AND FIREARMS

The possession of firecrackers, firearms, ammunition, or any materials which may be used to create an explosion is prohibited. Violators are subject to disciplinary action as stated in the Student Conduct Code.

UNIVERSITY PRACTICE

UNIVERSITY PROCEDURES ARE ESTABLISHED WHICH GOVERN THE RESERVATION OF SPACE FOR STUDENT ORGANIZATION EVENTS, IN ACCORDANCE WITH THIS POLICY. UNIVERSITY PROCEDURES ARE ALSO ESTABLISHED WHICH GOVERN THE SANCTIONS FOR VIOLATION OF THIS POLICY.

For the purposes of preserving a record of all such public meetings and IN ORDER TO COORDINATE them with OTHER EVENTS the calendar of other activities taking place on the University property, the sponsoring RECOGNIZED STUDENT organization must (a) make all arrangements for reservation of space, INCLUDING OUTSIDE SPACE, THROUGH THE EVENT PLANNING OFFICE IN MCKENNY UNION AND CAMPUS LIFE. APPROVED RALLIES AND PARADES MUST BE SCHEDULED WITH THE DEPARTMENT OF PUBLIC SAFETY, with the appropriate University officials, and (b) complete a form to be furnished by the appropriate University office indicating, among other things, the subject to be discussed, the names of all speakers and the time and place for the meeting, the form to be certified by the signa–ture of the appropriate officer of the organization and the faculty adviser. All rules for administration of requests from recognized student organizations must conform to the "General Policy" stated above. It shall be the responsibility of the institutional officer under whom the program is administered to certify that all appropriate steps have been taken before the event is officially scheduled.

RESPONSIBILITY FOR IMPLEMENTATION

APPLIES TO A VIOLATION OF THIS POLICY. THE DEPARTMENTS OF PUBLIC SAFETY AND LEGAL AFFAIRS ARE RESPONSIBLE FOR HELPING TO ENSURE COMPLIANCE WITH LOCAL, STATE AND FEDERAL LAWS.

SCOPE OF POLICY COVERAGE:

THIS POLICY APPLIES TO ALL STUDENT ORGANIZATIONS AT EASTERN MICHIGAN UNIVERSITY.
UNIVERSITY POLICY STATEMENT

The University recognizes the need for and may grant permission to recognized student organizations to conduct fundraising activities for their organizations which have been determined to be acceptable and legal if the fundraising activities fall within all appropriate guidelines contained within this policy.

The use of University facilities for sales or solicitations for private gain is prohibited. Canvassing or solicitation of funds, sales or subscriptions 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 his/her designee.

Funds raised by approved agencies and organizations within the general campus community and the campus proper must benefit the University as a whole and support an educational or public service function.

A violation of this policy by a recognized student organization may result in termination of its recognition status by decision of the President of the University, upon recommendation of the Vice President for Student Affairs.

UNIVERSITY PRACTICE

University procedures are established which govern the registration of student organization fundraising and sales plans, as well as the authorization of licensed University marks, in accordance with this policy. University procedures are also established which govern the sanctions for violation of this 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 Judicial Services is responsible for administering the Student Conduct Code as it applies to a violation of this policy. The Departments of Public Safety and Legal Affairs are responsible for helping to ensure compliance with local, state and federal laws.

SCOPE OF POLICY COVERAGE:

This policy applies to all student organizations at Eastern Michigan University.
GENERAL UNIVERSITY POLICY STATEMENT

THE UNIVERSITY RECOGNIZES THE NEED FOR AND MAY GRANT PERMISSION TO RECOGNIZED STUDENT ORGANIZATIONS TO CONDUCT FUND RAISING ACTIVITIES FOR THEIR ORGANIZATIONS WHICH HAVE BEEN DETERMINED TO BE ACCEPTABLE AND LEGAL IF THE FUNDRAISING ACTIVITIES FALL WITHIN ALL APPROPRIATE GUIDELINES CONTAINED WITHIN THIS POLICY.

The use of University facilities for sales or solicitations for private gain is prohibited. Canvassing or solicitations 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 HIS/HER designee.

The raising of funds RAISED by approved agencies and organizations within the general campus community and the campus proper MUST BENEFIT THE UNIVERSITY AS A WHOLE AND SUPPORT is restricted to purposes of an all-university nature and should be consistent with the AN educational OR and public service FUNCTION.

responsible for the university.

A VIOLATION OF THIS POLICY BY A RECOGNIZED STUDENT ORGANIZATION MAY RESULT IN TERMINATION OF ITS RECOGNITION STATUS BY DECISION OF THE PRESIDENT OF THE UNIVERSITY, UPON RECOMMENDATION OF THE VICE PRESIDENT FOR STUDENT AFFAIRS.

UNIVERSITY PRACTICE

UNIVERSITY PROCEDURES ARE ESTABLISHED WHICH GOVERN THE REGISTRATION OF STUDENT ORGANIZATION FUNDRAISING AND SALES PLANS, AS WELL AS THE AUTHORIZATION OF LICENSED UNIVERSITY MARKS, IN ACCORDANCE WITH THIS POLICY. UNIVERSITY PROCEDURES ARE ALSO ESTABLISHED WHICH GOVERN THE SANCTIONS FOR VIOLATION OF THIS POLICY.

(Note: the following section has been deleted from the policy and will become part of the procedures manual)

If a recognized student organization wishes to promote a fund-raising activity which has been determined to be acceptable and legal, permission shall be given if the purpose to which the funds will be put — ANY FUNDS RAISED MUST serve an educational or public function. Educational functions, for example, shall include, BUT ARE NOT LIMITED TO, the establishment and growth of scholarship and loan funds, the development of University facilities, and the expansion of research, teaching, and service activities of University departments and agencies. Public service functions include, for example, BUT ARE NOT LIMITED TO, those ANY community welfare drives
approved by the Office of the Vice-President for Student Affairs as delegated to the Office of Campus Life for use of campus facilities and related activities.

ADMISSION FEES AND DONATIONS:

If a recognized student organization seeks to raise funds through admission fees or through donations of money, goods or services to on-campus events and that intends to use the funds to benefit its own organization's interests as opposed to benefiting the entire university community, it may do so; provided that, for purposes not of a general university nature but peculiar to its own interests, it may do so if it receives permission from the Office of Campus Life.

1. The student organization first registers the event through McKenny Union and Campus Life.
2. Such permission will be granted only to those events which are the event is consistent with the primary mission and function purposes, aims, and policies of the University, and does not violate the University policy or procedures or any local, state, or federal law.

MEMBERSHIP DUES AND RUSHING FEES:

Collection of membership dues and rushing fees is permitted at meetings of recognized student organizations when consistent with the general purposes and related policies of the University, and when approved by the Office of Campus Life.

SALE OF COMMERCIAL PRODUCTS:

IF A RECOGNIZED STUDENT ORGANIZATION WISHES TO RAISE FUNDS THROUGH sales or distribution of commercial products, the recognized student organizations must first register for the sale or solicitation through McKenny Union and Campus Life. The sale or solicitation shall be limited according to the following policies:

1. The nature of the products shall be consistent with the primary mission and function purposes, aims, and policies of the University, and does not violate any local, state, or federal law.
2. Any use of a licensed university mark(s) must be approved by university marketing.
3. Student organizations may not sell products which are considered obscene under the law, or could be considered defamatory to the character of any member of the university community or to the university itself and/or any segment within the community, students, faculty, staff, administration or the University.
4. Student organizations may not sell products which are in violation of University rules and regulations, or which may encourage violation of University rules and regulations.
5. Sales of commercial products by student organizations may be approved by the Office of Campus Life as delegated by the vice president for student affairs.
4. Solicitation or sales in residence halls are permitted only in public reception areas after properly registering the activity with the appropriate residence hall director.

GAMES OF CHANCE:

Since any game of chance, including bingo, millionaire and casino parties, charity games and raffles, is considered a form of gambling in the state of Michigan; it is illegal for an organization or individual to engage in any of these activities except as authorized by law. State law provides that colleges and universities may conduct certain games of chance under specific circumstances.

1. Games of chance which are not in direct behalf of the university may not be conducted on university property.
2. A game of chance on behalf of the university or any specific university program or activity will not be conducted by any employee, student, volunteer, or other agent of the university unless it is held for the direct institutional benefit of the university or the specified university program or activity.
3. The game of chance must be in compliance with university policies and state laws, and must be approved, in advance, by the vice president for university relations.
4. Any recognized student organization wishing to sponsor a game of chance on Eastern Michigan University's campus must complete an application for a state of Michigan games of chance approval. Games of skill do not require state licensing or registration.

The sponsoring organization shall keep a record of the receipts and expenditures related to the game of chance, supporting documents, such as canceled checks, deposit slips, unsold tickets, and payment invoices must be retained by the sponsoring organization for at least six years and shall be available for university and bureau of state lottery audit or inspection.

POLICY ON SOLICITATION AND SALES

General

The collection of donations of money or goods or services and the raising of funds through sales by recognized agencies and organizations within the general campus community and within the limits of the campus proper must be consistent with the
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**Issue**

FUND-RAISING STUDENT ORGANIZATION FUNDRAISING, SALES AND SOLICITATION

Educational and public service responsibilities of the University, and not interfere with regular University programs.

"Solicitations" is defined to mean any effort by a group or by individuals to ask for donations or contributions of monies or goods from students, faculty, staff, and the administration.

"Sales" is defined to mean the effort by any group or individuals to sell a product or a service for money, goods or other services to students, faculty, staff, and the administration.

None of the above shall be so construed as to effectively impede or eliminate any legitimate door-to-door voter registration drives which are authorized by the City or Township Clerk's Office. Students living in University residence halls, single-student apartments or married housing shall have access to voting registration equal to that of any city or township resident, provided that the manner in which the registration program is to be conducted be approved by the vice-president for student affairs or his or her designee.

NOTE: solicitations and sales in residence halls are permitted only in public reception areas following proper registration by the resident unit administrator in the residence halls and approved by the Office of Campus Life.

Solicitations and Sales by On-Campus Groups:

An "on-campus group" is defined as any University-recognized student group or student organization.

The Office of Campus Life, as delegated by the vice-president for student affairs, shall have the authority to determine the legitimacy of any request involving solicitations and sales by on-campus groups.

A written request must be filed in the Office of Campus Life on the standard form available in that office at least two days prior to the scheduled period for solicitation or sale.

Solicitations and Sales by Non-University Groups:

A "non-University group" is defined as any group, agency or organization which is not a recognized group or division of Eastern Michigan University.

A non-University group may receive approval for each solicitation or sale from the Office of the Vice-President for Student Affairs by filing a written request in that office at least one week prior to the start of the solicitation or sale.

Off-Campus Sales and Solicitations

Before a student organization solicits local businessmen for help and contributions, the student organization should meet with a member of the Campus Life Office for the proper procedures to follow.
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.

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 Judicial Services is responsible for administering the Student Conduct Code as it applies to a violation of this policy. The Departments of Public Safety and Legal Affairs are responsible for helping to ensure compliance with local, state and federal laws.

SCOPE OF POLICY COVERAGE:

This policy applies to all student organizations at Eastern Michigan University.
UNIVERSITY POLICY STATEMENT

It is recognized by Eastern Michigan University that the student body has the right to establish and maintain a Student Body Constitution. The Student Body Constitution sets forth the structure and procedures of student government. The constitution gains no added authority by being referenced in the Policy Manual nor are the students hereby limited in their power to approve or implement changes to their constitution.

To the extent that the Student Body Constitution may be found to conflict with Board approved policy such as may occur in the provisions on judicial power, it is not controlling on the University, its governing board or administrators.

Student Government bears the legal responsibility for its actions and for its oversight of the Student Body Constitution.

UNIVERSITY PRACTICE

Student Government will be responsible for maintaining the Student Body Constitution. The Constitution is a reflection of the structure and procedures of Student Government.

RESPONSIBILITY FOR IMPLEMENTATION

The Dean of Students is responsible for the overall implementation, administration and interpretation of the policy. Student Government is responsible for the daily administration of this policy.

SCOPE OF POLICY COVERAGE

This policy applies to all students at Eastern Michigan University.
The Student Body Constitution is included in this manual as a reflection of the structure and procedures of student government. The constitution gains no added authority by this inclusion in the Policy Manual nor are the students hereby limited in their power to approve or implement changes to their constitution. To the extent that the Student Body Constitution may be found to conflict with Board approved policy such as may occur in the provisions on judicial power, it is not controlling on the University, its governing board, or administratores.

UNIVERSITY POLICY STATEMENT

IT IS RECOGNIZED BY EASTERN MICHIGAN UNIVERSITY THAT THE STUDENT BODY HAS THE RIGHT TO ESTABLISH AND MAINTAIN A STUDENT BODY CONSTITUTION. THE STUDENT BODY CONSTITUTION SETS FORTH THE STRUCTURE AND PROCEDURES OF STUDENT GOVERNMENT. THE CONSTITUTION GAINS NO ADDED AUTHORITY BY BEING REFERENCED IN THE POLICY MANUAL NOR ARE THE STUDENTS HEREBY LIMITED IN THEIR POWER TO APPROVE OR IMPLEMENT CHANGES TO THEIR CONSTITUTION.

TO THE EXTENT THAT THE STUDENT BODY CONSTITUTION MAY BE FOUND TO CONFLICT WITH BOARD APPROVED POLICY SUCH AS MAY OCCUR IN THE PROVISIONS ON JUDICIAL POWER, IT IS NOT CONTROLLING ON THE UNIVERSITY, ITS GOVERNING BOARD OR ADMINISTRATORS.

STUDENT GOVERNMENT BEARS THE LEGAL RESPONSIBILITY FOR ITS ACTIONS AND FOR ITS OVERSIGHT OF THE STUDENT BODY CONSTITUTION.

UNIVERSITY PRACTICE

STUDENT GOVERNMENT WILL BE RESPONSIBLE FOR MAINTAINING THE STUDENT BODY CONSTITUTION. THE CONSTITUTION IS A REFLECTION OF THE STRUCTURE AND PROCEDURES OF STUDENT GOVERNMENT.

RESPONSIBILITY FOR IMPLEMENTATION

THE DEAN OF STUDENTS IS RESPONSIBLE FOR THE OVERALL IMPLEMENTATION, ADMINISTRATION AND INTERPRETATION OF THE POLICY. STUDENT GOVERNMENT IS RESPONSIBLE FOR THE DAILY ADMINISTRATION OF THIS POLICY.
SCOPE OF POLICY COVERAGE

THIS POLICY APPLIES TO ALL STUDENTS AT EASTERN MICHIGAN UNIVERSITY.
UNIVERSITY POLICY STATEMENT

All first-year unmarried students shall be required to live in University residence halls, contingent on space availability. Sophomore students may be required to live on campus as well, space permitting. Exceptions may be granted to students who are:

a. commuting from the permanent home of their parents/guardian;
b. 21 years of age or older; or
c. veterans who have served on active duty.

All students living in University residence halls assume responsibility for their own hours.

UNIVERSITY PRACTICE

Occupancy in a University residence hall is restricted to currently enrolled students at Eastern Michigan University. Occupants other than currently enrolled Eastern students are allowed on an exception basis. However, priority will be maintained for current Eastern students. Each resident is required to make application and sign a contract for the appropriate term. As such, the resident agrees to make the designated prepayment and agrees to the payment of fees as established for the term(s) of occupancy according to the current payment schedule. Additionally, the residents are responsible for compliance with all terms and conditions set forth in the contract and the Residence Hall Handbook.

RESPONSIBILITY FOR IMPLEMENTATION

Housing management staff members are responsible for implementing this policy and for granting waivers in a fair and consistent manner within policy guidelines.

SCOPE OF POLICY COVERAGE

This policy shall apply to first-year and sophomore students.
UNIVERSITY POLICY STATEMENT

All Freshman FIRST-YEAR unmarried students shall be required to live in University residence halls, if space is available CONTINGENT ON SPACE AVAILABILITY. After the freshmen are accommodated, the unmarried sophomores, unmarried juniors, and unmarried seniors, in the order listed, will be required to live in residence halls, if space permits, with the authority vested in the president to make exceptions for given semesters or academic years for: (1) students living and commuting from the home of their parents; (2) students employed for room and board at their place of residence; (3) students with a previous marriage; (4) veterans with a given amount of active duty, as administratively specified; (5) students of a minimum age, as administratively specified; and (6) students on an individual basis for health, financial, or other compelling reasons. SOPHOMORE STUDENTS MAY BE REQUIRED TO LIVE ON CAMPUS AS WELL, SPACE PERMITTING. EXCEPTIONS MAY BE GRANTED TO STUDENTS WHO ARE:
   a. COMMUTING FROM THE PERMANENT HOME OF THEIR PARENTS/GUARDIAN;
   b. 21 YEARS OF AGE OR OLDER; OR
   c. VETERANS WHO HAVE SERVED ON ACTIVE DUTY.

ALL STUDENTS LIVING IN UNIVERSITY RESIDENCE HALLS ASSUME RESPONSIBILITY FOR THEIR OWN HOURS.

UNIVERSITY PRACTICE

UNIVERSITY RESIDENCE HALLS

Eligibility Requirements

Occupancy in a University residence hall generally is restricted to currently enrolled students at Eastern Michigan University. Occupants other than currently enrolled Eastern students are allowed on an exception basis. However, priority will be maintained for current Eastern students.

Application and Contract

Each resident is required to make application and sign a contract for the appropriate term(s) of occupancy. As such, the resident agrees to make THE DESIGNATED PREPAYMENT AND AGREES TO THE appropriate deposit and payment of fees as established for the term(s) of occupancy according to the current payment schedule. Additionally, the residents are responsible for compliance with all terms and conditions set forth in the contract and the current handbook RESIDENCE HALL HANDBOOK.

RESPONSIBILITY FOR IMPLEMENTATION

HOUSING MANAGEMENT STAFF MEMBERS ARE RESPONSIBLE FOR IMPLEMENTING THIS POLICY AND FOR GRANTING WAIVERS IN A FAIR AND CONSISTENT MANNER WITHIN POLICY GUIDELINES.
SCOPE OF POLICY COVERAGE

THIS POLICY SHALL APPLY TO FIRST-YEAR AND SOPHOMORE STUDENTS.
UNIVERSITY POLICY STATEMENT

University Housing apartments are available for sophomore, junior, senior and graduate students. Married students with or without children must present a valid marriage certificate prior to apartment assignment. A student mother or student father who has legal custody of a dependent child or children also may reside in University apartments. Birth certificates of children may be required before assignment.

University faculty and staff are eligible to lease as space permits.

Eastern Michigan University is not responsible for lost, stolen or damaged personal property of apartment tenants during occupancy of a University apartment. Tenants wishing to protect themselves from the possibility of property loss should be covered with the appropriate renter’s insurance.

University Housing apartment facilities are for the exclusive use of tenants and guests in accordance with the current terms and conditions, and other University policies. The University reserves the right to terminate a lease as set forth in its policies and in accordance with the laws of the State of Michigan.

UNIVERSITY PRACTICE

Each tenant is required to make application and sign a lease for the appropriate length of occupancy. As such the tenant agrees to make appropriate payment of fees as established, according to the current payment schedule. The tenant is responsible for compliance with all terms and conditions set forth in the lease, the Guide to Apartment Living Handbook and with all federal, state and local regulations on health, safety and other matters, concerning activities on, or conditions of, the leased premises.

RESPONSIBILITY FOR IMPLEMENTATION

The University Housing management staff members are responsible for implementing this policy.

SCOPE OF POLICY COVERAGE

This policy applies to all tenants leasing an apartment.

Authority for Creation or Revision

Minutes of the Board of Regents, may 17, 1972; para. .1109M
UNIVERSITY POLICY STATEMENT

Eligibility Requirements

University Family Housing: UNIVERSITY APARTMENTS are available for SOPHOMORE, JUNIOR, SENIOR AND GRADUATE STUDENTS. Married students with or without children who - MUST present a valid marriage certificate prior to apartment assignment. A student mother or student father who has legal custody of a dependent child or children also may reside in University apartments. Birth certificates of children may be required before assignment.

Other tenants may reside in Family Housing apartments on a temporary basis or on an exception basis. However, priority will be maintained for either a married student or a student mother or student father. UNIVERSITY FACULTY AND STAFF ARE ELIGIBLE TO LEASE AS SPACE PERMITS.

Application and Contract

Each tenant is required to make application and sign a contract for the appropriate length of occupancy. As such the tenant agrees to make appropriate deposit and payment of fees as established, according to the current payment schedule. The tenant is responsible for compliance with all terms and conditions set forth in the contract and the current handbook.

Use of Facilities

Family Housing apartment facilities are for the exclusive use of tenants and guests in accordance with the current terms and conditions, and other University policy.

Liability

Eastern Michigan University is not responsible for lost, stolen or damaged personal property of apartment residents. TENANTS during occupancy of a University apartment. Residents TENANTS wishing to protect themselves from the possibility of property loss should be covered with the appropriate renter's insurance.

University Housing apartment facilities are for the exclusive use of tenants and guests in accordance with the current terms and conditions, and other University policies. The University reserves the right to terminate a lease as set forth in its policies and in accordance with the laws of the State of Michigan.

UNIVERSITY APARTMENTS - SINGLE STUDENTS

Eligibility Requirements

University single student apartments are available for unmarried sophomore, junior, senior, and graduate students of Eastern Michigan University. Other tenants may reside in the single student
apartments on a temporary basis or on an exception basis. Priority, however, will be maintained for the above defined group.

Application and Contract

Each tenant is required to make application and sign a contract for the appropriate length of occupancy. As such the tenant agrees to make appropriate deposit and payment of fees as established, according to the current payment schedule. The tenant is responsible for compliance with all terms and conditions set forth in the contract and the current handbook.

Use of Facilities

Single student apartment facilities are for the exclusive use of tenants and guests in accordance with the current terms and conditions, and other University policy.

Liability

Eastern Michigan University is not responsible for lost, stolen or damaged personal property of apartment residents during occupancy of a University apartment. Residents wishing to protect themselves from the possibility of a property loss should be covered with the appropriate renter’s insurance.

UNIVERSITY PRACTICE

Each tenant is required to make application and sign a lease for the appropriate length of occupancy. As such the tenant agrees to make appropriate payment of fees as established, according to the current payment schedule. The tenant is responsible for compliance with all terms and conditions set forth in the lease, the Guide to Apartment Living Handbook AND with all federal, state and local regulations on health, safety, and other matters, concerning activities on, or conditions of the leased premises.

RESPONSIBILITY FOR IMPLEMENTATION

The University Housing management staff MEMBERS ARE (Director, Associate Director, Assistant Director of Housing/Apartments and Leasing Coordinator) is responsible for implementing this policy.

SCOPE OF POLICY COVERAGE

This policy applies to all tenants leasing an apartment.
<table>
<thead>
<tr>
<th>Policy Number</th>
<th>Policy Name</th>
<th>Rationale for Revised Policy</th>
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<tbody>
<tr>
<td>6.1.1</td>
<td>Degrees, Certificates and Requirements for Graduation</td>
<td>Currently, the Board policy on these topics is extremely long, spelling out in some detail a number of degree and certification requirements that are, in practice, obsolete. In addition, many procedural elements are inappropriately included in the policy itself. These revisions reserve for the Board of Regents the sole authority to approve and confer specific degrees. The revised policy also establishes the University Catalog as the official document describing requirements for graduation and for earning specific majors, minors and certificates.</td>
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<tr>
<td>6.2.1</td>
<td>Degree Requirements</td>
<td>The current Board policy contains procedural information about such topics as attendance, class schedules, standard course load, student report of illness, credits, withdrawal from class, grades, pass-fail option, textbooks, progress reports, faculty office hours, final examinations, scholarship index, classification, academic distinction, academic retention and dismissal, readmission, withdrawals from the University, auditing of courses, honors program/courses, etc. This information more appropriately belongs in an official document that is updated frequently and is easily accessible. The revised policy delegates to the president the authority to create academic administrative policies, procedures, and requirements with faculty input. The revised policy also designates the University Catalog as the official repository of information about academic programs and degree requirements. Responsibility for updating and maintaining the Catalog rests with the provost who shall consult with faculty on changes to any academic policy, procedure or requirement.</td>
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<tr>
<td>Policy Name</td>
<td>Rationale for Preparing New Policy</td>
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<tr>
<td>Academic Personnel: Adjunct Faculty</td>
<td>Consistent with best practices in higher education, this policy permits the University to offer honorific appointments as faculty affiliates of a department or program to individuals with appropriate credentials. Such appointments do not make the individuals employees of the University, nor do the appointments give the individuals the right to teach courses. Instead, in instances where the University will benefit from affiliations with individuals of prominence and accomplishment within a field, departments may offer adjunct appointments. For instance, the political science department may appoint a judge as an adjunct faculty member; or the interior design program may invite a practicing architect to hold an adjunct appointment. If such individuals teach a course(s), they will be employed as lecturers for payroll purposes. However, one will not need to teach or perform other wage work for the University to hold an adjunct appointment.</td>
<td></td>
</tr>
<tr>
<td>Academic Personnel: Visiting Faculty and Post-Doctoral Faculty</td>
<td>The purpose of this policy is to create categories of short-term professional employees at Eastern Michigan University. Visiting faculty are individuals who typically hold academic rank at another university and spend time, often while on leave, teaching at EMU. Currently, visiting faculty are hired as lecturers and are not assigned the rank and title they deserve. Visiting scientists and post-doctoral faculty are individuals with appropriate terminal degrees who are employed by the University to work on specific research projects. In nearly all cases, such individuals are supported by external grant funding. All three employee categories have appointments limited to two years. This policy is consistent with best practices in doctoral-granting universities.</td>
<td></td>
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RECOMMENDATION

MONTHLY REPORT
FACULTY AFFAIRS COMMITTEE

ACTION REQUESTED

It is requested that the Faculty Affairs Committee Agenda for December 2, 2003, and the Minutes of the September 16, 2003, meeting be received and placed on file.

STAFF SUMMARY

The primary presentation item for the December 2, 2003, Faculty Affairs Committee meeting is an “Overview of the College of Education” by Jerry Robbins, dean, College of Education.

FISCAL IMPLICATIONS

There is no fiscal impact.

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  
Faculty Affairs Committee  

December 2, 2003  
8:00 – 9:00 a.m.  
205 Welch Hall  

AGENDA  

Regular Agenda  

Section 18  
Monthly Report and Minutes (Regent Brandon)  

Status Report  

REPORT: “Overview of the College of Education” by  

Jerry Robbins, dean, College of Education
EASTERN MICHIGAN UNIVERSITY
BOARD OF REGENTS

FACULTY AFFAIRS COMMITTEE MINUTES

September 16, 2003
8 a.m., 205 Welch Hall

Attendees (seated at tables): Regent Brandon (Chair), Regent Valvo, Provost Schollaert,
S. McCracken, S. Erenberg, H. Zot, E. Broughton, M. Harris, R. Van Der Velde, R. Holkeboer,
D. Clifford,

Guests (as signed in): R. Abent, J. Becker, D. Bennion, A. Blakeslee, J. Dugger, B. Fish, A. Flanagan,
D. Goerlitz, R. Hanna, W. Harris, H. Hof, B. Hoxie, R. Kinney, J. Knapp, B. Lahidji, G. Liepa, D.
Loppnow, S. Moeller, P. Moniodis, B. Morgan, M. Mwila, D. Salk, L. Tilton, W. Tornquist, T. Venner,
B. Warren, R. Winning, D. Wokie, J. Wyckoff,

The meeting was convened at 8:02 a.m.

Monthly Report and Minutes (Section 14)
Regent Brandon recommended approval of the Faculty Affairs Committee Agenda for September 16,
2003 and the Minutes of June 17, 2003 be accepted and placed on file.

The recommendation was accepted.

Program Review-Revisited

Dr. Paul T. Schollaert, Provost and Vice President for Academic Affairs, welcomed everyone and
introduced Program Review. He stated that two years ago we did a presentation for the Regents on
Program Review and it was clear that we had a very good process in place. We have completed two full
rounds and are in the middle of the third round now. Provost Schollaert introduced Dr. Michael Harris,
Associate Provost.

Dr. Michael Harris stated the title of this presentation as Program Review Revisited. He introduced those
joining him in the presentation: Brian Hoxie, director of academic programming, who supervises the
operation; Dondi Goerlitz, senior program analyst, who handles the day to day work; Lynn Tilton,
director of program and catalog maintenance, who plays a major roll in this process. Also, from the
faculty perspective: Sally McCracken, president of Faculty Council, worked on program review the last 3
½ years; Dr. Rhonda Kinney, department head, Political Science; Tom Soyster, associate professor, Dept.
of Industrial Technology.

The agenda included: Background, Purpose, Process, Schedule, Status, Lessons, and Impact. Dr. Harris
began with “What is Program Review?” It is a) a tool for assessing program quality, effectiveness, and
efficiency, b) a process to assure that our programs meet student and academic needs, c) a means for
allowing students to maximize their potential for success, d) a useful tool to assist in examining retention
and graduate rates, e) it provides faculty and administration a formal means to: identify and support
programs capable of maintaining or increasing student enrollments, identify and assist programs that have
capacity for improvement, discontinue programs no longer making essential contributions, and maximizes limited resources.

Re-introduction of Program Review at EMU demonstrates where we have come from and where we are going. Program Review started in the early 80s with the late Provost Collins and Associate Vice President Don Bennion. They worked on it until the mid 90s and it ended in the mid 90s. There were some unsuccessful attempts in the late 90s to bring it back and in early 2000 work was begun to bring it back. The process we have in place has to do with lessons learned, literature review, peer institutions and new strategic goals, all of which allowed us to reintroduce Program Review. We worked very hard with Faculty Council. In April 2001 we were finished and in September 2001 the process started. The new process initiated has workshops, data distribution, report compilation, campus comment, roundtable discussions and ratings.

Why Program Review? In the late 90s EMU did not have Program Review. At that time, Provost Collins began an initiative called 150 initiatives in the year 2000. The outcome of that effort was that we needed Program Review. We were also getting ready for the 2001 NCA re-accreditation through the Academic Quality Improvement Program (AQIP), an alternative method for maintaining accreditation from the Higher Learning Commission. Without Program Review we had no chance to have a clean re-accreditation for 10 years. It is also connected to the University Mission and to Strategic Planning.

What Does Program Review Do? Program Review stimulates and sustains a campus culture of academic excellence, efficiency, and effectiveness. It a.) creates academic quality and institutional accountability, b.) builds a comprehensive understanding of program and curriculum development, c.) highlights challenges, proposals, solutions, and accomplishments, d.) provides opportunities to shape the future of academic programming, e.) contributes to an enhanced academic learning environment, f.) stimulates faculty and department’s programming activities, and g.) facilitates a better use of resources.

Philosophy and Guidance are a.) goal oriented, b.) program as a whole, c.) forward-thinking, d.) focus on data and analysis rather than observation, e.) faculty ownership and collaboration, f.) recommendations expressed in terms of action, g.) improve the review process and data resources, and h.) the program review process is continuous. A successful program review process stimulates a culture of peer collaboration and review and drives an enhanced academic environment.


Ten-Year Rotation is a.) 2001-2005 first cycle years 1-4 with ½ of departments and programs reviewed and rated each year, b.) 2006-2009 second cycle years 5-8 with ¼ of the departments and programs reviewed and rated each year, c.) 2010 NCA Phase I Year 9 with department self-study and NCA self-study and d.) 2011 NCA Phase II Year 10 NCA visit, review and report. Also the participation in AQIP may cause the 10 year rotation to be adjusted.

Regent Brandon asked Brian Hoxie to explain AQIP. He stated that AQIP is an alternate NCA accreditation which is being considered by the University. It does not have the ten year cycle. Provost Schollaert stated that it is continuous rather than episodic. Also, we are planning to apply for membership in AQIP that would give us the right to do the continuous improvement accreditation.
Dondi Goerlitz, senior program analyst, explained the specifics of the rating process starting with Program Ratings: a.) all input considered, b.) Associate Provost submits recommendations to Provost, c.) Provost issues final decisions, d.) rating scale used is 1.) continuation – no review required for four years, 2.) continuation with specific changes – post-review improvement plan, no review required for four years and implementation monitored by College dean, 3.) probation – post-review improvement plan with timeline, annual review until deficiencies corrected, and implementation monitored by the office of the Associate Provost, 4.) phase-out – department heads and faculty given 30 days to respond to recommendation.

Regent Brandon asked where the students are in the Phase-out process? Dondi explained that helping students is part of what her department handles during a Phase-out. For example, if a student is in the midst of a program we give them a specific amount of time based on financial aid rules. The program will be shelved for a period and then it will be phased-out. The shelving period is often in conjunction with the time frame for the students to finish up the program. We do not encourage the students to move out of the program. Dr. Harris added that we have very limited experience with phasing out a program. There has only been one program in the two and a half years with students that has been phased-out. All the rest of the phase-outs are programs that were on the books had no faculty or students.


Centers & Institutes tied directly to our division have been included. Most of them are research entities and service entities. A separate manual has been developed for them that is tailored to their activities. The Centers & Institutes by years are a.) 2001-2002 NICE, IDBS, IGRE b.) 2002-2003 CORR, CFO, TRTI, c.) 2003-2004 Coatings Research Institute, Institute for the Study of Children, Families, and Communities, d.) 2004-2005 ICARD, Continuing Education, World College.


Dr. Sally McCracken, president of Faculty Council, gave the Faculty Council perspective with a.) Preliminary phase, b.) Faculty Council deliberation, c.) Faculty Council preliminary approval, d.) Faculty Council approval, and e.) Ongoing communication.

Dr. Rhonda Kinney, department head Political Science, explained the Department Head’s perspective with a.) Process, b.) Outcomes and results, c.) Links, and d.) Improvements.
Thomas Soyster, associate professor Industrial Technology, presented the faculty member’s perspective with a.) Valuable Experience – personal and programmatic and b.) Process Improvements – departmental and Academic Affairs.

Dr. Harris continued with Program Review and general University issues and what we learned about Program Review. a.) We have a good process in place. b.) Faculty role: Active faculty participation and ownership is key to success, c.) Roundtable discussions considered one of the most valuable components of the process, d.) Issues raised and our response to time and funding, e.) A very useful tool for quality control and effective, efficient use of resources, f.) Assures that our programs meet student and academic needs, g.) Provides faculty and administration a formal means to evaluate programs and take appropriate actions. Program Review is quickly becoming a key element of our informed academic decision making.

What we learned about general University issues are a.) Marketing and Recruiting – strategic planning may provide resources, b.) Career Services – Provost is addressing, c.) Alumni Insights – Academic Affairs, Foundation, and Alumni Affairs collaborating, d.) Advising – Ongoing efforts during the past 4 years, e.) Data Support – Collaborative effort between Academic Affairs and Institutional Research, f.) Diversity – Associate Provost initiated inclusion in the reports, g.) AQIP – The Provost, through the Cabinet and Institutional Research is managing our participation.

The impact is a.) significantly enhanced tools to identify, pursue, and achieve a variety of key objectives as retention, graduation rates, a strong and competitive academic environment, b.) a greater ability to innovate, plan, and lead institutional curriculum development, c.) foster a culture of self discipline and flexibility, d.) provide leadership and focus on maximizing students’ potential for academic success, e.) better resource management, f.) a greater ability to innovate, plan, and lead institutional curriculum development. g.) aligns faculty interests with administration’s interests through joint study and analysis, h.) improved service to programs and tools for assessing program outcomes, i.) facilitates informed decision-making, j.) allows an opportunity to select and pursue new and appropriate opportunities. The essence of Program Review is to get faculty engaged in vigorous dialogue and debate, infused with data.


Regent Brandon adjourned the meeting at 9:05am.

Respectfully submitted,

Nicki Banush, Executive Secretary
Academic Affairs

(E:Ritas/BoardReg/Minutes/FAC0903)
RECOMMENDATION

MONTHLY REPORT - FINANCE COMMITTEE

ACTION REQUESTED
It is recommended that the Working Agenda for December 2, 2003 and the minutes for the September 16, 2003 Finance Committee meeting be received and placed on file.

STAFF SUMMARY

FISCAL IMPLICATIONS
The fiscal impact of the actions taken are listed in the appropriate sections and are included in the Board minutes.

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

University Executive Officer

Date
FINANCE 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.

CONSENT AGENDA

Section 1: Treasurer’s Report
John W. Beaghan, 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: Technology Plan Implementation Report
Margaret Cline, Chief Information Officer and Executive Director, Information and Communications Technology

REGULAR AGENDA

Section 19: Finance Committee Monthly Report
John W. Beaghan, Interim Vice President for Business and Finance

Section 20: FY 2005 Appropriation Request
John W. Beaghan, Interim Vice President for Business and Finance

Section 21: FY 2005 Capital Outlay Budget Request
John W. Beaghan, Interim Vice President for Business and Finance

Section 22: 2002-03 EMU Foundation Annual Report
Stu Starner, Exec. Director/VP for Advancement and Laura Wilbanks, Exec. Director of Foundation Operations and CFO

Section 23: 2002-03 Eagle Crest Management Corporation Annual Report
Kathy Vachon, Executive Director

Section 24: POLICIES: Recommended for Approval
John W. Beaghan, Interim Vice President for Business and Finance
EASTERN MICHIGAN UNIVERSITY
Board of Regents
FINANCE COMMITTEE

MINUTES OF MEETING
September 16, 2003

Present: Regents Antonini (Chair), Morris, Brandon, Valvo, Rothwell, Griffin, Gordon, Incarnati and Interim Vice President Beaghan.

Chair Antonini called the Finance Committee meeting to order at 10:00 a.m., and read the Finance Committee “mission statement”.

MONTHLY REPORT
John Beaghan recommended that the working agenda for September 16, 2003 and the minutes for the June 17, 2003 Finance Committee meeting be received and placed on file.

TREASURER’S REPORT
John Beaghan recommended that the Treasurer’s Report for the month of July 2003 be received and placed on file. Beaghan reported that as of July 31, 2003 cash and investments totaled $94,216,338 and were invested to return an annualized yield of −4.31 percent. Beaghan reported that the one-month annualized rate for July failed to meet the benchmark for the University’s short-term money market funds and short-term bond funds. July 2003 was the worst month for the bond markets since 1987; however, investment income for the month was $212,000 and September market values to date have recovered. Cash and investments as of July 31, 2003 (excluding bond proceeds) decreased by $8.7 million when compared to July 2002. Regent Morris asked if the University has considered investments in equities. Beaghan stated that University policy prohibits the University from investing in the equity market. Morris recommended that the University contact a pension advisor and explore the possibility of modifying the current investment policy to include equities.

INTERNAL AUDIT
Jeff Fineis and Brian Anderson of Andrews, Hooper and Pavlik recommended that the Internal Auditor’s activity report for the period June through August 2003 be received and placed on file. Fineis reported that the reports for the Cash Disbursement and Benefit Administration internal audits have been issued. The reports include findings and corresponding recommendations to improve controls. The recommendations have been discussed with appropriate personnel. Fineis reported that management agrees with the recommendations and is proceeding with actions to implement the recommendations. Andrews Hooper & Pavlik is satisfied that management’s responses will satisfy the intent of the recommendations. Fineis reported that a report was prepared by University management on the status of recommendations made from the previous Purchasing Audit completed in May 2003. As noted in the report, management has agreed with the internal auditor’s recommendations and has found that all recommendations have been implemented. Fineis presented the updated internal audit schedule for the period ending September 30, 2003 and the proposed schedule for the period ending September 30, 2004. Regent Brandon asked if the Foundation is included on the internal audit schedule. Beaghan stated that the Foundation is not included in the internal audit process because it is a corporation separate from the University, but it does go through an external audit process. Regent Antonini asked that the University investigate the need for an internal audit of the Foundation.
GRANTS/CONTRACTS
Brian Anderson recommended that 107 grants and contracts totaling $4,314,760 for the period June 1 through August 31, 2003 be accepted. Anderson reported that of those awards 100-percent sponsored funded grants and contracts in the amount of $3,022,173 were awarded. Grants and contracts that require EMU cost sharing and/or in-kind contributions totaled $1,292,587. The cash contributions for those awards were $128,507. Of the total cash contributions for the period, $32,952 is allocated to fiscal year 2003 for a fiscal year to date total of $348,644 against the base budget of $361,652.
Leaving a balance of $13,008 for the year. Cash contributions of $95,555 are allocated to fiscal year 2004 for a fiscal year to date total of $95,555 against a base budget of $361,652. Anderson reported that 70 proposals were processed during the period, which is plus one from last year. The proposal value is $6,275,000 which is plus $2,083,000 from last year. Anderson reported that this increase is due to the number of research and development proposals submitted, which is up by $2 million when compared to last year, and proposals submitted through the federal government has increased significantly over last year. Anderson reported that 53 awards were processed, which is plus two from last year, for an award value of $1,894,000 which is down $453,000 from last year.

Anderson explained that the new reporting format provides three years of grant and contract activity. Regent Morris recommended that the report format be revised further to illustrate a comparison of data for the current year and previous year, and measure the current year’s performance against the plan for the current fiscal year.

CONSTRUCTION PROJECTS PROGRESS REPORT
Anthony Catner and Aaron Preston recommended that the construction projects progress report for the period ended August 29, 2003 be received and placed on file. Preston reported that the Use and Finance Statement for the New Student Union has been completed and submitted to the state, and the University is waiting for approval. Catner reported that the University is committed to recognize the state’s restriction of spending no more than $1 million pending approval of the Use and Finance statement. Catner reported that there is no official deadline for submitting the statement, and that it is customarily submitted to the state when information is available and as projects develop. The team of Turner Construction and Burt Hill Kosar Rittleman have been identified and selected as the design/build team for this project. Preston reported that design development is continuing on the project. Groundbreaking is scheduled for October 2003 with an anticipated completion in July 2005.

Regent Brandon recommended that future construction reports be reformatted to illustrate project budgets vs. estimated expenditures to date, and report the actual cost once the project is complete.

Catner presented a supplemental report on energy management and related cost savings.

ACCOUNTS RECEIVABLE
Thom Madden recommended that the Student Accounts Receivable Ratio Analysis, the Student Accounts Receivable Reports, and the Collection Agency Inventory as of August 31, 2003 be received and placed on file. Madden reported that the Student Accounts Receivable Ratio Analysis reflects that as of August 31, 2003 the net receivable balance was $28.3 million or 41.75 percent of revenue as compared to $29.5 million or 48.61 percent of revenue as of this time last year, which is almost a seven percent decrease in the percentage. The report also shows a seven-percent decrease as compared to the
five-year average of 48.82 percent. Madden reported that the variances are due to the difference in billing due dates compared to last year; the timing and the frequency of financial aid disbursements this year vs. last year; and the timing of the student refunds for opening of fall term 2003 vs. 2002. Madden reported that the expectation is that these variances will come back to a more normal state over the next couple of months as Banner processing becomes more normalized. Madden explained that the variance is also due to flexibility provided by the Banner system in establishing billing due dates and the actual generation of the bills. Beaghan reported that the University is moving toward a process of doing electronic billing and accepting electronic payments.

INFORMATION AND COMMUNICATION TECHNOLOGY INITIATIVES
Margaret Cline recommended that the report on the progress of ICT initiatives and the financial status report be accepted and placed on file. Cline reported that the first complete student module assessment and bill runs have been completed. The finance module has passed its first business cycle and is scheduled for assessment on October 16. The first year-end close in the Banner finance module was completed successfully, and all of Financial Aid is now operating in Banner. Cline reported that SCT is scheduled to review the implementation on October 16.

Regent Antonini stated that the ICT project budget was approved at $28,455,000 and asked why the projected cost is now $30,291,000 or $1.8 million more. Beaghan responded that the $1.8 million revenue was higher than anticipated, but expenditures are still within budget. Cline stated that the goal is to stay within the approved budget. Cline reported that the University, in partnership with Higher One, has produced a new ID card, which can handle services both on campus and off campus. The card provides banking services and refunds for students. Cline reported that the Higher One card functions like a debit card if the student selects to have a Higher One account.

CONSOLIDATED FINANCIAL STATEMENTS AND SUPPLEMENTARY INFORMATION AS OF JUNE 30, 2003 AND 2002

Darrell Burks of PricewaterhouseCoopers (PWC) recommended that the Board receive and place on file the University’s audited 2002-03 financial statements. Burks reported that the audit was completed as planned with generally accepted auditing standards. PWC did not identify any weaknesses in the University’s controls and believes that the financial statements thoroughly present the financial position of the university as of June 30, 2003. Burks reported that the Banner implementation was an important element in assessing the University’s internal control structure. PWC conducted a post-implementation review of the Banner implementations that occurred in fiscal 2003. This included looking at written documentation and monthly status reports to ascertain that user testing was performed, as well as looking at the reconciliation of the conversion of the data from the old system to the new system. Burks reported that PWC found that the implementation process was well performed. Burks reported that there were no exceptions associated with required communications. There were no significant issues associated with the financial trends of the University. Burks reported that in fiscal 2004 the GASB requirement will require that the University incorporate or consolidate the Foundation’s numbers in the University’s financial report. Currently, a footnote contains a summary of net assets, liabilities and expenditures of the Foundation’s activities, but is not included in the consolidated statements. Burks reported that requirements of the Sarbanes-Oxley Act are not applicable to institutions of higher education, but there are requirements that are applicable to best
practices. Regent Incarnati asked that an analysis be prepared illustrating what is current practice compared to best practice, and stated that higher education and non-profit organizations need to look at the cost benefit of incorporating best practices from Sarbanes-Oxley. Beaghan stated that the University plans to address these best practices principles as given in the Sarbanes-Oxley document.

**OMB CIRCULAR A-133 SUPPLEMENTARY FINANCIAL REPORTS FOR THE YEAR ENDED JUNE 30, 2003**

Darrell Burks recommended that the Board receive and place on file the OMB Circular A-133 Supplementary Financial Reports for the Year Ended June 30, 2003. Burks reported that PricewaterhouseCoopers issued an unqualified opinion regarding their review of the University's compliance with the federal requirements, and there were no findings or questioned costs associated with the University's federal awards programs.

**2003 GENERAL FUND BUDGET MANAGEMENT REPORT**

Al Levett recommended that the 2003 General Fund Budget Management Report be accepted and placed on file, and that the funding authorization for $5,976,979 be approved for outstanding obligations, commitments, encumbrances and provisions. Levett reported that during the past year the University overcame a significant revenue shortfall in planned state appropriations, ending the year with slight growth in both the fund and unallocated balances. Levett reported that the approved FY 2003 General Fund expenditure budget totaled $194,497,714 plus authorized allocation of fund balance for outstanding obligations, commitments, encumbrances and provisions of $6,021,808 or a total funding authorization of $200,519,522. Levett reported that actual expenditures of $189,350,245 fell below the spending authorization by $11,169,277 but increased 5.3 percent over the prior fiscal year. Revenues of $189,408,200 fell below the budget plan by $5,349,275. The planned appropriation from the state was reduced through executive order by $3,067,446. A late year supplemental appropriation restored $423,932 for a net shortfall to plan of $2,643,514 or 3 percent. Levett reported that program fees generated $5,681,296 exceeding the plan by $76,571. Fiscal 2003 actual tuition and fees represented 51.6 percent of total General Fund revenues. Levett reported that personal services increased 8.69 percent over the prior year. Compensation for faculty, staff and student employees represented 75.42 percent of total expenditures, an increase from 72.1 percent experienced in fiscal 2002. Student credit hours of 567,995 exceeded plan by 6,893 or 1.2 percent; however, total general fund tuition and fee revenue was below plan by $1,355,315 due to a change in the enrollment mix (shortfall of graduate and non-resident credit hours).

**2003 GENERAL FEES**

Al Levett recommended that the 2003 General Fee Report be accepted and placed on file. Levett reported that the Board annually approves the designation of General Fee revenues for specified commitments. The general fee continued to be assessed at $20.00 per student credit hour during FY 2003. Levett reported that the planned gross revenues amounted to $11.29 million based upon planned enrollments of 564,285 student credit hours. Actual gross revenues amounted to $11.34 million, which exceeded the plan by $49,703 based on recorded enrollments of 569,351 student credit hours. The planned net revenues to be distributed amounted to $10.65 million, excluding authorized carryover amounts. Actual net revenues distributed amounted to $10.78 million. A fiscal 2002 carry forward of $288 million plus the 2003 net revenues of $10.78 resulted in available general fee revenue of $11.065 million. Levett reported that actual expenditures of $10.72 million resulted in a 2003 undistributed
2003 AUXILIARY FUND BUDGET MANAGEMENT REPORT
Jim Vick recommended that the 2003 Auxiliary Fund Budget Management Report be accepted and placed on file. The auxiliary operations earned revenue of $40.43 million, which is $229,502 in excess of the budget plan. Expenses exceeded the plan by $600,588 and were offset by transfers from reserves. Vick reported that obligated payments included $1.46 million to the General Fund for administrative support; $70,000 to the General Fund for the Heating Plant, and an operating balance remains of $5.23 million. Transfers for debt service total $2.7 million. Additional debt service and general fund support of $4.3 million resulted in operating expenses of $38 million. Vick reported that transfers for maintenance reserves totaled $2.1 million, which was below plan by $466,440. The net fund balance increased by $369,944. The Auxiliary Fund operating account balances increased by $369,944. The accumulated total fund balance as of June 30, 2003 is $3.47 million. Vick reported that as of June 30, 2003 $6.9 million is in plant fund and maintenance reserves.

TIAA-CREF CUSTODIAL ACCOUNT AND RECORDKEEPING AGREEMENTS
Ken McKanders recommended that the Board of Regents authorize the University to enter into a Custodial Account and Recordkeeping Agreement for a 403(b) Plan – Defined Contribution Retirement Plan, a Custodial Account and Recordkeeping Agreement for Governmental Non-Trusteed 457(b) Plan, and a Custodial Account and Recordkeeping Agreement for a 403(b) Plan – Tax Deferred Annuity Plan with TIAA-CREF Individual & Institutional Services, Inc. McKanders reported that this recommendation arises from the 2000 negotiations with the Eastern Michigan University American Association of University Professors (AAUP) and provides faculty members an opportunity to select an additional investment options for their retirement plans. Research into optional retirement plans and negotiations with the AAUP have resulted in the recommended addition of the TIAA-CREF Investment Solutions as the additional option. TIAA-CREF Investment Solutions offers a selection of non-proprietary investment vehicles to complement the current investment options.

RECOMMENDATION – ELECTION OF BOARD OFFICER
Regent Antonini recommended that John Beagan be appointed as Interim Treasurer to the Board of Regents effective September 16, 2003, based on Article IV, Section 4.07 of the Board of Regents Bylaws.
RECOMMENDATION

FY 2005 APPROPRIATION REQUEST

ACTION REQUESTED
It is recommended that the Board of Regents approve the FY 2005 Appropriation Request.

STAFF SUMMARY
This request establishes the initial resource planning parameters for FY 2005. Its purpose is to identify the fiscal needs of the University for the Office of the State Budget. The University has identified it’s FY 2005 funding needs of $12.7 million for fixed costs and program improvements.

Given the state’s economic condition, Eastern Michigan University recognizes that a FY 2005 increase in state appropriations for higher education is unlikely. Therefore, the University requests a continuation budget at the FY 2004 level of $78,873,480. However, should the economic climate improve, the University requests that the state restore funding to the FY 2002 appropriation of $87,637,200 ($8.8 million restoration).

Please note that the planning guidelines were received from the Office of the State Budget in late September, following the September Board of Regents meeting. The deadline for submission of the Request was October 28, prior to the next Board of Regents meeting. Therefore, as in the past, the Board is asked to approve the Request which has been submitted to the Office of the State Budget.

FISCAL IMPLICATIONS
This establishes the initial resource planning parameters for 2004-05. It is to be used to identify the fiscal needs of the University for the Office of the State Budget. It does not preempt the Board of Regents’ approval of the operating budget that is under development.

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

University Executive Officer                                      Date
Eastern Michigan University is pleased to present this request for appropriations for FY2005.

Introduction

Eastern Michigan University is the sixth largest public university in Michigan with a rich curriculum and a diverse student body. The University has been recognized consistently by U.S. News and World Report for having one of the most diverse campuses in the Midwest and has recently been cited in other college reviews as a "Best Midwestern College" and a "Value for the Tuition Dollar."

Over its 154-year history, Eastern Michigan has enjoyed a national reputation in the professional field of education. For many years, EMU's College of Education has graduated more education personnel than any other college or university in the nation. Its College of Business enjoys elite accreditation from the Association to Advance Collegiate Schools of Business and has a strong outreach to the community through its Small Business Development Center. The College of Health and Human Services is known for its applied health and nursing programs and its nationally ranked occupational therapy program. The College of Technology is the youngest college at EMU, with contemporary programs in quality technology, information security, engineering technology, engineering management, aviation flight technology and polymers and coatings. The college is heavily engaged in basic research through its federally funded Coatings Research Institute. The College of Arts and Sciences is the largest college at EMU. In addition to its many pre-professional programs, the college supports the curricula of all of the University's other colleges. Eastern Michigan's Graduate School graduates more than 1,200 master's degree students each year and offers doctoral programs in educational leadership, clinical psychology and technology.

The Board of Regents and administration of Eastern Michigan University recognize that given the current economic situation in Michigan the likelihood of an increase in state appropriation to the 15 public universities for FY2005 is minimal. However, the case for support of public higher education in Michigan has never been stronger and EMU's unavoidable cost increases have rarely been clearer.

Michigan's system of public higher education has long been admired by states around the nation and other states seek to move to the "Michigan Model." The Michigan Model features independent governing boards for each institution that are responsible and accountable for key decisions and the overall administration of the 15 public universities. It is a model that the Legislature should embrace and support for it is the strength of the autonomy that makes Michigan's public higher education system
exceptional in quality, reduces the system’s overall administrative costs and sets it apart and above other higher education systems in the nation.

Enrollment at Michigan’s public universities has increased for eight consecutive years and is approaching 290,000 students. And, Michigan residents who attend Michigan public universities tend to stay in Michigan after graduation. This has a significant impact on the Michigan economy. According to the U.S. Census Bureau, over a working lifetime, a person with a bachelor’s degree can expect to earn about $1 million more than a person with only a high school diploma. According to the Economic Impact Study conducted by SRJ International, $26 in economic activity is generated in Michigan for every $1 invested by the state in public higher education. At EMU, the return on investment is $30 for every $1 of state investment. Some 12.6 percent of the gross state product derives from Michigan’s investment in higher education. No other public investment realizes such a high rate of return.

While Michigan exceeds the national average in high school graduates (87 percent compared to 84 percent), it lags behind the national average in Michigan residents who hold four-year degrees (23 percent earning a bachelor’s degree in Michigan compared to 25 percent nationally). This is a shortfall of 150,000 people that Michigan’s higher education institutions should be reaching who would serve the state in economic development and provide a competitive, well-educated workforce. EMU is ideally situated to respond to this need, given its location and commitment to access, flexible and applied programs and services to non-traditional students.

The ability to address this gap in order to boost the state’s competitive workforce advantage requires an additional and sustainable investment by the state in public higher education. Support for Michigan’s public universities has eroded over the last 30 years from 75 percent in FY1973 to 46 percent in FY2003. Per-student appropriations have fallen far behind inflation for the last 16 years. In FY2003, Michigan ranked 36th nationally in appropriations per student at public four-year universities. The national average was $6,502 appropriated per student while Michigan, on the average, appropriated $5,757 per student. Two of Michigan’s neighbor states, Ohio and Illinois, ranked seventh and eleventh with per-student appropriations of $8,025 and $7,677, respectively. This compares to $4,096 per student at Eastern Michigan.

The State Legislature and the U.S. Congress have been concerned with the rising cost of tuition. This is understandable, but must be viewed in the context of declining state support. And, Michigan’s public universities have demonstrated tremendous restraint. Despite a 10 percent reduction in appropriations at most of Michigan’s public universities in FY2004, Michigan’s universities, including EMU, averaged a tuition and fee increase of 9.9 percent. Around the nation, increases were much higher at four-year public universities: 40 percent at the University of California System, 39 percent at the University of Arizona, 28 percent at the University System of New York, 18 percent at the Wisconsin System and 16.2 percent in Indiana. The national average of tuition
and fee increases at 664 public four-year colleges and universities was 16 percent, nearly double that of Michigan's public institutions.

The reduced appropriations at Michigan's public universities resulted in the elimination of 1,500 full-time faculty and staff positions and budget reductions of $159 million. To meet these budget challenges, Michigan's public universities have instituted technology-facilitated efficiencies, out-sourced non-core activities and incorporated best practices.

**Eastern Michigan University in FY2005**

Eastern Michigan University's experience parallels that of public higher education in Michigan—decreased state support, increased enrollment, tuition restraint, budget reductions, elimination of positions, continued out-sourcing of non-core activities, cost containment, cost avoidance and best practices.

Eastern Michigan's FY2004 appropriation of $78,873,300 is slightly more than its appropriation of FY1999 ($78,301,544). However, due to enrollment increases, the per-student appropriation is $392 less in FY2004 than FY1999 ($4,096 compared to $4,488). Further Executive Orders could reduce EMU's appropriation to FY1997 levels or below.

The state appropriation accounts for only 36 percent of EMU's operating budget, excluding restricted grants and gifts. Despite having the state's sixth largest enrollment, Eastern Michigan ranks 11th of 15 public four-year institutions in state appropriation per student, leaving EMU's students among the lowest funded on a Full-Year Equated Student (FYES) basis in the state.

It is significant to note that Eastern Michigan University is serving more Michigan residents in FY2004 than it has since 1979. This fall, Michigan residents account for 95.6 percent of total enrollment at EMU.

One of Eastern Michigan's major strengths has been a commitment to contain costs, reallocate resources and implement program and service review to assure appropriate spending levels. Despite its low level of funding per student, the University accommodated the 10 percent decrease in state appropriations for FY2004 through expenditure reductions and operating efficiencies rather than making up these losses directly through tuition increases. Instead, tuition increases at EMU have been driven by contractual obligations and the need to cover fixed costs and student support. EMU made these cuts without seriously compromising quality or the critical educational/instructional mission of the University. Academic programs were given priority during the budget cutting process which overall resulted in the elimination of 69 full-time equated positions and a reduction in services to students and employees. However, the ability of the University to absorb further cuts is severely constrained without significant service and program reductions.
Eastern Michigan University has always embraced the principles of accessibility and affordability and its Board of Regents consistently and historically has restrained tuition increases and approved scholarship programs in order to preserve access for the broadest population of Michigan students. EMU’s FY2004 budget provides $18.3 million in student financial aid, an increase of $5.6 million or 44 percent since FY2001. The national average increase in financial aid between 2001 and 2002 was 11.5 percent comparatively. By far, student financial aid is the fastest growing part of EMU’s budget. For FY2005, the University is planning an increase of $2.2 million or more than 12 percent. This represents more than 18 percent of the University’s projected cost increases for FY2005.

Finally, the University is committed to maximizing energy efficiencies and reducing costs through long-term energy conservation measures, technological improvements and taking advantage of other opportunities as they present themselves. The University has offset a nearly 100 percent increase in the cost of natural gas by locking in rates last year. The University implemented a new information system which has enabled class schedules to be available to students on-line, student bills to be available through EMU’s portal, financial aid to be disbursed electronically and grades to be submitted by faculty on-line. In addition, new students can apply for admission on-line with their data directly entered into the enrollment data base and students register electronically. Other cost containment, cost avoidance and process efficiencies implemented by the University can be found in Exhibit A (attached).

The following budget summary describes fixed costs and program improvements necessary to maintain existing programs at Eastern Michigan University. Fixed costs include increases in contractual compensation; student scholarships and financial aid; health care cost increases; MPSERS – Retiree Health Care in mandated state retirement plan; and utilities.

Program improvement focuses on the University’s Continuous Improvement Initiative. This initiative includes continued activities to enhance student access and success; enhancement of the undergraduate learning experience; continued improvements in institutional research, information management and performance measurement to ensure quality and efficiency; and enhancement of programs in public engagement, economic development, technology transfer and extension of academic and community services to Michigan citizens.

**Fixed Costs**

**Faculty and Staff Compensation**  $6,711,000

The positive difference the University makes to the individual lives of students is directly related to the quality of the faculty and staff who deliver and support its academic programs. Competitive salaries are essential to attracting and retaining talented faculty and staff. Market studies and careful benchmarking are used to guide negotiations with
EMU's seven labor unions which represent 88 percent of EMU's employees. A $6.7 million increase is required to meet contractual obligations.

**Student Scholarships and Financial Aid**  
$2,215,000

The University's commitment to accessibility, affordability, diversity and attracting quality students is demonstrated by its significant investment in student scholarships, fellowships and other campus aid. This investment has grown from $12.7 million in FY2001 to $18.3 million in FY2004 – an increase of $5.6 million or 44 percent. Eastern Michigan University plans to invest an additional $2.2 million in FY2005, an increase of another 12 percent. This investment demonstrates the University’s commitment to providing financial assistance to students who demonstrate financial need by offsetting increases in tuition and fees necessary during the state’s economic challenge. The increase in student scholarships and financial aid is more than 18 percent of the University’s projected cost increases for FY2005.

**Health Care Cost Increases**  
$2,000,000

The cost of employee health care benefits continues to grow despite successful initiatives at EMU to reduce costs by restructuring health care plans offered to employees and working cooperatively with its labor unions to reduce costs. Increases are due, in large part, to both the cost of health care services and the cost and demand for prescription drugs which continue to escalate. The estimated cost increase for FY2005 is $2.0 million.

Group health care is monitored closely for cost avoidance opportunities. Cost reductions have been accomplished through the renegotiation of health care plan fees as well as through continued migration of faculty and staff into a single university-wide health care plan.

**MPSERS – Retiree Health Care in State Retirement Plan**  
$577,000

Retiree health care benefits provided by the Michigan Public School Employee Retirement System (MPSERS), over which the University has no control, contribute to the University's benefit cost increases. The University appreciates the one-year moratorium on increases for FY2004. For FY2005, this cost is projected to increase by at least 15 percent or $577,000. The cost to EMU for this unfunded state mandate has increased more than $2.52 million since 1998—an increase of more than 156 percent. Further increases in retirement pension and health care costs are anticipated.
Utilities

$550,000

To meet energy cost challenges, the University implemented a comprehensive “Conserve Eastern” energy conservation program which included aggressive management of utility costs. Initiatives over the past year included locking in natural gas prices, co-generation of electric and steam, retrofitting of building lighting systems, building system controls and identification and implementation of energy conservation measures.

Despite these cost savings measures, utility costs are forecast to increase by $550,000 in FY2005. This year, water rates increased 47 percent and electric and fuel costs are forecast to increase seven percent.

Program Improvements

Continuous Improvement Initiative

$652,000

The University’s highest priority for program improvements is its Continuous Improvement Initiative designed to ensure accountability and improve effectiveness, efficiency and quality performance. This initiative supports the University’s core mission to serve students, enhance the learning experience and contribute to Michigan’s economic and cultural development. Specifically, this initiative includes activities to enhance student access, success and the undergraduate learning experience; to improve institutional research, information systems and performance measurement; and to enhance programs in public engagement, economic development, technology transfer and the extension of academic and community services to Michigan citizens. There has never been a more important time for the state and the University to emphasize student access and success, heightened efficiency and economic recovery.

Supplemental Appropriations

Eastern Michigan University encourages the appropriation of supplemental funding for Infrastructure, Technology, Equipment and Maintenance (ITEM) needs. This non-base funding has, in the past, been instrumental in enhancing the instructional programs and learning experiences for Michigan students and has supported the state’s investment in infrastructure. During challenging fiscal times, the process of additional non-base funds can address immediate needs and stimulate economic development.
Appropriation Request Summary

Given the state's economic condition, Eastern Michigan University recognizes that an FY2005 increase in state appropriations for higher education is unlikely. Therefore, EMU minimally requests a continuation budget at the FY2004 level of $78,873,480. However, should the economic climate improve, the University requests the state restore funding to EMU to the FY2002 appropriation of $87,637,200 ($8.8 million restoration).

The University also wishes to place on record its identified FY2005 funding needs of $12.7 million for fixed costs and program improvements. During better economic times, these needs would be funded by a combination of state appropriations and tuition and fee increases.
### EASTERN MICHIGAN UNIVERSITY

#### 2004-05 BUDGET PLAN

<table>
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<tr>
<th>Description</th>
<th>Cost</th>
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<td>Faculty and Staff Compensation</td>
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<tr>
<td>Student Scholarships and Financial Aid</td>
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<td>Health Care Cost Increases</td>
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<td>MPSERS - Retiree Health Care in State Retirement Plan</td>
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<td>Utilities</td>
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<tr>
<td>Continuous Improvement Initiative</td>
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</table>

**Total resource increase over FY2004 base**  
$12,705,000
Eastern Michigan University

VII. COST CONTAINMENT/AVOIDANCE AND PROCESS EFFICIENCIES

1) Co-generation of electric and steam from the University's power plant has significantly slowed the increase in utility costs. Among other advantages, generation of electricity can be increased to reduce the amount of energy purchased on days the University is near peak load.

2) A new Energy Management Program has been implemented to identify and implement energy conservation measures in campus buildings. Initial efforts have resulted in re-negotiated discount rates for fuel transportation services and improvements in measuring, metering and monitoring utility utilization.

3) The University continues to retrofit campus building lighting systems by replacing energy intensive T-12 lamps with energy efficient T-8 lamps. In addition, where practical, four tube fixtures have been replaced with three and two tube fixtures.

4) Consolidation of the University's health care offerings to a single health care plan continued with the migration of the 233-member American Federation of State, County, and Municipal Employees (AFSCME) unit in March 2003. Projected health care cost avoidance has resulted from premium savings and higher co-pays on prescription drugs.

5) Stop loss on group health care protects the University from catastrophic loss in the event of major illness. Stop loss premiums have been reduced without adding substantial risk to the institution.

6) Fees that are paid for self-insured health care management and administration have been renegotiated for more favorable rates.

7) EMU's migration from a telephone-based registration system to an on-line registration system has eliminated the need for 64 telephone lines.

8) Negotiations with telecommunications providers for lower telephone line rental rates and decreased local toll rates.

9) As a result of the reduction in base appropriation, an $8.3 million budget reduction plan was effected. This plan included the elimination of 69 full-time equivalent positions including 22 faculty and 47 staff and reductions in travel, equipment, office supplies and other operating expense.
### Institutional General Fund

<table>
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<th>FY 2005 Planned</th>
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<td>92,322,674</td>
<td>104,114,703</td>
<td>12.8%</td>
<td>xxxxxxx</td>
<td>xxxxxxx</td>
</tr>
<tr>
<td>Other Institutional Revenue</td>
<td>12,092,565</td>
<td>14,219,493</td>
<td>17.6%</td>
<td>xxxxxxx</td>
<td>xxxxxxx</td>
</tr>
<tr>
<td><strong>TOTAL GENERAL FUND REVENUE</strong></td>
<td>188,984,993</td>
<td>197,631,608</td>
<td>4.6%</td>
<td>xxxxxxx</td>
<td>xxxxxxx</td>
</tr>
<tr>
<td>Ending General Fund Balance</td>
<td>(365,252)</td>
<td>434,628</td>
<td></td>
<td>xxxxxxx</td>
<td>xxxxxxx</td>
</tr>
<tr>
<td>Unreserved General Fund Balance</td>
<td>4,377,647</td>
<td>4,812,275</td>
<td>9.9%</td>
<td>xxxxxxx</td>
<td>xxxxxxx</td>
</tr>
</tbody>
</table>

**Notes:**


2. The fiscal year 2003 supplemental appropriation contained in PA 144 of 2003 should be entered under fiscal year 2004 as these appropriations will not be paid to state universities until September 2003.

3. Report tuition and fee revenue recorded in the institution's general fund.

4. Other general fund revenue includes federal revenue, investment income, indirect cost recovery and other revenue recorded in the institution's general fund.

5. Ending general fund balance includes both obligated and unreserved year end balances. Unreserved general fund balance is portion not specified by the institution's governing board to held for one or more special purposes.
UNIVERSITY PERFORMANCE MEASURES

Institution: Eastern Michigan University

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain or improve baccalaureate graduation rates:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Four year graduation rate - actual</td>
<td>9.1</td>
<td>9.7</td>
<td>11.2</td>
<td>10.1</td>
</tr>
<tr>
<td>b) Five year graduation rate - actual/estimated</td>
<td>25.8</td>
<td>28.3</td>
<td>29.2</td>
<td>29.4</td>
</tr>
<tr>
<td>c) Six year graduation rate - actual/estimated</td>
<td>34.3</td>
<td>38.3</td>
<td>37.8</td>
<td>40.0 (e)</td>
</tr>
</tbody>
</table>

"Graduation rate" means the percentage of students who have completed the requirements for a baccalaureate degree from the institution at either 4.5, or 6 years following initial enrollment using the IPEDS Graduation Rate Survey (GRS) methodology. The GRS is based on a fall cohort of full-time, first-time degree/certificate seeking undergraduates as established for the IPEDS Fall Enrollment Survey. Report graduation rates to the nearest tenth of percent. Report actual data where available and estimates when actual data is not available with a (e) noted after the reported estimated data.

Date Completed: October 14, 2003
Contact Person: Paul N. Moniodis
Phone Number: 734.487.2240
E-Mail Address: paul.moniodis@emich.edu
RECOMMENDATION

FY 2005 CAPITAL OUTLAY BUDGET REQUEST

ACTION REQUESTED
It is recommended that the Board of Regents approve the FY 2005 Capital Outlay Budget Request. The modernization of Pray-Harrold has been identified as the University’s top capital project.

STAFF SUMMARY
Pray-Harrold, which serves more students than any other classroom building at the University, is in critical need of improvement. For the past 34 years, the building has been utilized at capacity—serving approximately 10,000 students each instructional day. Modernizing Pray-Harrold will positively affect more students than any other capital need of the University. Investing in this project will extend the life of the building, reduce operation costs and offer a more effective learning environment. The program statement has been completed and submitted to the Department of Management and Budget. The University is prepared to act immediately upon funding authorization and to provide any required matching funds.

Please note that the planning guidelines were received from the Office of the State Budget in late September, following the September Board of Regents meeting. The deadline for submission of the Request was November 7, prior to the next Board of Regents meeting. Therefore, as in the past, the Board is asked to approve the Request which has been submitted to the Office of the State Budget.

Attached is an Executive Summary and project description of the proposed modernization of Pray-Harrold classroom building. A complete copy of the FY 2005 Capital Outlay Budget Request is also provided.

FISCAL IMPLICATIONS
The estimated cost to modernize Pray-Harrold is $41,384,475. The University’s cost share is $10,346,119 or 25 percent. The University’s required match will be provided through the sale of bonds supported by tuition and fee revenue.

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

University Executive Officer

Date
EASTERN MICHIGAN UNIVERSITY
CAPITAL OUTLAY REQUEST FY 2005
EXECUTIVE SUMMARY

An increased state investment in Eastern Michigan University is an investment in Michigan’s future. EMU is positioned to respond to metropolitan area growth, a changing population of diverse learners and the demands of schools, businesses and public agencies. We will have a measurable impact on the citizens of Michigan. To accomplish this the University must provide an exceptional learning environment that can accommodate the diverse and specialized delivery of instruction that will meet the expectations of our publics – students and their parents, business and industry, and the state. An exceptional learning environment requires facilities that can accommodate the technologies that are now woven through every discipline. Buildings constructed before the technology revolution/evolution cannot satisfy these demands.

Eastern Michigan University has 30 buildings that are at least 20 years old, with an average building age (weighted by square feet) of 49 years. While many old buildings have a unique charm, they lack the infrastructure needed to facilitate modern information and communication technologies, as well as the mechanical and electrical systems required to support a technology-friendly environment. It is recognized that most building systems have finite useful lives of approximately 30 years. Note that the University’s top capital project, the modernization of Pray-Harrold, exceeds this age. As such, the University has identified the modernization of the 237,108 square ft. Pray-Harrold classroom facility as its top capital outlay project.

Pray-Harrold opened in 1969 as the state of Michigan’s single largest classroom building. For the past 34 years the building has been utilized at capacity servicing approximately 10,000 students each instructional day. Modernizing this building will positively affect more learners than any other capital need of the University.

Some improvements to this building were completed with the restoration performed after the March 2000 fire. Costs to restore Pray-Harrold to its pre-fire condition exceeded $10.5 million.
EXECUTIVE SUMMARY

Much of the cost specifically addressed cleanup from the smoke and water damage, some improvements to HVAC systems (the fire started in the penthouse mechanical room), abatement of asbestos, new lighting and partial new roofing. Although cleaner and safer, the building still functions as a 1969 building. The program statement for renewal of this essential classroom building into a 21st century, technologically-central learning facility has been completed and submitted to the Department of Management and Budget. The University hopes that this building project will be considered in the near future, and is prepared to mobilize immediately upon funding authorization.

In addition to the need to modernize Pray-Harrold, the University also has a critical need to improve its science facilities. Many of the building deficiencies reported in Pray-Harrold (i.e. age, mechanical and electrical system conditions and capabilities, and lack of specialized spaces and technology) also pertain to the University’s science space. Several alternatives were studied and it was determined that renewal of the Mark Jefferson science building would be the most economical and expeditious way in which to address the building deficiencies that affect the biology, chemistry, and psychology departments. The Program Statement for revitalization of the Mark Jefferson building is being developed. The scope of this renewal project will focus primarily on infrastructure including mechanical systems, duct work, fume hoods, lighting systems, electrical systems/building transmission loop, structural improvements to the building exterior, roof replacement, interior improvements and scientific instrumentation.

Eastern Michigan University views its physical capital as a financial asset, and believes that investing in the Pray-Harrold modernization project is an exceptionally wise use of state funds. Such an investment will extend the life of the buildings, reduce operation costs and offer a more effective learning environment. The University is prepared to provide any required matching funds.
PRAY-HARROLD MODERNIZATION

Total Project Cost: $41,384,475
Capital Funding Required by EMU: $10,346,119
Proposed Funding Sources: See Matching Resources Section

<table>
<thead>
<tr>
<th>Does authorization for this project exist in any public act?</th>
<th>Yes</th>
<th>No ✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the project for instructional purposes?</td>
<td>Yes ✓</td>
<td>No</td>
</tr>
<tr>
<td>Is the project a renovation of new construction?</td>
<td>Renovation ✓</td>
<td>New</td>
</tr>
<tr>
<td>Are professionally developed program statement and/or schematics available?</td>
<td>Yes ✓</td>
<td>No</td>
</tr>
<tr>
<td>Are required match resources currently available?</td>
<td>Yes ✓</td>
<td>No</td>
</tr>
<tr>
<td>Has the University identified available operating funds?</td>
<td>Yes ✓</td>
<td>No</td>
</tr>
</tbody>
</table>

Project Description Narrative

In 1969, Pray-Harrold opened as the State of Michigan's single largest classroom building. For the past 34 years the building has been, and continues to be, utilized at near full capacity 14 hours each instructional day. Constructed prior to the personal computer revolution, the building systems were not designed to accommodate this now-essential instruction tool. Although limited success in adapting the building systems for high technology usage have been realized, these systems are no longer able to further accommodate instructional and program needs. Demands for electrical power and temperature control continue to increase. Allocation of limited University resources to infrastructure, often at the expense of aesthetics, instrumentation, and furnishings has also resulted in the need for modernization. Existing space design and configuration is not compatible with optimum delivery of instruction.

A fire in the mechanical penthouse in March 2000 resulted in damage to the roof, much of the air handling equipment, and excessive smoke damage. Fire restoration proceeds of over $10 million allowed the University to clean and restore the building to its pre-fire state. However, extensive renewal of major building systems remains.

Reconfiguration of classrooms on the second floor will provide more varied and flexible space. The reconfiguration of especially the second and third floors to provide cluster arrangements of computing facilities, advising, and space for studying and student interaction, is planned. This will provide students, with particular benefit to commuter students, an atmosphere where they...
can stay and engage themselves in academic life. The clustering of common areas will help to enhance our interdisciplinary initiatives and promote team building. It will also provide an environment to build learning communities among our first-year students, a proven factor in academic success and retention. The upper floors will be reconfigured to focus on strategically designed classroom space, faculty-student areas for consultations, study groups, and faculty offices and facilities. This focus will be extensively on multi-purpose rooms with moveable furniture.

Other essential elements of the proposal include:

- Building addition to accommodate large classroom and lecture spaces and student common areas while projecting a new image for the College of Arts and Sciences.
- Addition of new technology components to enhance the learning environment.
- Upgrade the existing infrastructure to meet the future demands for the facility. These items include:
  - Adding a new dedicated electrical primary service
  - Replacing and modifying the HVAC
  - Upgrading the existing elevators
  - Wire building for information technology
  - Making necessary repairs including replacement of architectural, structural, mechanical and electrical systems
  - Upgrade building to comply with ADA requirements
  - Address all code issues including life safety.

Construction of a covered walkway connecting Pray-Harrold with the College of Education Building, which would both enhance student safety and allow for shared utilization of special media laboratories and proposed common spaces will be in place. Reconfiguration of classrooms will also be achieved, providing more varied and flexible space and enhancing instructional delivery. The interior finishes will be replaced, and integrated technology will be available throughout the building. Furnishings and instrumentation needed to effectively deliver instruction will be provided.

The completion of this project will result in a modern, technologically advanced building that is able to effectively serve the students of Eastern Michigan University.

Other Alternatives Considered
Consideration to construct a brand-new classroom building was widely debated. However, as stated above, the $10 million fire restoration addressed some of the building's basic shortcomings. If the modernization can continue and complete the renewal of building systems, building envelope, integrated technology, furnishings, finishes, and instrumentation, Pray-Harrold will be an outstanding facility for at least another 30 years. It is estimated that to construct a new facility of equal benefit would cost $57 million. This is approximately $16
million more than the cost of the remaining work to be done. Also, because of the size of the building, volume of use and the diversified programs conducted, leased space or long-distance learning are not viable alternatives. If the project is not authorized, an opportunity will be missed to significantly enhance the learning experience of a substantial number of students.

**Economic Benefit to State of Michigan**

Multiple economic benefits would accrue to the State of Michigan as a result of authorizing and funding this project. Included is the ongoing economic benefit of a well-educated work force to attract and retain industry within the state and the quality of life educated citizen’s harvest from challenging and rewarding careers.

In addition, the local economy would benefit because of the construction project’s economic activity, and the university would benefit from lower operating costs throughout the life cycle of a modern, energy-efficient facility.

**Match Resources**

Matching funds will be provided through the sale of bonds. The University is prepared and has the financial capacity to expedite such borrowing. The bonds will be supported through tuition and fee revenue.
RECOMMENDATION


ACTION REQUESTED

It is requested that the Eastern Michigan University Board of Regents receive and place on file the Eastern Michigan University Foundation Annual Report for the year ended June 30, 2003.

STAFF SUMMARY

In accordance with Section C.4. of the Agreement Between Eastern Michigan University and the Eastern Michigan University Foundation, it is our responsibility and privilege to present for your review the annual report of the Eastern Michigan University Foundation for the year ended June 30, 2003. The annual financial audit of the Foundation and its subsidiaries was performed by Plante & Moran, PLLC, and they have reviewed and approved the content of the report presented, and provided an unqualified financial opinion.

Total endowment assets reported at year-end were $30,319,418. This represents a .6 percent decrease from the value at fiscal year end 2002, which was $30,517,632. Contributions during 2002-2003 were $5,576,981. Contributions designated toward endowments totaled $1,113,246.

During this fiscal year, the return on investment of 1.5 percent exceeded the target investment policy benchmark return of 1.4 percent. Total return since inception on September 30, 1992, of 9.1 percent surpasses the benchmark of 7.9 percent.

Current expendable gifts distributed to Eastern Michigan University for programs and scholarships totaled $4,400,564 for the year ended June 30, 2003. Of that total, $2,407,838 represented gifts of property, equipment and other support. In addition, funding from endowed scholarships and endowments totaled $835,201, a 6.1 percent decrease from the previous year.

FISCAL IMPLICATIONS

None

ADMINISTRATIVE RECOMMENDATION

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

University Executive Officer

Date
2002-03 EAGLE CREST MANAGEMENT CORPORATION ANNUAL REPORT

ACTION REQUESTED
It is recommended that the FY 2003 Eagle Crest Management Corporation Annual Report be received and placed on file.

STAFF SUMMARY
Eagle Crest Management Corporation (ECMC) is a wholly-owned, for-profit subsidiary of the Eastern Michigan University Foundation. ECMC provides management services for the University’s Golf Course and Conference Center assets. In addition, ECMC provides food and beverage services, media and business services, and housekeeping/maintenance services to the Golf Course and Conference Center.

For fiscal year 2003, Eagle Crest Management Corporation realized a net income of $34,892 which exceeded budget and last year results. The Conference Center achieved a net income of $61,581, and the Golf Course suffered a loss of $160,895.

Kathryn Vachon, Executive Director of Eagle Crest Management Corporation, will provide a report on the FY 2003 business activities.

FISCAL IMPLICATIONS
Eagle Crest continues to support the EMU Foundation and provides a dividend of $58,000 from fiscal 2002-03 profits.

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

University Executive Officer

Date
EAGLE CREST MANAGEMENT CORPORATION
REPORT TO EMU BOARD OF REGENTS FINANCE COMMITTEE
December 2, 2003

Eagle Crest continued to face challenges in 2002-2003 due to a soft economy. Increased competition and less demand contributed to dwindling revenues in all areas. Eagle Crest Management Corporation, however, achieved $34,892 in net income, exceeding budget and last year results. The Conference Center achieved net income of $61,581. The Golf Course suffered a loss of $160,895 with rounds of play down only slightly.

Many initiatives were implemented or continued to help support revenue generation and quality improvement.

- The management team and Eagle Crest Board of Directors developed a strategic plan for the organization that will be implemented throughout the coming year.
- Doug Zorn was hired as Business Development Manager, responsible for revenue improvement for all entities. He has generated over $100,000 in future business.
- Continuation of the Executive Card Program at the Golf Course has generated $49,780 in revenues from golfers that have not traditionally played Eagle Crest.
- Dale Mercer succeeded in securing a three-year contract to host the Michigan High School Athletic Association Boy’s and Girl’s Championships at the Eagle Crest Golf Club with the first championship taking place October 17 and 18, 2003.
- Updated menus and pricing were implemented in June in conjunction with the Marriott Hotel providing enhanced offerings for customers.
- Employee Teams have been working together to effect upgraded food presentations at both the golf course and conference center.
- Our relationship with Davey Golf continues to help us improve golf course conditions and plan for future improvements. Positive comments this year have increased significantly in this area.
- Development of the Misty River Leadership Training offered by Eagle Crest has resulted in a unique new product not offered by other conference centers or hotels in the area.

Future initiatives for the year 2003-2004 will be implemented in support of the four key goals of our strategic plan:

- Strengthening the Eagle Crest Bottom Line
- Building an Effective Team to Insure Quality Service
- Planning for New and Replacement Infrastructure to Accommodate a World Class Facility
- Connecting with Other Entities Involved in Eagle Crest Decision Making
As we move forward, we want to thank members of the Eagle Crest Board of Directors, EMU Foundation Board of Directors, and the Eastern Michigan University Community for your support of Eagle Crest. Many of you met the call to arms and supported Eagle Crest by bringing your organization’s business to Eagle Crest, devoting your time and resources in assisting us to generate new business and products, and providing referrals to your business associates.

As a result, Eagle Crest is proud to continue to support the EMU Foundation and provide a dividend of $58,000 from fiscal year 2002-2003 profits.
Eagle Crest Owned and Managed Entities
Consolidated Income and Expense Statement
Fiscal Year 2002-2003

### Eagle Crest Owned and Managed Entities

<table>
<thead>
<tr>
<th></th>
<th>YTD Actuals</th>
<th>% Rev</th>
<th>YTD Budget</th>
<th>% Rev</th>
<th>Variance</th>
<th>Var %</th>
<th>Last YTD</th>
<th>% Rev</th>
<th>Variance</th>
<th>Var %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>4,082,876</td>
<td>111%</td>
<td>5,167,409</td>
<td>111%</td>
<td>(1,084,533)</td>
<td>-21%</td>
<td>4,637,064</td>
<td>112%</td>
<td>(554,188)</td>
<td>-12%</td>
</tr>
<tr>
<td><strong>Cost of Goods</strong></td>
<td>419,572</td>
<td>11%</td>
<td>528,298</td>
<td>11%</td>
<td>(108,726)</td>
<td>-21%</td>
<td>488,517</td>
<td>12%</td>
<td>(69,945)</td>
<td>-14%</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>3,663,304</td>
<td>100%</td>
<td>4,639,111</td>
<td>100%</td>
<td>(975,807)</td>
<td>-21%</td>
<td>4,159,547</td>
<td>100%</td>
<td>(487,243)</td>
<td>-12%</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>3,663,705</td>
<td>92%</td>
<td>4,401,534</td>
<td>92%</td>
<td>(737,829)</td>
<td>-17%</td>
<td>4,103,122</td>
<td>92%</td>
<td>(439,417)</td>
<td>-11%</td>
</tr>
<tr>
<td><strong>Net Income Before Tax</strong></td>
<td>(480)</td>
<td>6%</td>
<td>237,577</td>
<td>5%</td>
<td>(237,977)</td>
<td>-100%</td>
<td>47,425</td>
<td>1%</td>
<td>(47,825)</td>
<td>-101%</td>
</tr>
<tr>
<td><strong>Taxes</strong></td>
<td>6,922</td>
<td>0%</td>
<td>67,577</td>
<td>1%</td>
<td>(60,755)</td>
<td>-90%</td>
<td>32,747</td>
<td>1%</td>
<td>(25,825)</td>
<td>-79%</td>
</tr>
<tr>
<td><strong>Net Income after Tax</strong></td>
<td>(7,322)</td>
<td>0%</td>
<td>169,900</td>
<td>4%</td>
<td>(177,222)</td>
<td>-104%</td>
<td>14,678</td>
<td>0%</td>
<td>(22,900)</td>
<td>-150%</td>
</tr>
</tbody>
</table>

**An after profit 2002-2003 dividend in the amount of $58,000 was paid to Eastern Michigan University Foundation**
# Eagle Crest Management Corporation

## Consolidated Income and Expense Statement

**Fiscal Year 2002-2003**

### Income Statement

<table>
<thead>
<tr>
<th></th>
<th>YTD Actuals</th>
<th>% Rev</th>
<th>YTD Budget</th>
<th>% Rev</th>
<th>Variance</th>
<th>Var %</th>
<th>Last YTD</th>
<th>% Rev</th>
<th>Variance</th>
<th>Var %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Jun-03</td>
<td></td>
<td>Jun-03</td>
<td></td>
<td></td>
<td></td>
<td>Jun-02</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>1,309,608</td>
<td>76%</td>
<td>1,035,199</td>
<td>77%</td>
<td>(325,591)</td>
<td>-20%</td>
<td>1,523,201</td>
<td>79%</td>
<td>(213,583)</td>
<td>-14%</td>
</tr>
<tr>
<td>Media &amp; Business Center</td>
<td>404,607</td>
<td>23%</td>
<td>493,050</td>
<td>23%</td>
<td>(88,443)</td>
<td>-18%</td>
<td>464,051</td>
<td>24%</td>
<td>(59,444)</td>
<td>-13%</td>
</tr>
<tr>
<td>Housekeeping &amp; Maintenance</td>
<td>265,954</td>
<td>15%</td>
<td>326,187</td>
<td>15%</td>
<td>(60,233)</td>
<td>-19%</td>
<td>265,845</td>
<td>14%</td>
<td>109</td>
<td>0%</td>
</tr>
<tr>
<td>Management Fees</td>
<td>80,435</td>
<td>5%</td>
<td>77,935</td>
<td>4%</td>
<td>2,500</td>
<td>3%</td>
<td>89,815</td>
<td>4%</td>
<td>(8,880)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Sales</strong></td>
<td>2,860,864</td>
<td>19%</td>
<td>2,534,371</td>
<td>120%</td>
<td>(473,767)</td>
<td>-19%</td>
<td>2,333,912</td>
<td>120%</td>
<td>(273,368)</td>
<td>-12%</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>336,178</td>
<td>19%</td>
<td>420,175</td>
<td>20%</td>
<td>83,997</td>
<td>20%</td>
<td>304,826</td>
<td>20%</td>
<td>58,648</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>1,724,686</td>
<td>100%</td>
<td>2,114,196</td>
<td>100%</td>
<td>(389,710)</td>
<td>-18%</td>
<td>1,939,086</td>
<td>100%</td>
<td>(214,660)</td>
<td>-11%</td>
</tr>
<tr>
<td>Salaries, Wages &amp; Taxes</td>
<td>735,032</td>
<td>43%</td>
<td>958,346</td>
<td>45%</td>
<td>223,134</td>
<td>23%</td>
<td>869,080</td>
<td>45%</td>
<td>134,048</td>
<td>15%</td>
</tr>
<tr>
<td>Benefits &amp; 401K</td>
<td>122,373</td>
<td>7%</td>
<td>148,019</td>
<td>7%</td>
<td>23,646</td>
<td>16%</td>
<td>126,836</td>
<td>7%</td>
<td>4,463</td>
<td>4%</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>23,426</td>
<td>1%</td>
<td>26,052</td>
<td>1%</td>
<td>2,526</td>
<td>10%</td>
<td>38,813</td>
<td>2%</td>
<td>15,787</td>
<td>40%</td>
</tr>
<tr>
<td>Operational Expenses</td>
<td>272,689</td>
<td>16%</td>
<td>298,310</td>
<td>14%</td>
<td>25,621</td>
<td>9%</td>
<td>286,109</td>
<td>15%</td>
<td>13,510</td>
<td>5%</td>
</tr>
<tr>
<td>Allocated Expenses</td>
<td>337,591</td>
<td>20%</td>
<td>401,111</td>
<td>19%</td>
<td>63,519</td>
<td>16%</td>
<td>318,575</td>
<td>16%</td>
<td>(19,016)</td>
<td>-6%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>1,491,110</td>
<td>86%</td>
<td>1,829,837</td>
<td>87%</td>
<td>339,727</td>
<td>19%</td>
<td>1,039,503</td>
<td>89%</td>
<td>143,353</td>
<td>9%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>89,447</td>
<td>5%</td>
<td>62,500</td>
<td>4%</td>
<td>(26,947)</td>
<td>-8%</td>
<td>127,500</td>
<td>7%</td>
<td>38,053</td>
<td>30%</td>
</tr>
<tr>
<td>Personal/Property Tax</td>
<td>29,830</td>
<td>2%</td>
<td>28,206</td>
<td>1%</td>
<td>(1,534)</td>
<td>-5%</td>
<td>31,341</td>
<td>2%</td>
<td>1,464</td>
<td>5%</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>14,226</td>
<td>1%</td>
<td>14,210</td>
<td>1%</td>
<td>(10)</td>
<td>0%</td>
<td>23,408</td>
<td>1%</td>
<td>9,272</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Total Other Expenses</strong></td>
<td>133,563</td>
<td>8%</td>
<td>125,006</td>
<td>6%</td>
<td>(8,497)</td>
<td>-7%</td>
<td>182,312</td>
<td>9%</td>
<td>48,809</td>
<td>27%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>99,814</td>
<td>6%</td>
<td>150,353</td>
<td>8%</td>
<td>(50,539)</td>
<td>-37%</td>
<td>117,771</td>
<td>6%</td>
<td>(17,457)</td>
<td>-15%</td>
</tr>
<tr>
<td>Federal Income Tax</td>
<td>24,146</td>
<td>1%</td>
<td>49,677</td>
<td>2%</td>
<td>25,531</td>
<td>51%</td>
<td>7,500</td>
<td>0%</td>
<td>(15,040)</td>
<td>-22%</td>
</tr>
<tr>
<td>SBT Tax</td>
<td>(17,224)</td>
<td>-1%</td>
<td>18,000</td>
<td>1%</td>
<td>35,224</td>
<td>166%</td>
<td>25,247</td>
<td>1%</td>
<td>42,471</td>
<td>166%</td>
</tr>
<tr>
<td>Dividend</td>
<td>58,000</td>
<td>3%</td>
<td>58,000</td>
<td>3%</td>
<td>-</td>
<td>0%</td>
<td>50,000</td>
<td>3%</td>
<td>(8,000)</td>
<td>-16%</td>
</tr>
<tr>
<td><strong>Total Net Income</strong></td>
<td>34,892</td>
<td>2%</td>
<td>33,076</td>
<td>2%</td>
<td>1,216</td>
<td>4%</td>
<td>34,524</td>
<td>2%</td>
<td>368</td>
<td>1%</td>
</tr>
</tbody>
</table>

*Note: YTD stands for Year To Date.*

11/12/2003
# Eagle Crest Owned and Managed Entities
## Consolidated Income and Expense Statement
### Fiscal Year 2002-2003

### Eagle Crest Conference Center

<table>
<thead>
<tr>
<th></th>
<th>YTD Actuals Jun-03</th>
<th>% Rev</th>
<th>YTD Budget Jun-03</th>
<th>% Rev</th>
<th>Variance</th>
<th>Var %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Room Rentals</strong></td>
<td>733,682</td>
<td>100%</td>
<td>992,661</td>
<td>112%</td>
<td>(258,979)</td>
<td>-26%</td>
</tr>
<tr>
<td><strong>Office Services</strong></td>
<td>5,985</td>
<td>1%</td>
<td>7,641</td>
<td>11%</td>
<td>(1,656)</td>
<td>-22%</td>
</tr>
<tr>
<td><strong>Total Sales</strong></td>
<td>739,667</td>
<td>101%</td>
<td>1,000,602</td>
<td>113%</td>
<td>(260,955)</td>
<td>-26%</td>
</tr>
<tr>
<td><strong>Cost of Good Sold</strong></td>
<td>8,175</td>
<td>1%</td>
<td>2,725</td>
<td>0%</td>
<td>(5,450)</td>
<td>-200%</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>731,492</td>
<td>100%</td>
<td>997,877</td>
<td>112%</td>
<td>(265,385)</td>
<td>-27%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Last YTD Jun-02</th>
<th>% Rev</th>
<th>Variance</th>
<th>Var %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Room Rentals</strong></td>
<td>887,700</td>
<td>100%</td>
<td>(154,018)</td>
<td>-17%</td>
</tr>
<tr>
<td><strong>Office Services</strong></td>
<td>4,202</td>
<td>0%</td>
<td>1,783</td>
<td>-42%</td>
</tr>
<tr>
<td><strong>Total Sales</strong></td>
<td>891,902</td>
<td>100%</td>
<td>(152,235)</td>
<td>-17%</td>
</tr>
<tr>
<td><strong>Cost of Good Sold</strong></td>
<td>2,825</td>
<td>0%</td>
<td>(9,350)</td>
<td>-169%</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>889,077</td>
<td>100%</td>
<td>(157,585)</td>
<td>-18%</td>
</tr>
</tbody>
</table>

|                      | (%2)                |       | (%2)              |       |

|                      | Salaries, Wages & Taxes | 127,989 | 17% | 245,331 | 28% | 117,342 | 48% |
|                      | Benefits & 401K        | 30,795  | 4%  | 43,062  | 5%  | 12,297  | 29% |
|                      | Operational Expenses   | 305,038 | 42% | 392,639 | 44% | 87,601  | 22% |
|                      | Allocated Expenses     | 206,940 | 28% | 242,253 | 27% | 35,504  | 21% |
| **Total Expenses**   | 670,811              | 52%   | 923,355           | 104% | 262,544 | 27% |

|                      | *Total Net Income*    | 60,681 | 5%    | 74,522  | 8%   | (13,841) | -19% |

### Eagle Crest Golf Club

<table>
<thead>
<tr>
<th></th>
<th>YTD Actuals Jun-03</th>
<th>% Rev</th>
<th>YTD Budget Jun-03</th>
<th>% Rev</th>
<th>Variance</th>
<th>Var %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Greens Fees</strong></td>
<td>888,179</td>
<td>74%</td>
<td>1,155,965</td>
<td>76%</td>
<td>(267,786)</td>
<td>-23%</td>
</tr>
<tr>
<td><strong>Cart Rentals</strong></td>
<td>220,804</td>
<td>18%</td>
<td>257,303</td>
<td>17%</td>
<td>(38,499)</td>
<td>-14%</td>
</tr>
<tr>
<td><strong>Sales Pro Shop</strong></td>
<td>104,792</td>
<td>9%</td>
<td>154,897</td>
<td>10%</td>
<td>(50,205)</td>
<td>-32%</td>
</tr>
<tr>
<td><strong>Equipment Rental</strong></td>
<td>5,810</td>
<td>0%</td>
<td>7,174</td>
<td>0%</td>
<td>(1,364)</td>
<td>-19%</td>
</tr>
<tr>
<td><strong>Driving Range</strong></td>
<td>40,465</td>
<td>3%</td>
<td>39,017</td>
<td>2%</td>
<td>7,448</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Room Rental</strong></td>
<td>22,555</td>
<td>2%</td>
<td>23,940</td>
<td>2%</td>
<td>(1,420)</td>
<td>-6%</td>
</tr>
<tr>
<td><strong>Total Sales</strong></td>
<td>1,282,685</td>
<td>100%</td>
<td>1,632,488</td>
<td>107%</td>
<td>(249,801)</td>
<td>-15%</td>
</tr>
<tr>
<td><strong>Cost of Good-Pro Shop</strong></td>
<td>75,219</td>
<td>6%</td>
<td>105,398</td>
<td>7%</td>
<td>30,179</td>
<td>29%</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>1,207,366</td>
<td>100%</td>
<td>1,527,098</td>
<td>107%</td>
<td>(319,652)</td>
<td>-21%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Last YTD Jun-02</th>
<th>% Rev</th>
<th>Variance</th>
<th>Var %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Greens Fees</strong></td>
<td>995,446</td>
<td>75%</td>
<td>(101,267)</td>
<td>-10%</td>
</tr>
<tr>
<td><strong>Cart Rentals</strong></td>
<td>228,658</td>
<td>17%</td>
<td>(8,154)</td>
<td>-4%</td>
</tr>
<tr>
<td><strong>Sales Pro Shop</strong></td>
<td>130,039</td>
<td>11%</td>
<td>(34,247)</td>
<td>-25%</td>
</tr>
<tr>
<td><strong>Equipment Rental</strong></td>
<td>6,231</td>
<td>0%</td>
<td>(421)</td>
<td>-7%</td>
</tr>
<tr>
<td><strong>Driving Range</strong></td>
<td>25,602</td>
<td>2%</td>
<td>14,863</td>
<td>58%</td>
</tr>
<tr>
<td><strong>Room Rental</strong></td>
<td>21,974</td>
<td>2%</td>
<td>581</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total Sales</strong></td>
<td>1,411,259</td>
<td>107%</td>
<td>(128,645)</td>
<td>-9%</td>
</tr>
<tr>
<td><strong>Cost of Good-Pro Shop</strong></td>
<td>88,866</td>
<td>7%</td>
<td>13,647</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>1,322,396</td>
<td>100%</td>
<td>(114,998)</td>
<td>-9%</td>
</tr>
</tbody>
</table>

|                      | (%2)                |       | (%2)              |       |

|                      | Salaries, Wages & Taxes | 165,232 | 14% | 306,312 | 20% | 141,080 | 46% |
|                      | Benefits & 401K        | 3,052   | 0%  | 9,612   | 1%  | 5,560   | 68% |
|                      | Direct Expenses        | 675,155 | 72% | 845,140 | 55% | (20,007) | -3% |
|                      | Operational Expenses   | 142,597 | 12% | 139,119 | 9%  | (3,389) | -2% |
|                      | Allocated Expenses     | 182,244 | 15% | 222,064 | 15% | 39,820  | 18% |
| **Total Expenses**   | 1,388,281            | 113%  | 1,523,330         | 100%  | 155,053 | 10%  |

|                      | *Total Net Income*    | (150,895) | -13% | 3,702  | 0%   | (164,597) | -44% |

11/12/2003
RECOMMENDATION

BOARD POLICIES RECOMMENDED FOR APPROVAL

ACTION REQUESTED

It is recommended that the Board of Regents approve the creation of one new policy and the revision of four others. (See attached information.)

STAFF SUMMARY

The one new policy and the four policies recommended for revision 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 ___________________________
<table>
<thead>
<tr>
<th>Policy Number</th>
<th>Policy Name</th>
<th>Rationale for New Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Responsibility for Non-University Property</td>
<td>This new policy is being proposed to clarify the University’s position (and past practice) on non-University property (i.e., the University is not responsible for loss, theft or damage to property not owed by the University).</td>
</tr>
</tbody>
</table>
UNIVERSITY POLICY STATEMENT:

Eastern Michigan University's insurance covers only University-owned property.

UNIVERSITY PRACTICE:

The University's insurance covers all property owned by the University and does not cover non-University owned property (except in instances where the terms of a properly negotiated and signed contract might provide otherwise) such as, but not limited to the following:

1. Paintings and objects of art placed on semi-permanent display on the campus where ownership is not passed to the University
2. Personal property of students, employees and guests of the University
3. Property of vendors and service entities

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 covers all non-University owned property not covered by a discrete and properly negotiated and signed contract that provides otherwise.
<table>
<thead>
<tr>
<th>Policy Number</th>
<th>Policy Name</th>
<th>Rationale for Revising Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.1.3</td>
<td>Banking Services</td>
<td>This policy has not been dramatically changed from its present state. The requirement that all funds collected for EMU must be properly deposited has been added to the practice section of the policy. The “Responsibility for Implementation” section was re-written in the EMU format.</td>
</tr>
<tr>
<td>11.1.4</td>
<td>Reserves</td>
<td>The present policy, written in a procedural format and mentioning specific reserves, has been re-written in the EMU format. The revised policy focuses on the review of all reserves in order to protect the interests of the University. The revised policy also references generally accepted accounting principles (GAAP) and external audit reviews, whereas the current policy referenced specific limits.</td>
</tr>
<tr>
<td>11.1.5</td>
<td>Selection of External Auditor</td>
<td>The present policy has been re-written in the EMU format. The policy statement clarifies the specific responsibility of the Board of Regents for the appointment of the external auditors. The requirement to select new auditors every five years has been deleted, leaving the length of appointment at the discretion of the Board. The practice section, as opposed to the policy statement, addresses the administration’s role in the selection process.</td>
</tr>
<tr>
<td>12.1.1</td>
<td>Residence Classification for Tuition Purposes</td>
<td>The present policy, written in a procedural format, has been re-written in the EMU format strictly as a policy statement. The procedure has been deleted from the policy, but has been revised and is ready for implementation.</td>
</tr>
</tbody>
</table>
UNIVERSITY POLICY STATEMENT:

Eastern Michigan University shall employ regulated banking services to assist in the administration of its fiscal operations.

UNIVERSITY PRACTICE:

University practices for implementing this policy include:

1. Selection of financial institutions to perform banking services shall be based upon at a minimum, evaluation of the financial institution's:
   
   A. Fiscal condition
   B. Internal processing procedures and controls
   C. Scope of services offered
   D. Cost effectiveness of services
   E. Convenience of location

2. No account shall be established with a banking institution under the name of Eastern Michigan University without the explicit authorization of the Vice President for Business and Finance.

3. All funds collected on behalf of Eastern Michigan University must be deposited into an approved University bank account.

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 all banking services contracted by Eastern Michigan University.
UNIVERSITY POLICY STATEMENT:

Eastern Michigan University shall employ regulated banking services to assist in the administration of its fiscal operations.

UNIVERSITY PRACTICE:

University practices for implementing this policy include:

1. Selection of financial institutions to perform banking services shall be based upon at a minimum, evaluation of the financial institution's:

   A. Fiscal condition
   B. Internal processing procedures and controls
   C. Scope of services offered
   D. Cost effectiveness of services
   E. Convenience of location

2. No account shall be established with a banking institution under the name of Eastern Michigan University without the explicit authorization of the Vice President for Business and Finance.

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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 all banking services contracted by Eastern Michigan University.

UNIVERSITY POLICY STATEMENT:

Eastern Michigan University shall employ regulated banking services to assist in the administration of its fiscal operations.

UNIVERSITY PRACTICE:
University practices for implementing this policy include:

1. Selection of financial institutions to perform banking services relating to the University's deposit, disbursement and credit activities shall be based upon not fewer than the following measures:
   
   A. Fiscal soundness of the financial institution
   B. The institution's and controls internal processing procedures and controls
   C. Scope of services offered
   D. Cost-effectiveness of services
   E. Convenience of location

2. No account shall be established with a banking institution under the name of Eastern Michigan University without the explicit authorization of the Treasurer and Vice President for Business and Finance.

RESPONSIBILITY FOR IMPLEMENTATION:

The Treasurer/Vice President for Business and Finance has responsibility for entering into any banking service arrangements. The Assistant Treasurer/Controller is authorized upon delegation by the Treasurer. The Assistant Treasurer/controller is responsible for the daily administration of University activities requiring banking services.

SCOPE OF POLICY COVERAGE:

This policy applies to all banking services contracted by Eastern Michigan University.
<table>
<thead>
<tr>
<th>Chapter Name</th>
<th>Chapter No.</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSINESS &amp; FINANCIAL OPERATIONS</td>
<td>11.1.3</td>
<td>Page 3 of 3</td>
</tr>
</tbody>
</table>

**Issue**

BANKING SERVICES

**Authority for Creation or Revision**

Minutes of the Board of Regents: January 10, 1966, para. .334M;
Minutes of the Board of Regents: March 15, 1972, para. .1086M;
Minutes of the Board of Regents: December 8, 1976; para. .1726M;
Minutes of the Board of Regents: November 19, 1980; para. .2329M;
Minutes of the Board of Regents: April 26, 1989; para. .3994M.
UNIVERSITY POLICY STATEMENT:

Eastern Michigan University will maintain financial reserves, properly recorded in its general ledger system, adequate enough to protect the University’s interests in accordance with generally accepted accounting principles.

UNIVERSITY PRACTICE:

Throughout the year, and at fiscal year-end in tandem with the University’s external auditors, general ledger reserve balances will be reviewed and evaluated against both reported liabilities and incurred but not reported liabilities. Funding of these liabilities will be budgeted annually and adjusted as needed.

Reserves include, but are not limited to, self-insured coverages such as employee health benefits, general liability, property loss, errors and omissions, unemployment compensation, workers’ compensation, sick and vacation leave accruals, and other potential liabilities.

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 all Eastern Michigan University financial reserves.

Authority for Creation or Revision

Minutes of the Board of Regents, February 21, 1973; para. .1194M.
Minutes of the Board of Regents, June 22, 1977; response to Audit of Construction.
UNIVERSITY POLICY STATEMENT:

Eastern Michigan University will maintain financial reserves, properly recorded in its general ledger system, adequate enough to protect the University's interests in accordance with generally accepted accounting principles.

UNIVERSITY PRACTICE:

Throughout the year, and at fiscal year-end in tandem with the University's external auditors, general ledger reserve balances will be reviewed and evaluated against both reported liabilities and incurred but not reported liabilities. Funding of these liabilities will be budgeted annually and adjusted as needed.

Reserves include, but are not limited to, self insured coverages such as employee health benefits, general liability, property loss, errors and omissions, unemployment compensation, workers' compensation, sick and vacation leave accruals, and other potential liabilities.

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 all Eastern Michigan University financial reserves.

It shall be the policy of Eastern Michigan University to maintain:

- Contingency Reserves - to provide for expenditures which are possible, even probable, but not certain in nature.

- Expenditure Reserves - to provide for future expenditures, relatively certain to occur, but which are somewhat uncertain as to precise amount and time of occurrence.

- Valuation Reserves - to provide for allowances on un-collectible accounts, with the rate of accrual and the level of the reserve based on, and adjusted, as experience dictates. The
treasurer and the University financial staff are responsible for establishing reasonable reserves in accordance with collection experience.

Conditions governing Contingency Reserves and Expenditure Reserves shall be as follows:

CONTINGENCY RESERVES

Reserve for Self-Insurance for Fire, Theft and Vandalism

An amount of $100,000 is authorized and shall be restored annually to the authorized level, if funds permit.

Reserve for Unemployment Compensation

An amount of not less than $100,000 and not more than $200,000, to be based on actual and expected use, is authorized.

Reserve for Worker's Compensation Insurance

Eastern Michigan University received authority from the Michigan Department of Labor, Bureau of Worker's Compensation, to self-insure under the Worker's Compensation Act, effective July 1, 1974.

A booked reserve of $100,000 will be established to provide for potential employer liability under the Worker's compensation Act, and that this reserve be established from working capital.

All paid Worker's Compensation claims will be charged to the reserve.

The University shall be authorized to purchase administrative services on an annual contract from Corporate Services, Inc.

The employee benefit reserve account be closed and transferred to the General and Auxiliary Funds in a proportion to their respective interests in the employee benefit reserve account.

EXPENDITURE RESERVES

Maintenance Reserve

For each housing trust (or bank loan) in which the trust (or loan) agreement does not require a trustee-held reserve for extraordinary maintenance, the University shall maintain a reserve account for that purpose.

Annual provisions in amounts equal to 4% of the original indebtedness shall be made into each reserve account until an amount equal to 10% of the original indebtedness has been accumulated.

Routine maintenance expenses will be charged against current operating budgets. Extraordinary maintenance and capital improvement expenditures will be charged against appropriate reserve accounts.
The determination of a maintenance task as either routine or extraordinary will be made by the Physical Plant staff. Generally, those tasks that cost over $50 (parts and labor) will be extraordinary and those tasks under $50 (parts and labor) will be routine.

Sick Leave Reserve

The administration is authorized to fund sick leave reserves by the respective funds in accordance with actuary requirements as reported to the Finance Committee. It is further recommended that the increased reserve be provided through recoupment of sick leave wages, and that all sick leave payments be made from the sick leave reserve. It is further recommended that the present policy provision, providing for funding a reserve for annual leave, be deleted, and that annual leave expenses be a charge to the appropriate operating budget account.

Authority for Creation or Revision

Minutes of the Board of Regents, February 21, 1973; para. 1194M.
Minutes of the Board of Regents, June 22, 1977; response to Audit of Construction.
UNIVERSITY POLICY STATEMENT:

External auditors shall be appointed by the Board of Regents to perform the annual financial audits.

UNIVERSITY PRACTICE:

At least every five years the administration shall invite proposals from qualified audit firms, conduct a formal evaluation, and make a recommendation to the Board of Regents for final consideration.

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
UNIVERSITY POLICY STATEMENT:

External auditors shall be appointed by the Board of Regents to perform the annual financial audits.

PRACTICE:

At least every five years the administration shall invite proposals from qualified audit firms, conduct a formal evaluation, and make a recommendation to the Board of Regents for final consideration.

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.

External auditors shall be appointed on an annual basis and may be reappointed for a period of five consecutive years. The same firm will, normally, not be reappointed after five consecutive years.

Prior to the appointment of a new external auditor, the administration shall invite proposals, conduct a formal evaluation, and recommend two firms for final consideration by the Board of Regents.
UNIVERSITY POLICY STATEMENT:

A person enrolling at Eastern Michigan University will be classified as a resident or non-resident for tuition purposes. Residency will be determined in accordance with the University Residency Procedure. Residency classification for tuition purposes does not apply to online courses.

UNIVERSITY PRACTICE:

As described in the University Residency Procedure, residency will be determined in the Admissions Office at the time a student is initially admitted to the University. Students have the right to appeal the decision through the appeals office (designated by those responsible for the implementation of this policy), and if still not satisfied, appeal to a final authority, the Residency Appeals Committee.

RESPONSIBILITY FOR IMPLEMENTATION:

The Vice President for Business and Finance and the Vice President for Enrollment Services, or their designee(s), have 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:

The policy applies to all admitted students.

Authority for Creation or Revision

Minutes of the Board of Regents, November 17, 1971; para. .1047M
Minutes of the Board of Regents, August 26, 1987; para. .3537M
GUIDELINES FOR DETERMINING RESIDENCE CLASSIFICATION

No student is eligible for classification as a resident for tuition purposes unless the student has demonstrated that he/she has established domicile in Michigan. Demonstration of a Michigan domicile is generally evaluated as follows:

A. Minors and Dependents over 18

The domicile of a student who is not yet 18 years of age follows that of the student’s parents or legal guardian. If that student’s parents or legal guardians would qualify in accordance with the University’s Guidelines for Determining Residence Classification, that student shall be considered a Michigan resident for tuition purposes.

Students 18 years of age or over who are claimed as dependents for federal income tax purposes by their parents or guardians at the time of registration and for the tax year preceding the year in which they register will be classified for tuition purposes as though they were minors.

B. Independent Students

An independent student 18 years of age or older is considered eligible for resident classification if the student has demonstrated that he/she has established domicile in Michigan.

C. Spouse

The domicile of a student who otherwise would be classified as nonresident for tuition purposes will follow that of the student’s spouse, if the spouse is eligible for classification as a Michigan resident for tuition purposes. (Applicable only to U.S. citizens or to aliens admitted to the United States in accordance with Subsection E.)

D. Aliens

An alien (non-citizen) student shall be eligible for classification as a Michigan resident for tuition purposes if he/she is domiciled in the United States and also qualifies in accordance with the University’s Guidelines for Determining Residence Classification.

In order to demonstrate that he/she is domiciled in the United States, the student must be a permanent resident, or an alien with one of the following visa classifications, or an alien with other documentation from the Immigration and Naturalization Service (INS) that reflects such status.

Visa classifications: E-1 – treaty trader, spouse and children; E-2 – treaty investor, spouse and children; G-4 – international organization officer, or employee and members of immediate family; H-1 - temporary worker of distinguished merit and ability; H-2 - temporary worker performing services unavailable in the U.S.; H-3 - trainee; H-4 - spouse or child of H-1, H-2, or H-3; J-1 - exchange visitor (limited to persons engaged as trainee, teacher, professor,
or research scholar); J-2 - spouse or child of J-1 as limited above; L-1 - intracompany transferee; L-2 - spouse or child of L-1.

E. Migrant

Migrant status is one factor considered when determining if a student is domiciled in Michigan for tuition purposes. Michigan migrants are defined as individuals who have made their livelihood in seasonal work in the state of Michigan, and have traveled interstate for this purpose. Migrant students shall be considered Michigan residents for tuition purposes if they or their parents or legal guardian were employed IN MICHIGAN for at least two months during each of three of the preceding five years. Verification of employment as migrant workers should be secured from the Michigan Farm Labor and Rural Manpower Services Office. Other appropriate evidence also may be considered to establish their status as a migrant worker.

F. Spouse or Dependent of a U.S. Military Service Person

The spouse or dependent of a person currently serving in a branch of the U.S. Military Service (excluding reserve programs) or of a person who died while serving in a branch of the U.S. Military Service shall be eligible for classification as a Michigan resident for tuition purposes if that military service person qualified in accordance with the University's Guidelines for Determining Residence Classification immediately before entering the Military Service as a Michigan resident.

G. U.S. Military Service Veteran

A veteran of a branch of the U.S. Military Service (excluding reserve programs) shall be eligible for classification as a Michigan resident for tuition purposes if that person qualified in accordance with the University's Guidelines for Determining Residence Classification immediately before entering the Military Service as a Michigan resident.

H. The following criteria shall be applied when reviewing a student's classification. It is recognized that one of the following criteria shall, standing alone, necessarily be controlling. All factors indicating an intent to make Michigan the student's domicile will be considered by the University in classifying a student.

1. Domicile in Michigan of family, guardian, or other relatives or persons legally responsible for the student.

2. Former domicile in Michigan and maintenance of significant connections therein while absent.

3. Self-supporting reliance upon Michigan sources for financial support. (Verification of Michigan income tax liability must be provided.)

4. Continuous presence in Michigan during periods when not enrolled as a student.

5. Long-term military commitments in Michigan.

6. Acceptance of an offer of permanent employment in Michigan. (In a position not normally filled by a student.)
7. Ownership of real estate in Michigan.

I. Please note: The following circumstances, standing alone, shall not constitute sufficient evidence of domicile to affect classification of a student as a resident.

8. Voting or registration for voting.

9. Employment in any position normally held by a student.

10. The lease of living quarters.

11. A statement of intention to acquire a domicile in Michigan.

12. Automobile registration, Drivers License.

13. Other public record, e.g., birth records.

II. GUIDELINES FOR DETERMINING A CHANGE IN RESIDENCE CLASSIFICATION

A student's residence status may be reviewed at each subsequent registration. If a student's circumstances should change to the extent that he/she would no longer be considered a Michigan resident for tuition purposes, as herein described, that student shall be reclassified as a nonresident for tuition purposes 12 months thereafter.

Since a student normally comes to Eastern Michigan University for the primary or sole purpose of attending the University rather than to establish domicile in Michigan, one who enrolls in the University as a nonresident shall continue to be so classified throughout his/her attendance as a student, unless and until he/she demonstrates that his/her previous domicile has been abandoned and a Michigan domicile is established.

It shall be the responsibility of all students, prior to registering, to raise questions in the Student Accounting Office regarding their right to be registered as a resident for tuition purposes. An appeal must be submitted by the 100% add/drop date of the semester in question. Appeals received after this date will be considered for the next appropriate semester.

A tuition reciprocity agreement with Ohio, entered into by the Michigan State Board of Education and the Ohio Board of Regents in 1980, allows an Ohio resident to attend Eastern Michigan University at Michigan resident tuition rates.
UNIVERSITY POLICY STATEMENT:

A person enrolling at Eastern Michigan University will be classified as a resident or non-resident for tuition purposes. Residency will be determined in accordance with the University Residency Procedure. Residency classification for tuition purposes does not apply to online courses.

UNIVERSITY PRACTICE:

As described in the University Residency Procedure, residency will be determined in the Admissions Office at the time a student is initially admitted to the University. Students have the right to appeal the decision through the appeals office (designated by those responsible for the implementation of this policy), and if still not satisfied, appeal to a final authority, the Residency Appeals Committee.

RESPONSIBILITY FOR IMPLEMENTATION:

The Vice President for Business and Finance and the Vice President for Enrollment Services, or their designee(s), have 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:

The policy applies to all admitted students.

I. REGULATIONS FOR DETERMINING RESIDENCE CLASSIFICATION

A person enrolling at Eastern Michigan University shall be classified as a resident or non-resident for tuition purposes. A student’s residence status shall be determined at the time of his/her initial admission to the University. In order to determine the domicile of a student, the following regulations will be utilized.

A. Establishment of Residence

No student shall be eligible for classification as a resident for tuition purposes unless the student has demonstrated that he/she has established domicile in Michigan.

B. Minors and Dependents over 18

The domicile of a student who is not yet 18 years of age follows that of the student’s parents or legal guardian. If that student’s parents or legal guardian...
would qualify in accordance with the University's regulations for Determining Residence Classification, that student shall be considered a Michigan resident for tuition purposes.

Students 18 years of age or over who are claimed as dependents for federal income tax purposes by their parents or guardians at the time of registration and for the tax year preceding the year in which they register will be classified for tuition purposes as though they were minors.

C. Nondependent Students

An independent student 18 years of age or older is considered eligible for residence classification if the student has demonstrated that he/she has established domicile in Michigan.

D. Spouse

The domicile of a student who otherwise would be classified as nonresident for tuition purposes will follow that of the student's spouse, if the spouse is eligible for classification as a Michigan resident for tuition purposes. (Applicable only to U.S. citizens or to aliens admitted to the United States in accordance with Subsection E.)

E. Aliens

An Alien (noncitizen) student shall be eligible for classification as a Michigan resident for tuition purposes if he/she is domiciled in the United States and also qualifies in accordance with the University's Regulations for Determining Residence Classification.

In order to demonstrate that he/she is domiciled in the United States the student must be a permanent resident, or an alien with a G-4 visa, or an alien with other documentation from the Immigration and Naturalization Service that reflects such status.

F. Migrants

Migrant status is one factor considered when determining if a student is domiciled in Michigan for tuition purposes. Michigan migrants are defined as individuals who have made their livelihood in seasonal work in the state of Michigan, and have traveled interstate for this purpose. Migrant students shall be considered Michigan residents for tuition purposes if they or their parents or
legal guardian were employed IN MICHIGAN for at least two months during each of three of the preceding five years. Verification of employment as migrant workers should be secured from the Michigan Farm Labor and Rural Manpower Services Office. Other appropriate evidence also may be used by migrant workers to establish their status.

G. Spouse or Dependent of a U.S. Military Service Person

The spouse or dependent of a person currently serving in a branch of the U.S. Military Service (excluding reserve programs) or of a person who died while serving in a branch of the U.S. Military Service shall be eligible for classification as a Michigan resident for tuition purposes if that military service person qualified in accordance with the University’s Regulations for Determining Residence Classification immediately before entering the Military Service as a Michigan resident.

H. U.S. Military Service Veteran

A veteran of a branch of the U.S. Military Service (excluding reserve programs) shall be eligible for classification as a Michigan resident for tuition purposes if that person qualified in accordance with the University’s Regulations for Determining Residence Classification immediately before entering the Military Service as a Michigan resident.

II. GUIDELINES AND CRITERIA FOR DETERMINING RESIDENCE CLASSIFICATION

Since a student normally comes to Eastern Michigan University for the primary or sole purpose of attending the University rather than to establish domicile in Michigan, one who enrolls in the University as a nonresident shall continue to be so classified throughout his/her attendance as a student, unless and until he/she demonstrates that his/her previous domicile has been abandoned and a Michigan domicile is established.

The following guidelines and criteria shall be applied when reviewing a student’s classification. It is recognized that no one of the following criteria shall, standing alone, necessarily be controlling. All factors indicating an intent to make Michigan the student’s domicile will be considered by the University in classifying a student.
A. The following facts and circumstances, although not necessarily conclusive, have probate value in support of a claim for residence classification:

1. Domicile in Michigan of family, guardian, or other relatives or persons legally responsible for the student.

2. Former domicile in Michigan and maintenance of significant connections therein while absent.

3. Self-supporting reliance upon Michigan sources for financial support. (Verification of Michigan income tax liability must be provided.)

4. Continuous presence in Michigan during periods when not enrolled as a student.

5. Long-term military commitments in Michigan.

6. Acceptance of an offer of permanent employment in Michigan. (In a position not normally filled by a student.)

7. Ownership of real estate in Michigan.

B. Please note: The following circumstances, standing alone, shall not constitute sufficient evidence of domicile to effect classification of a student as a resident under these regulations:

1. Voting or registration for voting.

2. Employment in any position normally filled by a student.

3. The lease of living quarters.

4. A statement of intention to acquire a domicile in Michigan.

5. Automobile registration, Drivers Licence.

6. Other public record, e.g., birth records.