1998

1998-99, Eastern Michigan University, Program improvements

Eastern Michigan University

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EASTERN MICHIGAN UNIVERSITY
1998-99 BUDGET PLAN
ABOVE-BASE PROPOSALS FOR PROGRAM IMPROVEMENTS

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Eastern Michigan University
1998-99 Budget Plan
Program Improvements

Recommendations

During the 1998-99 budget development, 32 above-base proposals for program improvements were submitted by the five divisions with an aggregate cost of $4,314,360. These proposals were presented at the budget hearings and subsequently discussed at the Budget Council in relation to institutional goals.

Eleven proposals are recommended for base improvements at a cost of $580,000. In addition, action on one proposal for an academic advisor is pending a decision. These recommendations are being included in the 1998-99 operating budget.

A supplemental appropriation is pending for FY1998. Senate Bill #905 of 1998 provides $1,523,725. If approved, these funds will be allocated to non-base projects intended to enhance the technological structure and/or the operating efficiency of the University. Eleven projects are recommended for funding at a cost of $1,295,100. These funds will be allocated when the supplemental appropriation is approved.

May 26, 1998
## EASTERN MICHIGAN UNIVERSITY
### RESOURCE PLANNING
#### 1998-99 ABOVE-BASE PROPOSALS
##### FOR PROGRAM IMPROVEMENT

### ACADEMIC AFFAIRS

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* Cost estimated at $736,032 less divisional reallocation.
Eastern Michigan University has made a significant commitment to support the instructional equipment needs of its faculty and students over the last decade. Ten years ago the Division of Academic Affairs received $5 million spread over five years to address its instructional equipment needs. The Learning Technologies portion of the General Fee has enabled the Division to issue computer accounts to all students who request them, provide computers and connections for students in centralized labs and an electronic classroom, and add modems to increase our dial-up access. President Shelton’s Faculty Connectivity and Workstation Initiative in 1996-1997 gave every faculty member access to a computer and e-mail.

In 1997-1998 $600,000 was provided through the ABBR process for the Division to enhance its Multimedia Access in Classrooms and Labs. However, to support the University’s strategic goal to create a superior learning environment and to reduce barriers to learning more base funding is needed.

Over the last five years, $200,000 of funding has been provided to the library to increase its acquisitions budget. This budget has now grown to $2,070,000 of permanent funding.

This funding has been used to maintain the current level of journal subscriptions; purchase materials in all subject areas needing updates or additional titles; expand and enhance electronic access of material; and finally expand access to government documents collections by adding records to the on-line catalog.

While the increase of the library acquisition budget to $2,070,000 was done in response to a recommendation from NCA in 1991, it will still be necessary to provide some funding every year to increase this budget.

In 1991, the NCA recommended that the library’s acquisitions budget be funded at approximately five percent of the total university budget.

To accomplish this goal, the base budget needs to be increased by approximately three percent per year to cover inflationary cost increases in periodical purchases.

In Summary, the Division of Academic Affairs is requesting a base budget increase in its instructional equipment.
Funding is needed to cover the inflationary increase needed to maintain the library acquisitions budget at five percent of the total budget and to support the continuing instructional equipment needs of the faculty and students at Eastern Michigan University.

**OPERATIONAL PLAN:**

Implementation of this plan will provide for:

- A **base** increase of $200,000 per year for the next five years in the Division of Academic Affairs' instructional equipment budget.
  - $60,000 per year will be allocated to the new Halle Library to maintain its periodical collections. (three percent of $2,000,000; the current acquisitions budget.)
  - $140,000 per year will be used to support the instructional needs of the Division of Academic Affairs.

This funding, if provided over five years, will double the Division's instructional equipment account from $702,000 to $1,402,000.

The library's acquisitions budget will increase to $2,370,000 from $2,070,000 over five years.

**IMPACT STATEMENT:**

Implementation of this proposal will provide for an inflationary increase in the Library's collection budget. Since NCA will be visiting the University again in the year 2000, it is important to keep the Library's budget versus the total University's budget as close to 5% as possible. This goal was recommended in the 1991 NCA report.

An increase in the base of the Division's instructional equipment budget will not only provide for the increase in the Library's collection budget, but also help increase the Division's ability to respond to the equipment needs of newly-hired faculty and the equipment needs of science, technology, and computer labs within the Colleges.

Additional funding for instructional equipment will help the faculty provide up-to-date information to their students which will enhance EMU's ability:

- to attract and retain qualified faculty
- to attract and retain students
- to compete with other Universities in the marketplace of distance education
- to provide the best training and education in the use of technology for EMU students which will enhance their ability to pursue advanced degrees and employment opportunities.

It is important to note that not providing instructional equipment to prospective faculty such as science lab equipment, health-science-related equipment, and physical education equipment, as well as computer equipment often results in refusals of our job offers. If we wish to remain competitive in the hiring market for new faculty, especially in science-related fields, we must provide start-up funds for new faculty.

Also, maintaining a higher-level of quality instruction in our science labs requires that new equipment be purchased periodically. Some pieces of equipment cost thousands of dollars.
BUDGET SUMMARY:

Division of Academic Affairs -

Increase to the Division’s Instruction Equipment budget of $200,000 per year for the next five years to provide:

1. $60,000 per year to provide for an inflationary adjustment to the Library’s collection budget;

2. $140,000 per year to provide an increase in the Division’s instructional equipment budget.

SCHEDULE:

If funded these proposals will be implemented by September 1, 1998.

RECOMMENDATION:

The library acquisitions budget, account #1-14020, will be incremented by $60,000 each year for the next five years starting in 1998-99 for a total base increase of $300,000.

A base allocation of $100,000 to account #1-14590 will be made specifically for the purchase of non-computer related instructional equipment within the academic departments.
DIVISION: Academic Affairs

DATE: March 31, 1998

PLANNING UNITS: College of Arts and Sciences
College of Business
College of Education
College of Health and Human Services
College of Technology

PROPOSAL NAME: Multimedia Access in Classrooms and Labs - Phase II

STRATEGIC PLAN

The Division of Academic Affairs received $600,000 in 1997/98 for program improvements for Multimedia Access in Classrooms and Labs in the five colleges. In addition, the Provost provided $125,000 of additional funding for these projects. The total budget of $750,000 was distributed as follows:

| College of Arts & Sciences | $ 300,000 |
| College of Business        | 25,000    |
| College of Education       | 150,000   |
| College of Health & Human Services | 175,000 |
| College of Technology      | 75,000    |
| Total                      | $ 725,000 |

Details of these projects are listed below by college.

College of Arts & Sciences

Funding for the college of Arts and Sciences (CAS) as part of the above-base budget is being used to satisfy needs in two specific areas: upgrading of the social science laboratory and upgrading the 12 large CAS-dedicated classrooms for multimedia use. Both projects are described below.

Social Science Laboratory

The Social Science Computer Laboratory (717 Pray-Harrold) was established six years ago and is maintained and managed by the collaboration of the Economics, Political Science and Sociology, Anthropology and Criminology departments. Principal laboratory uses are for students from these departments, for faculty demonstrating classroom computer assignments, for hands-on training with software used in courses, and for tutoring statistics, econometrics, and research methods.
Funding to upgrade the Social Science Computer Lab included the purchasing and installation of the following:

- Backbone connection drops to provide graphical Internet access
- Modern Pentium computers
- Software (e.g., SPSS, SORITEC, RATS, SAS, LIMDEP, EVIEW)
- Printers

**CAS-Dedicated Large Classrooms**

Multimedia are interactive, digitized resources mediated by computer, including worldwide information access. To upgrade the 12 large CAS classrooms with suitable electronic technology for multimedia use, classrooms are being outfitted with:

- Network connection drops to provide appropriate graphical Internet access
- Multimedia-based, multi-tasking computer systems
- VCR's with remote-access capability
- Computer-controlled video projectors with remote access
- Laser disk players
- CD-ROM players
- Carts (for smaller rooms for mobility to storage)
- Mobile audio facilities
- Software suitable for classroom use

Since the beginning of the 1998 fall semester, 646 students used the lab for homework, Internet connection, and research. The upgrade has improved 20+ courses requiring computer applications as an integral part of course content and annually enrolling over 4,000 students in the collaborating departments. These include key undergraduate and graduate methods and applied courses in all principal social science disciplines, as well as the social science teaching methods course required of all prospective secondary school teachers. The updated facilities have attracted users from other related departments (e.g., History and Philosophy has already expressed such interest.) and have facilitated pedagogical innovation. Economics faculty are already developing computerized modules for student practice and incorporating Internet-available information in their courses and class session planning on their own computers.

Already the discussion and choosing of equipment for the large classrooms has stimulated discussions on the future of multimedia in pedagogy for the college's College Computer Committee (C³). It has brought the arts and the sciences together to discuss a cohesive and collaborative plan for the future on the use of multimedia, in preparing guidelines for its use, and in training cross-disciplinary faculty teams to use multimedia. We anticipate that the outcomes will exponentially improve with the permanent installation of the equipment.

**College of Business**

The ABBR funding which was allocated to the College of Business was applied toward a component of a comprehensive program being implemented to keep pace with technological change in business and higher education. The objectives in this program include the development of distance learning, improved use of the Internet, improved instructional approaches and improved networking capabilities among faculty, staff and administrators. The specific phase of this project, which was funded, was the facilitation of teaching classes over the Internet. In addition, some funds were used to upgrade existing multimedia classrooms and to improve networking capabilities within the college.
College of Education

Historically, faculty in the College of Education at EMU has not been able to use the most technologically advanced software and hardware in their classes because those resources haven’t been available; and if the resources were available at the current time, the classrooms were inadequately furnished to allow utilization. Prior to the funding and implementation of this ABBR, neither up-to-date multimedia equipment nor site-licensed educational software was available for use in the classrooms in Boone, Rackham, Warner, and Pray-Harrold. Typically, these classrooms contained only traditional instructional/audio-visual equipment (e.g., overhead projectors, VCR’s, and television monitors), deteriorating window coverings that adversely affected projection, and outdated furnishings.

To address this situation, funding from this ABBR allowed the COE to purchase carts, multimedia equipment, and software for use in classrooms by faculty in each of the departments within the College. Software purchased included such products as Stat-View, Hyperstudio, Adobe PhotoShop, FilemakerPro 4.0, and Norton Utilities as well as other multimedia titles. In addition, upgrades to existing furnishings and window treatments in selected classrooms were completed to assure the effectiveness of the multimedia presentations.

The use of this technology for the successful electronic submission and presentation of the NCATE and State accreditation materials significantly interrupted the time line for completion of this project. However, at this time, ninety-five percent of the project is completed. The carts and multimedia equipment have been purchased, the window treatments and furnishings have been installed. The carts and multimedia equipment will be fully integrated and operational within our classrooms by April 1 and the faculty will have attended workshops as part of their regular faculty meeting, introducing them to the hardware.

College of Health and Human Services

The project has two components: (1) the creation of an media/electronically-enhanced master classroom, and (2) upgrades and expansion of the CHHS computer lab and availability of computers in classrooms.

The master classroom not only contains the full array of media (computer-generated projections, video - both projection and recording, audio, 35 mm slides, object projection, teleconferencing, and Internet connections) but the type of furniture used allows for complete flexibility in teaching/learning arrangements. It can be used in theatre style, seminar, workshop, or completely open for video taping group exercises. It is also fully accessible (adjustable tables, dual-height instructors podium) and "green" in its design (non-glued carpeting, low VOC coatings). The room is to be a laboratory for testing the usefulness of selected electronic media and various room arrangements for teaching and learning. It will also be of a quality to make it appropriate for use in corporate training, e.g., through the new Textiles Institute. Lastly, the classroom’s electrical system, sound system, electronics, storage areas, and specialized lighting will enable us to simply "plug-in" a CODEC or other type video conferencing/distance learning unit at some future date, with little or no additional modifications to the space.

The computer lab enhancement involves increasing the number of workstations in the lab, upgrading current computers to include RAM capable of running AutoCad, addition of CD-ROMS, adding a plotter to the lab, and additional printers. It also will entail expanding the lab into the next room - to be used jointly by the CHHS lab and the planned Textiles Institute CAD lab. The lap top computers purchased under this part of the project will be used in classrooms throughout the college as well as in the lab. They will be used to drive PowerPoint presentations and to bring in Web resources.
College of Technology

The College of Technology Microcomputer Laboratory (215 Sill) was remodeled and all equipment was upgraded. The remodeling included the removal of outdated carrel-style dividers, a raised platform at the north end of the room, and existing carpeting. These items were replaced with the newest work surfaces designed for instructional computing labs, and a high quality institutional grade carpet. Electrical outlets located in the walls were replaced with conduit run through the floor to deliver power to work surfaces and reduce trip hazards.

The upgrade of equipment included redistribution (or disposal) of 32 Zenith 386, 16 MHz, 40 Mb hard drive, 4 Mb RAM DOS based PC’s 32, 14" monitors, 16 dot matrix printers. Also included was the removal of thin Ethernet cabling, and disposal of outdated overhead projectors. These items were replaced with 32 Pentium, 200 MHz, 1.5 Mb hard drive, 32 Mb RAM, Windows 95, multimedia IBM compatible PC’s, 32 17" monitors, 5 HPV Laser Jet printers, Category V cabling, rack-mounted hub and patch panel, and a high lumens overhead projector with a Proxima Ovation LCD panel computer projection system. In addition, all new adjustable seating was purchased. Security equipment was purchased and installed to decrease equipment loss and aid in the safety of students and personnel using the lab.

The project allowed for:

- development of course materials consistent with use of software and hardware available in business, industry, and educational environments as recommended by COT Advisory Committees.
- an enhanced educational setting, allowing students to see the instructor, overhead projections, and blackboard more easily.
- faculty to reach students more quickly to address questions and concerns.
- faculty to view all computer screens from one location to insure students were not falling behind the lecture.

We are now requesting non-base funding for Phase II of the Multimedia Access Classroom and Lab projects in the five colleges. This Above-Base Budget Request represents a coordinated effort on the part of all colleges/units in the Division of Academic Affairs to promote and enhance the education of EMU students and move toward the development of the Virtual University.

OPERATIONAL PLAN

One-time funding of $500,000 is requested for the Colleges to upgrade classroom multimedia equipment with the following essential items:

- Purchase/installation of Multimedia Projection Units
- Network connection drops
- VCR’s with remote access capability
- Multimedia, multi-tasking presentation/control computer systems and application software
- LCD projectors and panels/overheads with remote access capability
- Carts
- Software
- CD-ROM and Laser Disk players
IMPACT STATEMENT

Enhancement of courses through the use of Internet resources and multimedia use in the classrooms and laboratories will provide for better student learning by moving toward a richer, more interactive and engaging learning environment. Reaching out to new markets and maintaining our current markets demands that we move off campus via compressed video and the Internet. With advances in technology, a new generation of instructional technology will stimulate multimedia in the classroom.

Providing this funding will help the faculty provide better and current information to their students and will enhance EMU's ability:

- to attract and retain qualified faculty.
- to attract and retain students.
- to compete with other universities in the marketplace of distance education.
- to provide the best training and education in the use of technology for EMU students which will enhance their ability to pursue advanced degrees and employment opportunities.

BUDGET SUMMARY

The budget required to fund this request is $500,000 and will be distributed among the colleges as follows if funded.

1. College of Arts and Sciences
   25 large classrooms @ $12,000 each
   $300,000

2. College of Business
   4 multimedia projection units @ $40,000 each
   Installation of 4 units @ $8,000 each
   Multimedia computer systems @ $12,000 each
   $60,000

3. College of Education
   6 Laptop Computers @ $5,500 each
   2 Boxlight Projectors @ $12,000 each
   Instructional equipment for labs
   $80,000

4. College of Health and Human Services
   Master Classroom
   $20,000

5. College of Technology
   Classroom Update -
   4 Laptop computers @ $4,000 each
   5 31" monitors @ $1,700 each
   4 Video cassette recorders @ $400 each
   4 Network drops @ $180 each
   4 PCMCIA modem PC boards @ $260 each
   5 Mounting hardware @ $200 each
   1 RGB projector
   Labor, electrical
   $40,000

Total Request
$500,000
SCHEDULE

If funded, this proposal will be implemented by December 1, 1998.

RECOMMENDATION:

To further expand the multimedia access to the Internet for instructional use, a non-recurring allocation of $300,000 will be made available. These funds are to be derived from the FY98 supplemental appropriation.

In addition, further consideration will be given to the balance of funds requested dependent upon the available FY98 supplemental appropriation.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Academic Affairs

PLANNING UNITS: College of Arts and Sciences
College of Business
College of Education
College of Health and Human Services
College of Technology

PROPOSAL NAME: A Plan for the Systematic Replacement of Faculty Workstations

The Academic Affairs Division has been supportive and resourceful in providing computers, software and training. Colleges and departments have frequently stretched limited budgets and sacrificed other needs to purchase computers and software. The Provost has provided additional support to colleges for special needs, funded several technology initiatives and programs and supported faculty training and academic uses of computing through the Center for Instructional computing and Learning Technologies.

Despite this clear commitment and action, EMU faces the same dilemma faced by universities across the country: computer and information technology changes so rapidly that computers, especially those used in teaching and research, are quickly obsolete. Computers purchased four or five years ago are totally inadequate for the vast majority of faculty. They cannot run new software, but older versions of basic productivity software are no longer available. They cannot access the World Wide Web, and many are not even capable of providing full access to e-mail.

Most departments and colleges struggle to provide computers for current faculty. New faculty in virtually every discipline require computers, putting additional pressure on department and college budgets. We have periodically had special, centrally funded programs to purchase computers, but they have made no provision for upgrading and replacing computers as they age.

This is not a problem that can be solved with a one-time infusion of money. Without a plan for regular, periodic replacement of computers, the cycle of innovation and obsolescence will continue. Computers purchased today will be inadequate within a few years. Faculty will find it increasingly difficult to function professionally on campus. Eventually we will fall far behind and have to fund another special initiative. This reactive pattern is wasteful and does not provide a sufficient or dependable level of support.

We are, therefore, requesting that a plan for the regular replacement of faculty computers be adopted. This will stabilize expenditures for computers and reduce the pressure on equipment budgets. With a unified replacement plan, we can reduce administrative cost and get more and better equipment for the same money. Such a plan can also make EMU more attractive to prospective faculty members by assuring them they will be given a capable new computer when hired and that EMU will continue to support them in the future.
STRATEGIC PLAN

In order to meet this challenge, we are requesting that a plan for the regular replacement of faculty computers be established that will

- replace 1/3 of the faculty (tenured and tenure-track) computers each year with new network-ready computers of an acceptable quality.
- provide 3-year maintenance contract/warranty for each new computer.
- install Microsoft Office (or other comparable, current productivity software), e-mail and network software and a Web browser on each of the new computers.
- provide documentation for the software.
- provide a sufficient number of individual printers or high quality networked printers in places accessible to faculty so that each faculty member can print from his or her office computer and retrieve output conveniently.

In addition to a monitor, mouse, keyboard and any additional cables, network cards, etc. necessary to connect them to the campus backbone, computers must have sufficient RAM, processor speed, hard disk capacity and a CD-ROM drive to install and run recent productivity and network software efficiently.

Although computers have become a standard tool in all disciplines, needs vary by discipline and by individual. Faculty will be more productive and the University’s investment will be more cost-effective if we provide a basic level of support but allow departments to supplement that support in order to provide higher level computers for those who need them. Reasonable flexibility and choice can be achieved if

- each year one or more “basic” Windows and “basic” MAC OS computers are selected and faculty scheduled to receive a new computer are able to choose between/among them.
- there are some additional “better” MAC OS and Windows options available if the department (or a grant or contract) will pay the additional cost.

Faculty members who would like to keep their old computer until the next replacement cycle or who choose not to have a computer in their office should be allowed to do so provided it does not interfere with the efficient operation of the department or college. Others may prefer to upgrade their current computer. If this economically and administratively feasible, it should be allowed.

OPERATIONAL PLAN

We recommend that the 3-year replacement plan for faculty computers outlined above have the following components:

- Responsibility for implementation of the plan and management of the budget will be assumed by the Provost’s Office with advice from an advisory committee which will include appropriate administrators and at least two faculty members.
- Each current faculty member who remains at EMU for the next three years will get a new computer once in this period. Departments will be asked to determine, with appropriate faculty input, which faculty members will get computers in year 1, year 2, and year 3.
OPERATIONAL PLAN (cont’d.)

- During the initial phase-in period, replaced computers will be redistributed, first within departments and then among departments, so that the older or less capable computers are replaced as quickly as possible.
- New faculty members will receive new computers if requested.
- Computers are provided for specified faculty members. If a faculty member who is scheduled to receive a new computer retires or leaves the university, the department will not get the replacement computer. (However, if the department hires a tenure-track replacement, s/he will get a computer as a new faculty member.)
- The advisory committee will recommend a procedure for obtaining and replacing printers. This may involve buying or leasing high-quality networked printers, single-user printers for individual offices or some combination of the two.
- After three years, the advisory committee will reassess the replacement protocol and recommend changes.

Flexibility and faculty choice are essential to achieving maximum institutional benefit from this investment, but some degree of centralization is necessary to maximize purchasing power and system/upgrade compatibility. We believe that the best way to facilitate choice while achieving the efficiencies of a unified plan are to keep control of the budget and administration of the project in the Provost’s Office. The advisory committee will be able to help determine essential features for the basic computers and the most useful enhancements to offer.

IMPACT STATEMENT

The Faculty Council and the Learning Technologies Advisory Committee distributed a Faculty Connectivity and Workstation survey to faculty members during the second week of December. As of December 18, 323 faculty members had responded. Although there has not been time to record and analyze all of the responses, we can report a few results.

Over 95% of these faculty members use e-mail and over 80% use the World Wide Web. Some faculty have difficulty accessing the Web on campus but do so at home. Utilization rates this high show that these resources are important to the vast majority of faculty. More than half of the faculty who do not access the Web from their office cannot because their computer cannot support Netscape.

The most common problems reported were computers that were inadequate for instructional and professional work, difficulty printing and the need for recent software and documentation. All of these issues are addressed in the plan we propose for computer replacement.

Faculty reported extensive use of the computer, campus network and the Internet in all phases of their jobs. For example, they use the computer to prepare documents, produce multimedia presentations and analyze data. They use e-mail extensively to communicate with students and colleagues, to stay informed in their fields and to collaborate on research. They search for sources on-line and download professional papers. They use Web Caucus to run virtual class discussions. They post syllabi, assignments and solutions on class homepages, and use the World Wide Web to gather information and to download data and other resources for use in the classroom. Some
faculty members have developed Internet classes; several would like to if they can get technical support.

Faculty emphasized that a good computer and Internet access are essential to their instructional effectiveness, scholarly productivity, service activities and professional development. They appreciate the support that EMU has given them.

The nearly universal use of e-mail, the large percentage of faculty using the Web and the breadth and depth of faculty activities reported on the survey show that past support has been well used. The proposed replacement plan will enable faculty to stay current and productive, to use technology effectively in traditional courses and to develop courses for the Internet. As technology develops, we will be able to develop with it, not behind it.

BUDGET SUMMARY

The Division of Academic Affairs is requesting $150,000 in one-time-only funding to replace faculty computers in 1998/99. While the Faculty Council's recommendation was for $599,840 in base funding so that 1/3 of the faculty computers can be replaced each year, the Division believes that $150,000 in one-time-only funding is more achievable within budget limitations.

The $150,000 will be used to replace computers and provide current software as well as printers for faculty members.

IMPLEMENTATION SCHEDULE

First Year Implementation Schedule

<table>
<thead>
<tr>
<th>Item</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey of Faculty (currently underway)</td>
<td>February, 1998</td>
</tr>
<tr>
<td>Selection of advisory committee members</td>
<td>April 1998</td>
</tr>
<tr>
<td>Consideration/selection of computer choices</td>
<td>September 1998</td>
</tr>
<tr>
<td>Faculty chooses computers</td>
<td>September 1998</td>
</tr>
<tr>
<td>Computers delivered/distributed</td>
<td>October/November 1998</td>
</tr>
</tbody>
</table>

RECOMMENDATION:

A comprehensive, University-wide plan for the replacement and upgrading of computers and computer-related equipment will be addressed in preference to individualized/divisional issues.
DIVISION: Academic Affairs

PLANNING UNITS: College Of Arts and Sciences
College Of Business
College Of Education
College Of Health and Human Services
College Of Technology

PROPOSAL NAME: Increased Staffing To Improve The Delivery Of Instruction And Increase Student Retention

STRATEGIC PLAN:

The Division of Academic Affairs is requesting an increase in its staff budget. We are requesting this increase to the base staff budget in all five Colleges. These increases in staffing will improve the delivery of instruction within the University and help increase student retention by providing academic advisors for two of the Colleges.

The College of Arts and Sciences provides nearly all basic studies offerings and most of the entry level course work for all new EMU students. Student enrollments in these courses are high, making staff interactions with students frequent and numerous. Moreover, college staff serve the majority of EMU's tenured and tenure-track faculty, numerous lecturers, and large numbers of graduate assistants and student workers. Additionally, staffers must use, maintain, and develop proficiency with rapidly changing office and classroom technology. However, despite a 30% growth in student credit hours from 1983/1984 to 1993/1994 and a 25% growth in full-time equated faculty usage in the same period, a 1994/1995 divisional report on "Academic Support Personnel Distribution" showed the College of Arts and Sciences with the highest ratio of TTF/Support position (8.63) among EMU's five colleges.

Various problems and costs result from such insufficient staffing. Departments' "clients" or "publics" must often be served, not by professionals, but by students with varying levels of training and maturity. Professional assistance needed by faculty to prepare classroom materials and perform instructional responsibilities is severely constrained. Time faculty and administrators should devote to their specific responsibilities is often spent in performing clerical or technical tasks. Overworked staff experience high stress, with resultant loss of effectiveness and "burnout."

To augment limited staff resources and to provide additional services demanded by increasing enrollments and changing technology, departments have expanded student help usage. Student workers are often the "front-line" receptionists in department offices, use computer skills to perform essential instructional-related work, and permit those offices to remain open for serving students at "off" hours. Changing patterns of laboratory use prompt science departments to employ more students to set up and take down experiments, to handle equipment, and to provide stockroom assistance. Departmental computer laboratories, or those operated by the Computer Science Department for students satisfying the university's basic studies computer literacy requirement, hire students to provide monitoring, troubleshooting, and guidance to users.

primp: aa-98-99 abbrs, 05/22/98
For example, the College of Arts and Sciences needs a network administrator. The staff at University Computing cannot handle the needs and requests from the 392 faculty members in the College. This position would also provide network administration for the Graduate School and the Office of Research Development. Currently, students are hired to provide some of this service; however, they are not professionally trained nor do they stay for more than a semester or two in the position.

Last year's contract with the P/T union also restricts the use of lecturers to provide professional or technical assistance. The College of Business is requesting funding for a network administrator position. A lecturer provided support for this function in the past.

To help with the recruitment and retention of students, the Colleges of Education and Health and Human Services are requesting staffing to support individual advising centers.

Approximately, 55% of the 970 students admitted to the College of Education during 1996/1997 were transfer students. In addition to the usual complexities of transferring from one post-secondary institution to another, these students face several unique challenges: 1) transfer decisions and advising must reflect not just program requirements, but requirements for certification in the state of Michigan, 2) a large number of students (270) already have an undergraduate degree and are seeking teacher certification 3) requirements for undergraduate degrees and certification in the College of Education are complex, involving Basic Studies, Major/Minor requirements, and requirements unique to professional education and certification. Lack of timely, accurate advising can cause students to delay completion of programs and constitutes a barrier to learning.

In the College of Health and Human Services there are four major problem areas that need to be addressed within the advising arena. These problems are particularly acute for professional students in Health and Human Services programs and include: 1) Pre-admissions advising - particularly for community college transfers, 2) Second admissions (Occupational Therapy, Nursing, Dietetics and Social Work) advising, 3) Advising of admitted majors, and 4) Professional mentoring. In addition, the College of Health and Human Services has been informed that the University Advising Center would like to discontinue its current service of advising "intent" students prior to admission to the professional programs in the College of Health and Human Services. This new gap in advising services will have a significant negative impact on recruitment, enrollment, and retention of majors in these areas. It will require almost one FTE just to assume this function in the College, particularly with another program adding a second admission requirement in fall 1998.

The College of Technology is one of the largest recipients of grants on campus. They need a grant coordinator to work with the faculty who is awarded the grants. The coordinator would act as a liaison with the Grants Accounting Office in the Business and Finance Division and the Office of Research Development. Monitoring budgets and government regulations are essential in ensuring that Eastern Michigan University continues to receive grant funding.

OPERATIONAL PLAN:

To address the problem/opportunity of providing more adequate instructional delivery assistance to the College of Arts and Sciences, the addition of 11.00 FTE staff positions (5 clerical and 6 PT) is proposed in order to bring the CAS ratio of TTF/Support positions into approximate parity with that ratio in EMU's other colleges.

Additions include: 0.25 FTE C/S each for Biology, Chemistry, Communication and Theater Arts and English; 1.0 FTE C/S each for Geography, Music, Political Science and Sociology; 1.0 FTE P/T each for Art, Biology, Chemistry, Computer Science, Physics and Political Science.

The College of Business is requesting 1 FTE to fund a PT position for a network administrator. This
position is currently funded out of COB development funds.

A transfer-advising center, housed in the College of Education, would alleviate many of the above-mentioned difficulties experienced by students transferring to EMU's College of Education. Responsibilities of the center would include providing in-person advising for initial and continuing certification students. One PT position (PT 10) and one clerical position (CS 04) is requested.

The College of Health and Human Services' proposed advising center would require 2 new staff positions (2 FTE - 1 PT10 and 1 CS 04).

The plan is to create a complete academic advising continuum within the College. The continuum will begin with the initial point of inquiry about transfer/admission to a College program and continue until graduation occurs.

The College of Technology is requesting one PT 07, a grant coordinator.

**IMPACT STATEMENT:**

Approval of these requests will enable each College to:

- Improve the support structures for advising students, scheduling, and conducting classes and the management of enrollments and finances.
- Support an increase in the recruitment of transfer students.
- Help the University meet its retention goal.
- Enhance the quality of classroom and laboratory operations and productivity of relations with students, alumni, and the general public.
- Promote greater faculty scholarly productivity and administrative efficiency; improve quality and timeliness of services provided.
- Strengthen faculty, staff and student abilities to make more extensive and more productive use of available and new technology.
- Diminish barriers to learning resulting from currently constricted services.

**BUDGET SUMMARY:**

The Division of Academic Affairs is requesting a $500,000 increase in its staff base budget, with $236,032 reallocated within the Division. The distribution of the funds will be as follows:

**College of Arts and Sciences** -

Clerical salaries -
5 FTE @ CS05 mid range $25,899 + $11,295 fringes = $185,970

PT salaries
6 FTE @ PT08 mid range $39,466 + $13,549 fringes = $318,090

**College of Business** -

PT salary -
1 FTE @ PT07 @ $28,000 + $9,000 fringes = $37,000
College of Education -
PT salary -
1 FTE @ PT10 @ $40,794 + $14,000 fringes = $54,794

Clerical salary -
1 FTE @ CS04 @ $19,292 + $4,900 fringes = $24,192

College of Health and Human Services -
PT salaries -
1 FTE @ PT10 @ $40,794 + $14,000 fringes = $54,794

Clerical salary -
1 FTE @ CS04 @ $19,292 + $4,900 fringes = $24,192

College of Technology -
PT salary -
1 FTE @ PT07 @ $28,000 + $9,000 = $37,000

TOTAL REQUEST - $736,032

The Division of Academic Affairs is requesting base budget funding for $500,000 to support this request. If the Division receives this funding, we will reallocate $236,032 of staffing dollars to cover the rest of the budget needs required to implement this proposal.

IMPLEMENTATION SCHEDULE:
If funded these proposals will be implemented by December 1, 1998.

RECOMMENDATION:

Authorize a staff position of network administrator within the College of Arts and Sciences to support the multimedia classroom project effective July 1, 1998. Reference PCA #2776. The budget provision in account #1-14420 is $42,637 including salary and benefits.

Authorize a staff position of Academic Information Coordinator in the Office of the Provost to support the development and maintenance of the catalogs and to support the several accreditation activities effective July 1, 1998. Reference: PCA #2899. The budget provision in account #1-16055 is $57,293 including salary and benefits.

Authorize a total of 2.5 secretarial positions within the College of Arts and Sciences to be allocated to academic departments effective July 1, 1998. (Biology, Chemistry, English, Geography/Geology, Music, Sociology and Communications/Theatre Arts.) The aggregate budget allocation is $67,969 including salary and benefits.
<table>
<thead>
<tr>
<th>Proposal Name</th>
<th>Department</th>
<th>Base Budget</th>
<th>Base FTE</th>
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EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Business & Finance DATE: March 5, 1998

PLANNING UNIT: Controller's Office

PROPOSAL NAME: Tax Credit Reporting Compliance

STRATEGIC PLAN:

Eastern Michigan University is required by the Taxpayer Relief Act of 1997 to provide all students certain specific information related to the tuition and fees assessed and payments made to the student's account. The Internal Revenue Services has designed and developed instructions for the form that Higher Education Institutions are required to submit by January 31 of each year.

OPERATIONAL PLAN:

After consultation with University Computing and Financial Aid, the Controller will contract for the ISIS System modification to satisfy the data gathering and federal reporting requirement prescribed by the Internal Revenue Service and the Department of Education. Based on a preliminary discussion with University Computing, the system changes needed require contracted assistance since ISIS is not a vendor-supported application and this programming requirement is mandatory.

MEASURABLE OUTCOME:

The University will be in compliance with federal higher education tax credit reporting requirements. In addition, Eastern Michigan University students will have the required documentation to claim the federal higher education tax credits and loan interest expense deduction.

IMPACT STATEMENTS:

University can be fined by Internal Revenue Services for not submitting required information returns.

BUDGET SUMMARY:

- $50,000 for one-time contractual programming (one-time)
- $26,150 for forms and postage (recurring)

SCHEDULE:

Funding is required July 1, 1998. The program changes and data accumulation has to take place prior to December 31, 1998.
RECOMMENDATION:

A non-recurring allocation of up to $50,000 will be made available solely for the programming services required for compliance with the reporting requirements of the Taxpayer Relief Act of 1997 relative to the tuition tax credits. These funds are to be derived from the FY98 supplemental appropriation.

In addition, a base adjustment of $26,150 will be made to account #1-16280 to fund the annual cost of compliance including the necessary forms and postage.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Business and Finance
PLANNING UNIT: Physical Plant
PROPOSAL NAME: Consulting Services - Capital Plan

DATE: March 5, 1998

STRATEGIC PLAN:
To provide and maintain superior campus facilities in support of an exceptional learning environment. To manage and utilize the University's facilities and infrastructure effectively.

OPERATIONAL PLAN:
In November 1997, the Board of Regents approved the development of a capital Improvement Plan and suggested the engagement of an outside firm for the effort.

An expert consultant will be retained to guide campus leaders in the development of a long-term capital plan (15-year outlook). The process will involve selection of a consultant who will work with campus leaders to gather data and develop the capital plan.

MEASURABLE OUTCOME:
This action, if approved, will begin a process to identify University capital needs for the next fifteen years. The Plan will include determining the viability of existing facilities, identification of facilities in need of renewal, and the planning of new facilities required to fulfill the University's mission. The Plan will also evaluate building site options, auxiliary facility needs and future utilities capacity and distribution systems. Other elements of the Plan will address funding sources and operational cost implications. The planning process should involve a representative group of University members to optimize the planning process.

IMPACT STATEMENT:
Failure to fund may result in failure to optimize planning for future campus development.

BUDGET SUMMARY:
Requires one-time funding -- $60,000.00; minimum cost based on an initial solicitation.

SCHEDULE:
Funding is requested September 15, 1998.

RECOMMENDATION:
A non-recurring allocation of up to $60,000 will be made available solely for the contractual consulting services to be employed for the development of a capital plan. These funds are to be derived from the FY98 supplemental appropriation.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Business & Finance
DATE: March 5, 1998

PLANNING UNIT: Controller's Office

PROPOSAL NAME: Charter Schools & Federal/State Grants Staff Accountant

STRATEGIC PLAN:

Eastern Michigan University, as an authorizing body that has contracted to organize and operate charter schools, has become the schools' fiscal agent and is responsible for overseeing compliance with the terms of each contract and all applicable laws, rules, and regulations governing their operation. A significant portion of the oversight responsibility pertains to ensuring that each school has incorporated strong financial internal controls into their daily operations. A charter schools staff accountant will provide EMU with a hands-on-liaison working proactively with each school to ensure compliance with Federal State and local financial reporting requirements. Additionally, the dollar volume of grants and contracts has increased by 56% over the past 3 years.

OPERATIONAL PLAN:

The PT-6 staff accountant will be added to the Financial Services-Accounting Department in the Business and Finance Building. The position will be the primary fiscal agent for the Charter Schools and will perform accounting and reporting duties for grants and research projects received by the University. The staff accountant will also perform federal & state reporting responsibilities.

Charter School Related Duties:

1. Communicate with Charter Schools concerning accounting issues. Ensure all are adhering to the Michigan School Auditing manual from the Michigan Department of Education.

2. Review internal controls, identify deficiencies in accounting procedures, recommend improvements, and assist with implementation.

3. Monitor the preparation, review, and submission of quarterly financial reports including the statement of financial position and statement of operations.

4. Assist with special projects as assigned.

MEASURABLE OUTCOME:

1. Compliance with federal, state and local financial reporting requirements.

2. Unqualified audit opinions.

IMPACT STATEMENTS:

The number of charter schools and the volume of grants and contracts have increased significantly to a level, which makes it difficult to effectively, and efficiently manage.

BUDGET SUMMARY:

50% of position to be funded from Administrative Fee assessed to each Charter School. (Base)

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<tr>
<th>Position</th>
<th>FTE</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT-06</td>
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<td>Fringe (@ 33.24%)</td>
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<td>$4,420</td>
</tr>
<tr>
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<td>$17,717</td>
</tr>
</tbody>
</table>

SCHEDULE:

Spring 1998: Post and advertise the position. Interview candidates and select the appropriate person.

July 1, 1998: Starting date.

RECOMMENDATION:

Note: This proposal was modified by the assistant to the vice president at the time of the budget hearings, requesting full support of the position from the general fund, or $33,032. Ref: E-mail dated 3/27/98.

Accounting support for the Charter Schools should be assessed to and funded by the Administrative Fee allowed based upon fiscal responsibilities of the University and the associated workload.

Further consideration will be given to evaluating the accounting support for an expanded grants/contracts program. (Note that at least 40 percent of the grants/contracts program is with the Centers for Corporate Training.)

This proposal will be evaluated further.
DIVISION: Business & Finance
PLANNING UNIT: Physical Plant
PROPOSAL NAME: Contract Services - Construction Manager

STRATEGIC PLAN:

To construct superior facilities necessary to provide a safe, quality environment for learning. With the increase in construction activity on campus, temporary project managers and/or contract services should be engaged to assist the project management function of both new and routine projects.

OPERATIONAL PLAN:

To engage contract employees to supplement existing Physical Plant staff. The contract employees will be utilized to meet the day-to-day responsibilities of new construction and routine ongoing maintenance, renovation and improvement projects. The demands of the new construction projects on campus are such that existing staff cannot meet the reasonable demands from departments for daily services. Although external construction management services are utilized (and charged to the construction projects), proper oversight of these important projects still requires significant time from existing staff to review and ensure that project schedules, budget, scope and standards are met. The temporary contract employees will also absorb many of the existing Physical Plant's staff routine duties and responsibilities.

MEASURABLE OUTCOME:

The hiring of contract project management services will allow the Physical Plant to balance new construction with ongoing renovation and maintenance needs. The ultimate responsibility to ensure that design and engineering specifications, program implementation and material standards are met rest with the University. Engaging additional support staff to assist in this important undertaking will allow the Physical Plan to meet its responsibilities in regard to oversight of new construction as well as other important but more routine demands.

IMPACT STATEMENT:

Failure to fund this initiative will result in insufficient service to departments, creating frustration and barriers which may prevent them from carrying out their teaching and learning responsibilities.

BUDGET SUMMARY:

It is estimated that contract services would cost $75,000 per year. This request is for two years for total funding of $150,000. The individuals engaged would have the skill level comparable to an AP-11.
SCHEDULE:
Funding is requested for July 1, 1998

RECOMMENDATION:
A non-recurring allocation of up to $150,000 will be made available for the contract services of a construction manager for 1998-99 and 1999-2000 to ensure compliance with specifications and standards of the construction projects. These funds are to be derived from the FY98 supplemental appropriation.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Business and Finance DATE: March 5, 1998
PLANNING UNIT: Physical Plant
PROPOSAL NAME: Reverse Osmosis Boiler Water Treatment

STRATEGIC PLAN:
To maintain superior facilities, provide a quality environment for learning, provide improved safety, and to achieve maximum Physical Plant efficiency and economy.

OPERATIONAL PLAN:
Heating Plant boilers require softened make-up water due to losses, called "blowdown," required to control the concentration of dissolved solids in the boiler water. By reducing the amounts of dissolved solids in the boiler make-up water, the amount of 350°F boiler water "blowdown" to the sewer will be reduced.

Reverse osmosis processing of boiler make-up water theoretically removes 95% of the dissolved solids in our municipal water. Thus, blowdown can be reduced by a theoretical 95%. Thermal savings will create the majority of the project's benefit in the natural gas budget. Water savings will also benefit that utility's budget.

MEASURABLE OUTCOME:
Savings in heat and water are about $36,000 per year in a real-world, non-theoretical estimation of an appropriate reverse osmosis system including annual maintenance ($1,500) and operations costs. At an installed cost of $40,000 and $1,500 annual maintenance, the simple payback is 1.15 years on this $41,500 proposal. The cost savings in utilities will be recaptured annually from the utility budget.

IMPACT STATEMENT:
Failure to fund would be a lost opportunity for savings and it would be contrary to the Strategic Plan.

BUDGET SUMMARY:
Requires one time funding of $40,000 and a continuing $1,500 funding of system maintenance.

RECOMMENDATION:
A non-recurring allocation of up to $40,000 will be made available for improvement and modifications to the heating plant boilers. These funds are to be derived from the FY98 supplemental appropriation.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Business & Finance
PLANNING UNIT: Controller's Office
PROPOSAL NAME: Automated Time and Attendance Reporting System

DATE: March 5, 1998

STRATEGIC PLAN:

Eastern Michigan University is currently undergoing a Human Resources System implementation. The CSS HRizon application is an integrated human resource, benefits and payroll application. The provider of CSS HRizon has a fully functional time and attendance application that would significantly improve accuracy, efficiency and timeliness of employee time reporting throughout the campus.

OPERATIONAL PLAN:

The Payroll Manager will work with the Human Resource System Implementation team to ensure that the time and attendance application is implemented by the CSS Horizon Phase I project date of January 1, 1999.

MEASURABLE OUTCOME:

The University will gather time and attendance data on all of its employees electronically. Various employee groups will have time reported via a time worksheet on the PC and others will have their time captured by time clocks. Verification, tabulation, approval and submission for payroll generation will take place electronically.

IMPACT STATEMENTS:

Failure to fund will result in the University not utilizing all the capabilities of the new Human Resources application and a missed opportunity to improve operations utilizing new and more efficient technology.

BUDGET SUMMARY:

$10,000 for dedicated server (one time)
$22,000 for time clocks (16) (one time)
$50,000 for software lease (annual)

RECOMMENDATION:

Funding in 1998-99 will depend upon the availability of FY98 supplemental appropriation funds. No final decision at this time.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Business & Finance

PLANNING UNIT: Physical Plant

PROPOSAL NAME: Work Order System Enhancement - Departmental Email

STRATEGIC PLAN:
To maintain superior facilities, provide a quality environment for learning; provide safety; and to achieve maximum Physical Plant efficiency and economy in responding to work request. Specifically, this request will enhance communication between the Physical Plant and the Campus community and improve service through installation of an e-mail package compatible with the existing work order system.

OPERATIONAL PLAN:
Develop a Physical Plant web page, which will allow departments with Netscape e-mail to submit work order requests through the web page. This system will automatically reply to the requester with the work order number and date assigned, and it will also reply if the request is denied for certain reasons, such as in a duplicate request. It will also be possible for departments to check the status of their outstanding work order requests.

MEASURABLE OUTCOME:
Reduction in telephone requests for work orders received by the Physical Plant Staff, thus allowing staff to spend more time in the completion of work orders. Also, campus departments will receive better information on the status of their existing work order requests.

IMPACT STATEMENT:
Failure to fund this request will result in a lost opportunity to improve efficiency using current technology.

BUDGET SUMMARY:

Requires One-time Funding $12,500.00
Recurring Cost $750.00

SCHEDULE:
Funding is requested July 1, 1998

RECOMMENDATION:
A non-recurring allocation of up to $12,500 will be made available to develop an e-mail based work order system for the physical plant operations. These funds are to be derived from the FY98 supplemental appropriation.
ENROLLMENT SERVICES

<table>
<thead>
<tr>
<th>Proposal Name</th>
<th>Department</th>
<th>Base Budget</th>
<th>Base FTE</th>
<th>Non-Recurring Budget</th>
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<td></td>
</tr>
<tr>
<td>Divisional/Institutional Computer Replacement</td>
<td>Division of Enrollment Services</td>
<td>150,000</td>
<td></td>
<td>150,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publications Budget</td>
<td>Office of Admissions</td>
<td>$321,420</td>
<td>3.00</td>
<td>$395,963</td>
<td>2.00</td>
<td>$717,383</td>
<td>$107,750</td>
</tr>
</tbody>
</table>

(a) The Michigan Department of Education awarded $100,000 for the 1998-99 4S Program.
DIVISION: Enrollment Services  
PLANNING UNIT: Office of the Vice President  
PROPOSAL NAME: Document Imaging Phase II  

STRATEGIC PLAN:  
Improve the cost efficiency of student records management and provide necessary security.

OPERATIONAL PLAN:  
To expand the use of the imaging system implemented in 1997-98 into other departments in the division by including financial aid paperwork conversion and by imaging the Permanent Record Cards (PRC's) in the vault.

MEASURABLE OUTCOMES:  
- Provide protection against catastrophic loss of EMU permanent record cards.  
- Eliminate paper files in the Records vault, where space constraints are critical.  
- Eliminate misfiling of entire student files and of documents in those files.  
- Allow quicker access to student records for all staff.  
- Provide better service to students and staff by decreasing time necessary to process student records.

IMPACT STATEMENT:  
The space required in the Office of Records and Registration vault for filing and in Financial Aid for storing student records is now entirely filled. Additionally, 2-3 additional working days are required to produce transcripts and/or copies of paper documents when needed because of the labor involved in retrieving, copying, and re-filing paper records. Expanding the use of imaging to these areas is expected to produce significant reductions in turnaround time for records processes, eliminate misfiled records, and free up critically needed floor space in both areas. The institution also has a critical need to protect itself against catastrophic document loss by providing secure back-up for these legal student records.

BUDGET SUMMARY:  

<table>
<thead>
<tr>
<th>REQUEST</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Imaging station for vault (scanner, PC, jukebox):</td>
<td>$40,000</td>
</tr>
<tr>
<td>Convert Graduate PRC's to images @ .15 per page:</td>
<td>$29,400</td>
</tr>
<tr>
<td>Convert Undergraduate PRC's to images @ .15 per page:</td>
<td>$81,600</td>
</tr>
<tr>
<td>TOTAL (non-recurring cost)</td>
<td>$151,000</td>
</tr>
</tbody>
</table>
SCHEDULE:


RECOMMENDATION:

Funding in 1998-99 will depend upon the availability of FY98 supplemental appropriation funds. No final decision.
DIVISION: Enrollment Services  DATE: February 25, 1998

PLANNING UNIT: Academic Advising Center

PROPOSAL NAME: Advising Services Increase Initiative

STRATEGIC PLAN:
Improve student retention and increase graduation rates.

OPERATIONAL PLAN:
Create a full-time PT07 academic advisor position to increase advising services and accessibility to new and currently enrolled students.

MEASURABLE OUTCOMES:
- Improve ratio of students to advisors. The University Retention Council recommended a ratio of 500:1. The National Academic Advising Association (NACADA) recommends a ratio of 300:1. Currently the Academic Advising Center ratio is currently 1,223:1. This additional staff would reduce it to 1,070:1.
- Increase Fast Track advising opportunities by 320 spaces to improve conversion rate of new students.
- Increase accessibility to currently enrolled students by 14%.
- Increase support for retention efforts and outreach programs for currently enrolled students.
- Increase accessibility and support to faculty advisors.

IMPACT STATEMENT:
Student retention is a high priority for the University. Accessibility and services are critical to retention. This staffing increase will have a positive impact on both services and retention.

BUDGET SUMMARY:

<table>
<thead>
<tr>
<th>REQUEST</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum salary</td>
<td>$27,678</td>
</tr>
<tr>
<td>Benefits @ 33.24%</td>
<td>$9,200</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$36,878</td>
</tr>
</tbody>
</table>

SCHEDULE:
July 1, 1998.

RECOMMENDATION:
Funding in 1998-99 is dependent upon the report of the Academic Advising Task Force.
### 1998-99 Above Base Proposal for Program Improvement

**Advising Services Initiative**  
**Academic Advising Center Student Populations Assigned**

<table>
<thead>
<tr>
<th>Student Population</th>
<th>Term/Semester</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTIAC's</td>
<td>WI97</td>
<td>126</td>
</tr>
<tr>
<td>Transfer</td>
<td>WI97</td>
<td>711</td>
</tr>
<tr>
<td>FTIAC's</td>
<td>SP97</td>
<td>18</td>
</tr>
<tr>
<td>Transfer</td>
<td>SP97</td>
<td>187</td>
</tr>
<tr>
<td>FTIAC's</td>
<td>SU97</td>
<td>68</td>
</tr>
<tr>
<td>Transfer</td>
<td>SU97</td>
<td>68</td>
</tr>
<tr>
<td>FTIAC's</td>
<td>FA97</td>
<td>2383</td>
</tr>
<tr>
<td>Transfer</td>
<td>FA97</td>
<td>1637</td>
</tr>
<tr>
<td>(Undeclared) CE</td>
<td>WI98</td>
<td>2647</td>
</tr>
<tr>
<td>(Pre-Nursing) CE</td>
<td>WI98</td>
<td>274</td>
</tr>
<tr>
<td>(Pre-Occupational Therapy) CE</td>
<td>WI98</td>
<td>214</td>
</tr>
<tr>
<td>(Interdisciplinary Studies Program) CE</td>
<td>WI98</td>
<td>226</td>
</tr>
</tbody>
</table>

**TOTAL**: 8559

CE = currently enrolled students

8,559 students divided by 7 advisors = 1223:1 ratio

8,559 students divided by 8 advisors = 1070:1 ratio
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Enrollment Services
DATE: February 25, 1998

PLANNING UNIT: Office of Records and Registration

PROPOSAL NAME: Mailing of Spring and Summer Class Schedule Books

STRATEGIC PLAN:
Increase the returning student enrollments for spring and summer sessions.

OPERATING PLAN:
Continue additional services and encourage eligible graduate students to register by mailing spring and summer class schedule books to them. This mailing will serve as a marketing tool for students who are eligible to register. This increase should be standardized and included in the base budget for schedule books. We will mail class schedule books to all academically eligible graduate students who have enrolled during the last eight semesters.

MEASURABLE OUTCOME:
- easy access to registration materials for eligible graduate students
- encourage students to register early
- encourage students to register who are not currently enrolled

IMPACT STATEMENT:
Thanks to approved funding for a 1997-98 above-base budget request, we mailed class schedule books to all undergraduate and graduate students for Fall and winter semesters. Resulting fall credit hour production was 1.0% ahead of last year. Winter 1998 registration is approximately .80% ahead of last year.

Graduate students generate approximately 30% of the credit hours for spring and summer semesters versus 12 - 15% for a fall or winter semester. A mailing to graduate students can be done with a minimal increase to the number of schedule books that must be printed and mailed while providing the greatest cost ratio benefit. Undergraduate will receive information about spring and summer registration in the progress report inserts. We will mail schedule books upon request to this population.
**BUDGET SUMMARY:**

<table>
<thead>
<tr>
<th>REQUEST</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mailing 7,000 schedule books @ $.35 per (all eligible graduate students) for spring</td>
<td>$2,450</td>
</tr>
<tr>
<td>Mailing 7,000 schedule books @ $.35 per (all eligible graduate students) for summer</td>
<td>$2,450</td>
</tr>
<tr>
<td>Affix labels to books, sort and tray at printer's</td>
<td>$210</td>
</tr>
<tr>
<td>Print extra books</td>
<td>$1,465</td>
</tr>
<tr>
<td>Mail 500 books (Spring and Summer) upon request @ $2.35 each</td>
<td>$1,175</td>
</tr>
<tr>
<td>Total (additions to base)</td>
<td>$7,750</td>
</tr>
</tbody>
</table>

**SCHEDULE:**

Spring 1999 and summer 1999 schedule books will be mailed in February of 1999.

**RECOMMENDATION:**

Allocate a base increase of $7,750 to account #1-15642 for the printing and mailing of the spring and summer class schedules to all graduate students eligible to enroll.
**DIVISION:** Enrollment Services

**DATE:** February 25, 1998

**PLANNING UNIT:** Office of Records and Registration

**PROPOSAL NAME:** Continue Two Academic History Auditors

**STRATEGIC PLAN:**

Provide quicker and more accurate service to our constituents by fully utilizing the ISIS system.

**OPERATING PLAN:**

At the end of June 1998, the funding for the ISIS project is finished. At that time, three FTE who were hired to audit ISIS academic history records will no longer be on the University Computing payroll. We must continue to audit the student’s history records during the next fiscal year.

**MEASURABLE OUTCOME:**

By auditing the student academic history records we can:

- provide on-line transcript printing as needed
- provide faster turn around time for re-enrolling students
- assure accurate verification of information based on telephone calls
- have an accurate database of student information from which to move to the next system.

**IMPACT STATEMENT:**

Currently, we have audited 66,284 records since March of 1995. There are 196,477 records left to audit. At the current rate of 534.5 records per week, it will take more than five years to audit the remaining ISIS records. If this task must be absorbed by the existing staff, the auditing rate will be reduced significantly. Unless additional resources are made available to audit academic history records, we will be forced to continue to use Permanent Record Cards (PRCs) to generate transcripts for students.

ISIS generated transcripts are superior to the old version. They provide term and cumulative grade point average information that is not available on the PRC. Manual marking of repeats and “two-year out” grades are replaced by a systematic notation.

**BUDGET SUMMARY:**

<table>
<thead>
<tr>
<th>ISIS AUDITORS</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS-04</td>
<td>$20,000</td>
</tr>
<tr>
<td>CS-03</td>
<td>17,500</td>
</tr>
<tr>
<td>Benefits @ 38.11%</td>
<td>14,292</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$51,792</strong></td>
</tr>
</tbody>
</table>
SCHEDULE:
Effective July 1, 1998, for five years.

RECOMMENDATION:
No additional resources will be made available for the auditing of older records at this time.
ENROLLMENT SERVICES

PLANNING UNIT: Office of Records and Registration

PROPOSAL NAME: Contracting Support for VOCOM Development

STATEGIC PLAN:

Expand service to students by adding additional functions to the VOCOM system.

OPERATING PLAN:

Services to be added include a new main menu to permit accessing multiple services through the same phone number; revising and expanding error messages; the ability to use the telephone system to change addresses; change Personal Identification Number (PIN); and register over the phone rather than in person for late starting classes. Additional applications for Student Accounting and Financial Aid would permit students to access their records in those offices as well.

MEASURABLE OUTCOME:

New VOCOM applications could provide additional “self” service to students. We will use existing technology to relieve barriers to student services.

IMPACT STATEMENT:

Currently, University Computing does not have appropriate resources to commit to major VOCOM development. Perception Technologies and their subsidiaries will provide programming services for a fee. Experienced programmers can provide us with exciting new applications.

BUDGET SUMMARY:

Non-recurring cost is $45,000 to contract with the vendor.

SCHEDULE:

Upon approval of this ABBR, priorities for VOCOM applications will be established. Preliminary script and application work can begin on the part of the user department. Effective July 1, 1998, application development and programming can begin with appropriately scheduled delivery dates.

RECOMMENDATION:

The proposal regarding World Wide Web Access by University Computing will be funded prior to any further upgrading to the VOCOM system.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Enrollment Services
PLANNING UNIT: Division of Enrollment Services
PROPOSAL NAME: Divisional/Institutional Computer Replacement Fund

DATE: February 25, 1998

STRATEGIC PLAN:

Take a proactive approach to the computing needs of departments and offices. Develop a replacement fund so that computers can be replaced or upgraded as needed.

MEASURABLE OUTCOME:

To assure that office technology remains working and current. This would assure constant support and service to students. FY 1998-99 funds would increase the ability of telephone staff in Admissions to take, log, and retain in a database reservations for campus visit programs, tours, Explore Eastern, Fast Track, and the Presidential Scholarship competition. By providing a replacement fund, offices can plan for future needs.

IMPACT STATEMENT:

During the last two years, Eastern Michigan University has spent over $100,000 on computers for the Division of Enrollment Services. Most of these dollars were funded through the ABBR process. If the average life expectancy of a computer is five years and most are technically obsolete after two years, a plan for replacing these must be developed. In the next five to seven years there will be the potential need to replace over 150 computers in this division alone.

The Above-Base Budget Request process should not be the only mechanism for offices to purchase needed technology. Over one-half of the offices in Enrollment Services have never had computers, nor the budget for these large equipment purchases. Staff must have computers to do their jobs and provide acceptable service for students. Without the establishment of a replacement fund, additional Above-Base Budget Requests will have to be lodged.

BUDGET SUMMARY:

Establish a base commitment to provide for computer replacement funds. Allocate $75,000 into the division Vice President base for replacement of computers, printers, and other technology, allowing for a replacement or upgrade of 40-50 pieces of equipment per year.

SCHEDULE:

July 1, 1998.

RECOMMENDATION:

A comprehensive, University-wide plan for the replacement and upgrading of computers and computer-related equipment will be addressed in preference to individualized/divisional issues.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Enrollment Services
PLANNING UNIT: Office of Admissions
PROPOSAL Name: Publications Budget

DATE: February 25, 1998

STRATEGIC PLAN:
Increase the market share of high school graduates from Michigan, Ohio and Northern Indiana who enroll at Eastern.

OPERATING PLAN:
To increase the prospect base of high school seniors for Eastern Michigan University, the Office of Admissions will purchase names of high school seniors through ACT and will mail an undergraduate viewbook and admissions application to them as well as to all other seniors on our prospect file. This will increase the awareness of EMU for high school seniors prior to our major fall recruiting activities in the high schools and at college day/night programs.

MEASURABLE OUTCOME:
By mailing the viewbook and application in August to seniors in Wayne, Washtenaw, Oakland, Macomb, Kent, Livingston, Monroe, and Ingham counties, we will increase awareness of EMU in area high schools. Mailings will also go to selected populations in Ohio and Northern Indiana. Direct mailing of the application is a common practice among our competitors including Michigan State, Western Michigan, Central Michigan, Oakland and Grand Valley. This will result in:

- increased inquiries to EMU from high school seniors
- larger prospect base for telecounseling
- larger prospect base for admissions visit programs
- increased number of eligible applicants for Presidential Scholarship competition in November and December 1998
- increased FTIAC enrollments

IMPACT STATEMENT:
Names purchasing and direct mail are recognized approaches to recruiting college students. Our competitors have their names and images in front of the high school market sooner and more frequently than does EMU. More names yields more inquiries which gives us an opportunity to influence more students to apply for admission, more campus visits and ultimately more enrolled freshmen.
BUDGET SUMMARY:

Names purchase: $15,000
Postage (75,000): 67,000
Publication materials: 68,000
Total (addition to base) $150,000

SCHEDULE:

Increased production of materials will be scheduled for July 1, 1998. Mailing due to go out in late August, 1998.

RECOMMENDATION:

A base provision of $100,000 will be funded in account #1-15628 for the purchase from ACT of high school lists, the development and printing of a viewbook and the mailing to prospective students primarily in southern Michigan.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Enrollment Services

PLANNING UNIT: Office of Admissions

PROPOSAL NAME: Admissions Reception Area Furnishings

STRATEGIC PLAN:

Enhance the image of Eastern Michigan University for guests and prospective students.

OPERATING PLAN:

To improve the overall appearance of the Office of Admissions on the 2nd and 4th floors of Pierce Hall, the Office will work with the Physical Plant and EMU students in the Interior Design program to refurbish the reception areas. We will provide a more attractive and comfortable environment for our thousands of annual guests, prospective students and their parents. This project includes the purchase of new furniture including couches, tables and chairs as well as reupholstering of chairs in the Media room used for presentations to prospective students and their parents as part of the campus tours. Additional lighting, new vertical blinds, and display of EMU student artwork will be included.

MEASURABLE OUTCOME:

- improve the appearance of the admissions office areas
- improve comfort for admissions visitors
- coordinate appearance of furniture with carpeting and overall decor
- improved lighting for perusal and completion of admissions materials

IMPACT STATEMENT:

The public appearance of the Office of Admissions is one of the influential factors in students’ and parents’ overall impression of the University. Our publication and visit programs focus on providing quality information while our public appearance is currently inconsistent with a quality approach.

BUDGET SUMMARY:

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>KI furnishings for 4th floor Pierce Hall</td>
<td>$18,815</td>
</tr>
<tr>
<td>Weiland furnishings for 2nd floor Pierce Hall</td>
<td>12,688</td>
</tr>
<tr>
<td>Reupholster all chairs in Media room in similar fabric to new furnishings on 4th floor</td>
<td>4,640</td>
</tr>
<tr>
<td>Reupholster chairs in professional staff offices in similar fabric as new furnishings on 4th floor</td>
<td>990</td>
</tr>
<tr>
<td>New lectern for media room presentations</td>
<td>1,440</td>
</tr>
<tr>
<td>Painting all interior professional staff offices</td>
<td>6,000</td>
</tr>
</tbody>
</table>

Total (non-recurring cost) $44,573
**SCHEDULE:**

July 1, 1998.

**RECOMMENDATION:**

Funds for the upgrade of furnishings will not be specifically allocated in the 1998-99 budget. Improvements should be made as possible with divisional funds.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: Enrollment Services
PLANNING UNIT: The Learning Center
PROPOSAL NAME: 4S Proposal (First Year Early Alert and Interventions)

DATE: February 25, 1998

STRATEGIC PLAN:
Implement a pilot program, which will effectively identify and provide interventions to first year students to increase academic success and retention of that population. Over 30% of the FTIAC students do not return to EMU for their second year. Given that approximately 25% are on probation after their first semester, a valid conclusion might be that much of this attrition is due to a failure to be academically successful. EMU has made a major investment in The Learning Center, the first campus-wide system of academic support and referral. This proposal established a monitoring system for first-year students, and establishes linkages between first-year students and services provided by The Learning Center.

OPERATIONAL PLAN:
Create a computer-generated EARLY ALERT WARNING SYSTEM in traditionally low-enrolled first year classes (AADV 179, CTAS 124, ENGL 120, 121, and COSC 136 labs). This system would identify students missing class or who are underprepared to be successful in the course.

Link a Learning Center graduate assistant to the above courses as a liaison between students and The Learning Center. These graduate assistants will ensure that students in each section are aware of the services and resources available to them through the Learning Center. They will keep students informed about campus programs, deadlines and procedures that are important to their success.

Pilot modifications to ten sections of AADV 179. Faculty who have received awards for teaching excellence will teach these sections. A Learning Center graduate assistant will be assigned to each section to serve as a liaison between students and The Learning Center and to assist the students as they learn to monitor their academic progress in all of their courses. Modifications in the course include greater emphasis on transition to college skills, academic self-assessment skills, a campus involvement requirement and an individualized component to help students develop skills they each identify as important to their academic success. These could include career exploration through the Career Services center, writing improvement through the Writing Development center, or campus or community involvement through Student Government, Campus Life, or Americorps. The graduate assistants will make students aware of the resources and services provided by the Learning Center and link them together as well as informing them of campus programs, deadlines, and procedures important to their success.

Interventions for FTIACS who end the Fall semester on probation or dismissal status. The Learning Center will generate a list of FTIACS to be contacted during the first week of Winter semester. Each will be offered interventions throughout Winter semester in an effort to return them to good standing. A Learning Center graduate assistant will monitor their progress, and work closely with the Academic Advising Office regarding these students.
MEASURABLE OUTCOMES:

- Statistically significant decreases in the number of FTIACS on probation after each of the first two semesters
- Statistically significant increases in the credits completed and average GPA of the FTIAC cohort compared with Fall 1997 FTIACS
- Statistically significant increase in the utilization of Learning Center resources
- Statistically significant increase in the retention of Fall 1998 FTIACS to Winter 1999 and Fall 1999 compared to the previous year's retention rate
- Higher ratings for instructors in the modified sections of AADV 179
- Higher average GPA's for the students enrolled in the modified sections of AADV 179

IMPACT STATEMENT:

The retention of students has significant financial impact on the University and the campus climate in general.

BUDGET SUMMARY:

<table>
<thead>
<tr>
<th>REQUEST</th>
<th>STATE COST</th>
<th>EMU COST</th>
<th>TOTAL COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asst. Dir, Learning Center (50%)</td>
<td></td>
<td>$23,750</td>
<td>$23,750</td>
</tr>
<tr>
<td>Project Coordinator (PT07)</td>
<td>$27,678</td>
<td></td>
<td>27,678</td>
</tr>
<tr>
<td>CS05 Clerical Staff</td>
<td>21,885</td>
<td></td>
<td>21,885</td>
</tr>
<tr>
<td>Fringes (Asst. Dir.) @ 26.01%</td>
<td></td>
<td>6,177</td>
<td>6,177</td>
</tr>
<tr>
<td>Fringes (Coordinator) @ 33.24%</td>
<td>9,200</td>
<td></td>
<td>9,200</td>
</tr>
<tr>
<td>Fringes (Clerical) @ 38.11%</td>
<td>8,340</td>
<td></td>
<td>8,340</td>
</tr>
<tr>
<td>Expendable office supplies</td>
<td>5,000</td>
<td></td>
<td>5,000</td>
</tr>
<tr>
<td>Printing and Copying</td>
<td></td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>In-state travel</td>
<td>1,000</td>
<td></td>
<td>1,000</td>
</tr>
<tr>
<td>Program Evaluator (contract)</td>
<td>5,500</td>
<td></td>
<td>5,500</td>
</tr>
<tr>
<td>Faculty Release Time-12 x 3, 163</td>
<td>37,956</td>
<td></td>
<td>37,956</td>
</tr>
<tr>
<td>Faculty benefits @ 28.73%</td>
<td>10,905</td>
<td></td>
<td>10,905</td>
</tr>
<tr>
<td>10 Graduate Assistants-10 x 8,963</td>
<td>17,926</td>
<td>71,704</td>
<td>89,630</td>
</tr>
<tr>
<td>Early Alert warning programming</td>
<td>10,000</td>
<td></td>
<td>10,000</td>
</tr>
<tr>
<td>Academic Mentor Program</td>
<td></td>
<td>12,500</td>
<td>12,500</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$155,390</td>
<td>$117,131</td>
<td>$272,521</td>
</tr>
</tbody>
</table>

SCHEDULE:

July 1, 1998.
RECOMMENDATION:

This proposal was conditional upon the request made to the Michigan Department of Education for 1998-99 funding in the amount of $144,175, dated 1/16/98. A notice of award for 1998-99 in the amount of $100,000, dated 4/27/98, has been received. The budget will be revised. No additional funding beyond that already allocated to this program will be required.
### UNIVERSITY MARKETING & STUDENT AFFAIRS

<table>
<thead>
<tr>
<th>Proposal Name</th>
<th>Department</th>
<th>Base Budget</th>
<th>Base FTE</th>
<th>Non-Recurring Budget</th>
<th>Non-Recurring FTE</th>
<th>Total Costs</th>
<th>Funded</th>
<th>Authorized FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health Counselor</td>
<td>Counseling Services</td>
<td>$59,828</td>
<td>1.00</td>
<td></td>
<td></td>
<td>$59,828</td>
<td>$54,628</td>
<td>1.00</td>
</tr>
<tr>
<td>University Image Enhancement</td>
<td>University Marketing</td>
<td>—</td>
<td>—</td>
<td>$300,000</td>
<td></td>
<td>300,000</td>
<td>300,000</td>
<td>—</td>
</tr>
<tr>
<td>Student Leadership/Organization Center</td>
<td>McKenny Union/Campus Life</td>
<td>41,605</td>
<td>—</td>
<td>36,908</td>
<td></td>
<td>78,513</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Students With Disabilities</td>
<td>Dean of Students</td>
<td>62,820</td>
<td>1.00</td>
<td></td>
<td></td>
<td>62,820</td>
<td>53,870</td>
<td>1.00</td>
</tr>
<tr>
<td>Foreign Student Liaison</td>
<td>Dean of Students</td>
<td>21,313</td>
<td>0.50</td>
<td></td>
<td></td>
<td>21,313</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Five-Year Technology Plan</td>
<td>UMSA Technology Committee</td>
<td>175,317</td>
<td>—</td>
<td>238,403</td>
<td></td>
<td>413,720</td>
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<tr>
<td>Community Service Initiative</td>
<td>McKenny Union/Campus Life</td>
<td>69,527</td>
<td>1.00</td>
<td></td>
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<td>69,527</td>
<td>—</td>
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<tr>
<td>Total</td>
<td></td>
<td>$440,779</td>
<td>3.50</td>
<td>$575,311</td>
<td></td>
<td>$1,016,090</td>
<td>$418,867</td>
<td>2.50</td>
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</tbody>
</table>
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: University Marketing & Student Affairs  Date: March 5, 1998

PLANNING UNIT: Counseling Services

PROPOSAL NAME: Mental Health Outreach

STRATEGIC PLAN:

It is necessary to increase mental health counseling staff to provide the necessary services for students, and to provide outreach to targeted groups. EMU's counseling services help students personally and academically. Today's students have more severe personal problems, placing more demands on counseling services. However, EMU's counselor/student ratio, the lowest of all MAC institutions, continues to result in students being turned away, lengthy waiting time for services, reduction in the number of individual client sessions provided, and reduction in preventive programs and campus outreach. The diversity of students represented within the campus community is not reflected with the current low staffing level of 2.25 FTE.

Additional staffing is required to meet the breadth of student needs for both preventive and supportive services. One new counselor will allow the counseling staff to better address campus emergencies requiring multiple interventions, while providing on-going support to students experiencing daily stresses associated with EMU's academic and social environment.

Additionally, the current student help budget provides just over one hour per week of regular student help. Counseling Services can no longer rely solely on utilizing student with work-study funds to support the operation and requires new general funds for regular student help.

OPERATIONAL PLAN:

The University will fund one senior mental health counselor with sufficient skills to assess, counsel and support students to succeed personally and academically. Services to individual students in distress or with severe emotional problems, and services to individuals or groups of students facing tragic events (such as a student death), may be addressed simultaneously. Outreach and preventive educational services will be provided to all university students.

MEASURABLE OUTCOME:

- Increase new client appointments by 30 percent.
- Increases total number of students seen for counseling by 25 percent.
- Enhance ability to respond to students at specific times of need.
- Develop preventive educational and support services for university students.
- Move closer to professional staffing levels more consistent with recommended guidelines.
- Increase ability to diversify Counseling Services staff.
IMPACT STATEMENT:

- Provide timely counseling to students with personal and family disturbances.
- Provide timely counseling/support to student groups affected by a tragic event, without negatively impacting daily services.
- Provide psycho-educational services to prevent student problems and promote psychological growth.
- Improve counselor/student ratio appropriate to the size and concerns of EMU student body.
- Approach recommended levels for staffing and program types issued by national counseling associations.
- Enhance ability to contribute to the retention of EMU students.

BUDGET SUMMARY: (base)

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT-09 Salary (1.0 FTE)</td>
<td>$41,000</td>
</tr>
<tr>
<td>Benefits</td>
<td>13,628</td>
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<tr>
<td>Student Help</td>
<td>5,200</td>
</tr>
<tr>
<td>Total</td>
<td>$59,828</td>
</tr>
</tbody>
</table>

SCHEDULE:

Funding required effective July 1, 1998.

RECOMMENDATION:

Authorize a staff position of mental health counselor within the Counseling Services effective July 1, 1998. The budget provision in account #1-15740 is $54,628 including salary and benefits.

In addition, a plan is requested that addresses the long range need for counseling staff as evidenced by comparative institutional ratios that does not place a further burden on the general fund.
respond to deficiencies in public perception of eastern michigan university, as identified in recent research studies, by implementing a targeted marketing and public relations campaign, which would enhance the university's marketing identity.

perceptual value "brand identity" is the university's franchise—if marketplace perception of eastern michigan declines, the value of the organization will decline. because image drives perception and perception drives behavior, this integrated marketing and communications plan was developed:

- to convert resources to results by focusing integrated marketing and communications (IMC) strategies in areas which have the greatest potential or market receptivity for success;
- to achieve regional prominence within a selected geographic market area in order to maintain and grow enrollment market share;
- to create a climate in which people in all audiences within a targeted area recognize eastern michigan university as an institution they identify with whose leadership and activities they support;
- to solidify externally and internally eastern michigan university's position as The Learning Edge.

Clearly the University has many outstanding programs. However, to optimize results, this plan targets selected areas which have achieved a measurable level of success or name recognition in the marketplace. this plan utilizes both marketing and public relations to achieve goals. The primary geographic target area in southeast michigan with specific emphasis on oakland county, kent county, primarily grand rapids, is also targeted.

This request continues the image enhancement program initiated in fiscal year 1997-98. continued funding would be allocated to print and electronic image and product advertising.
OPERATIONAL PLAN:

Projects that are recommended include:

PRINT

WSJ Schools & Colleges/ Central/ Detroit 12 @ $597 $ 7,164

US News Best College Issue
Statewide Pull Card Program

Select Community College Placements (WSU, WMU, OU, MSU, CMU) 12,386

OUTDOOR

14’ x 48’ Bulletins/ Superflex

Flint US 23/ Thompson (Extension 9 months @ $3,000/month 27,000

Grand Rapids 12 months @ $3,600/month 43,200

CABLE TV

Oakland (extend 3/99-6/99)
Royal Oak $2,800/month x 3 8,400
Walled Lake $2,200/month x 3 6,600
Clarkston $2,250/month x 3 6,750

Kent County (Grand Rapids) 38,225
Central $3,475 x 11

RADIO

WJR-Business Minutes Sponsorship 3wk/8, 3 wk flights 63,964

VIDEO

2 Projects @ $5,000 10,000

DIRECT MAIL

Learning Edge 2 @ $11,259 22,518

AGENCY FEES – Creative
Contingency 37,000 5,000

$300,000

MEASURABLE OUTCOMES:

Number of media references will increase. There will be a positive change in public perception.
IMPACT STATEMENT:
This campaign, which continues to build brand identity for the University, is intended to create awareness in the marketplace. Increased awareness is the first step in changing buyer behavior. It is expected that long-range impacts will be: increased recruiting opportunities, exposure for extended learning, greater receptivity in the private-giving community and enhanced image both internally and externally.

BUDGET SUMMARY:
Marketing Image Campaign $300,000

SCHEDULE:
Funding is required with the start of the 1998-99 fiscal year.

RECOMMENDATION:
A non-recurring allocation of up to $300,000 will be made available for an integrated marketing plan for image enhancement upon approval of a specific program. These funds are to be derived from the FY98 supplemental appropriation.
In May 1998 EMU student organizations will move from Goodison Hall to a newly renovated center in the lower level of McKenny Union. The connection to the staff and services offered by McKenny Union and Campus Life is designed to support student organization vitality. Concurrently, and to maximize the benefit of the move to McKenny, the EMU Leadership Development Institute will be established to identify leaders and develop them through a four-year (freshman to senior year) curriculum. The program is based on a philosophy that leaders are developed not by a retreat, workshop or book, but over time through out-of-class and credit programs, experiences and learning opportunities.

The Leadership Institute will employ a variety of methods of involvement and learning: case studies, leadership focused speakers, mentoring, community service, on campus and external conferences, incentives and awards/recognition, resource library, marketing training and support, co-curricular transcript, reflection and portfolio opportunities. Targets include emerging leaders, student organization leaders, student employment leaders, community service leaders, as well as faculty and staff who advise student groups.

The new Student Organization Center is designed to build community among student groups and serve as a conduit and location for student leadership development programs. Student leaders currently have 24-hour/day access to Goodison Hall student organization offices. McKenny Union is open on the average of 15 hours/day. This ABBR also proposes an addition of 20 hours/week of student employment to keep the Union open until 2 a.m. in Fall/Winter.

The Co-Curricular Transcript (CoCT) program will yield three products:

1) A comprehensive record of participants' involvement in out-of-class (co-curricular) experiences;

2) A transcript of selected experiences to be utilized by students at their discretion;

3) Demographic information and other data on student involvement in University programs and activities.

The CoCT program will assist students in fashioning their co-curricular experiences to complement their educational and career goals by providing them with a tool for mapping professional and personal development.
MEASURABLE OUTCOMES:
The Student Leadership Development and Student Organization Center will:

1) Support student organizations' leaders, members and advisors,

2) Provide leadership development experiences,

3) Record experiences that facilitate student growth, learning and development,

4) Identify "gaps" in the college co-curricular experience for individual students,

5) Promote purposeful and broad co-curricular experiences,

6) Provide student data and demographic information to aid University staff in mentoring, advising and program planning,

7) Document career path exploration,

8) Provide a tool to meet a variety of student needs, including
   - aid in curricular and co-curricular decisions
   - supplement the academic transcript
   - supplement the resume
   - support scholarship, graduate school, and employment applications
   - chart personal and professional development

IMPACT STATEMENT:
Individual student leaders will develop important personal and career related competencies. Student organizations will exhibit characteristics of vitality and growth. The University will experience the benefits of thriving organizations such as Homecoming participation and increased campus and community service.

BUDGET SUMMARY:
Equipment needed for the new Center includes:

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computers (6)</td>
<td>$18,000</td>
</tr>
<tr>
<td>Fax</td>
<td>400</td>
</tr>
<tr>
<td>Copy Machine</td>
<td>8,000</td>
</tr>
<tr>
<td>Scanner</td>
<td>500</td>
</tr>
<tr>
<td>Printers (2)</td>
<td>1,000</td>
</tr>
<tr>
<td>Phones and Lines</td>
<td>300</td>
</tr>
<tr>
<td>Electronic Locks</td>
<td>2,500</td>
</tr>
<tr>
<td>Cork/Dry Erase Boards ($250 x 17 offices)</td>
<td>4,250</td>
</tr>
<tr>
<td>Portable Chalkboard</td>
<td>400</td>
</tr>
<tr>
<td>Co-Curricular Transcript</td>
<td>12,000</td>
</tr>
<tr>
<td>Dedicated Server</td>
<td></td>
</tr>
</tbody>
</table>

$36,908
Recurring base budget for the new Center includes:

- Leadership Speakers Series: $20,000
- Graduate Assistant (12 months): 13,445
- Student Employment: 8,160
  (increase building operation students by 20 hours/week to 2 a.m., $6/hr. for 34 weeks)

Total: $41,605

**SCHEDULE:**

Effective July 1, 1998

**RECOMMENDATION:**

Funds were made available in 1997-98 for the renovation and outfitting of the Student Organization offices in McKenny with the work to be completed during the summer of 1998. No further action or development of this facility will be taken until that has been completed. An inventory of existing equipment requested.

Consideration should be given to the use of the general fee to fund the proposed Leadership Speaker Series.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
PROPOSAL FOR PROGRAM IMPROVEMENT
1998/99 ABOVE BASE

DIVISION: University Marketing and Student Affairs
PLANNING UNIT: Dean of Students Office
PROPOSAL NAME: Students with Disabilities

DATE: March 4, 1998

STRATEGIC PLAN:

Fund the Students with Disabilities Office to address the issues of accessibility in the Founding Principles of the Mission of the University.

OPERATIONAL PLAN:

The Student with Disabilities Office would, for the first time, have permanent staff and an operational budget, thus reducing a major barrier for students with disabilities. A standing liaison with Federal, State and Community agencies can be established. A point of contact for all faculty/staff, student and parents regarding training, issues and disability concerns. Equipment and software to actively monitor, track, allow for greater communication. Student’s academic progress can be tracked and intervention done to enhance a student’s success.

MEASURABLE OUTCOMES:

Eastern Michigan University will be more competitive in MAC comparisons with service available for student with disabilities. Adequate funding and staffing would help EMU in compliance with ADA and Section 504.

IMPACT STATEMENT:

Eastern Michigan University is vulnerable in the area of services to students with disabilities compared to other like institutions. There have been complaints regarding lack of services and at least one lawsuit, which was settled, out of court by the institution.

IMPLEMENTATION DATE:

The date of anticipated implementation is July 1, 1998.

BUDGET SUMMARY:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 CS-04 Secretary</td>
<td>$19,367</td>
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<tr>
<td>Fringe benefits</td>
<td>7,380</td>
</tr>
<tr>
<td>1 Graduate Assistant</td>
<td>5,904</td>
</tr>
<tr>
<td>Student help</td>
<td>8,160</td>
</tr>
<tr>
<td>SS&amp;M</td>
<td>18,950</td>
</tr>
<tr>
<td>Financial Aid for Graduate Student</td>
<td>3,059</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$62,820</strong></td>
</tr>
</tbody>
</table>

rmp:xmsa-98-99 abbrs, 03/10/98
RECOMMENDATION:

A Student with Disabilities Office will be established effective July 1, 1998 under the direction of the Dean of Students. Authorize a secretarial position, a graduate assistant position and student help support. Additional operational budget support to supplement the existing budget will be provided. The additional base allocation to account #1-15014 is $50,811 plus $3,059 tuition waiver funds for the graduate assistant, account #1-18310.
The opening of the new Student Organization Center in the lower level of McKenny Union in May of 1998 will be a very positive change for McKenny. Student traffic in and out of the Center and to our businesses and meeting rooms is expected to increase in afternoons and evenings. Additionally, in the past five years, daily traffic in McKenny Union has increased from 1,100 to over 6,000 and, on some days, nearly 8,000. This increase has affected the supplies and personnel necessary to maintain minimum standards of building cleanliness.

The building is currently open Monday through Thursday, 7 a.m. to 11 p.m., Friday and Saturday, 8 a.m. to midnight, and Sunday, 11 a.m. to 11 p.m. Custodial coverage consists of five full-time staff to maintain a seven-day operation. Although this staff was adequate to maintain the building in 1991-92, the increased traffic and new Student Organization Center require more hours to clean public areas and restrooms.

**OPERATIONAL PLAN:**

Hire one (.5 FTE) additional custodian to provide coverage Tuesday through Saturday afternoons when student organization traffic is expected to be heavy.

**MEASURABLE OUTCOMES:**

The addition of a .5 FTE custodian will allow cleaning of targeted restrooms and public areas in the afternoon to service evening students and customers and the expected increased traffic due to the new Student Organization Center.

**IMPACT STATEMENT:**

McKenny Union is a showplace for faculty, staff, students, community members and prospective students. As such it is essential to maintain high standards of cleanliness in a highly visible service area.

**BUDGET SUMMARY:** (base)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>.5 FTE Custodian (FM06)</td>
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<td>Fringe Benefits</td>
<td>$2,699</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$10,369</strong></td>
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</table>

**SCHEDULE:**

Effective July 1, 1998
RECOMMENDATION:

Authorize an additional half-time custodial position for McKenny Union effective July 1, 1998. The budget provision in account #1-15850 is $10,369 including salary and benefits.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
PROPOSAL FOR PROGRAM IMPROVEMENT
1998/99 ABOVE BASE

DIVISION: University Marketing and Student Affairs
PLANNING UNIT: Dean of Students
PROPOSAL NAME: Foreign Student Liaison

DATE: March 4, 1998

STRAategic PLAN:

Promote, matriculate and acculturate new students from other countries who will live in our on-campus International Village. Foreign students in the past have found it difficult to find a continuum of service during their initial term. They often assume that a caring university will meet them at the airport, arrange housing and introduce them to American residents. We anticipate that a minimum of fifty (50) new foreign students will use this service fully during the year 1998/1999.

OPERATIONAL PLAN:

A full-time graduate assistant would be added to the staff of the Office of Foreign Student Affairs to care for the special needs of newly arriving foreign students. The staff person would be knowledgeable in cross-cultural communication skills.

MEASURABLE OUTCOMES:

This addition to the staff of the Office of Foreign Student Affairs would increase the retention of our foreign student population. It will enable the University to provide a continuum of service to meet the needs of new foreign students anticipated by Enrollment Services. Each new foreign student will generate between $13,000 and $16,000 annually in tuition, room and board.

IMPACT STATEMENT:

Currently there are two full-time staff persons to meet the needs of more than 1,200 foreign students attending this university. The number of foreign students interested in attending Eastern Michigan University continues to increase. Federal legislation requires more extensive monitoring by this institution of its foreign student population. The addition of a specialist in handling the acculturation concerns of newly arrived students would allow the two full-time professional staff to concentrate on orientation, advising on a wide range of issues that help foreign students realize their educational goal(s), advocate for foreign student concerns on and off campus and help U.S. students, staff, faculty, and/or community members learn from our “windows on the world” (i.e. our foreign students).
**BUDGET SUMMARY:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Graduate Assistant 0.50 FTE Stipend 45 Weeks</td>
<td>$ 7,814</td>
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<tr>
<td>Financial Aid for Graduate Assistant (24 Credits)</td>
<td>$ 8,890</td>
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<tr>
<td>Communications</td>
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<tr>
<td>Fax Machine</td>
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<tr>
<td>Fax maintenance</td>
<td>300</td>
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<td>Dedicated international phone line</td>
<td>656</td>
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<tr>
<td>International calls</td>
<td>1,250</td>
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<tr>
<td>Postage (International airmail first class @ $0.60 at least three per student)</td>
<td>90</td>
</tr>
<tr>
<td>Express mail @ $20.00</td>
<td>1,000</td>
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<tr>
<td>Transportation</td>
<td></td>
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<tr>
<td>Travel expenses @ $0.325 per mile and 50 miles per student</td>
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</tr>
<tr>
<td>Total</td>
<td>$21,313</td>
</tr>
</tbody>
</table>

**RECOMMENDATION:**

No expansion in the Office of Foreign Student Affairs is recommended at this time.
 Eastern Michigan University
Resource Planning
1998-99 Above-Base Proposal
For Program Improvement

Division: University Marketing and Student Affairs
Planning Unit: University Marketing and Student Affairs
Technology Committee
Proposal Name: Five-Year Technology Plan

Strategic Plan:
Eastern Michigan University recognizes the need for improvements to the way we do business that will satisfy our customers, the students. Incorporating technology as the key enabler will provide our staff with the necessary tools, of improved communication, and efficient and effective skills that will enhance student services.

Operational Plan:
In order to evaluate the technology needs of the Division, each director was interviewed and a Five-Year Technology Plan was created. In order to maximize the resources currently available and obtain new technology as required, the following operational plan is proposed:

1) Establish and maintain standards for hardware and software that keep up with current technologies.
2) The standards proposed require the replacement of approximately 95 computers throughout the general fund accounts in the division. This requires the replacement of 1-2 machines per week over a one-year period.
3) The departments with the most critical needs have been identified and will be the first upgraded.
4) New servers will be required in anticipation of increased demand and the implementation of Windows NT as the network replacing the outdated Banyan technology.
5) The current technology support staff will be restructured to accommodate upgrades of hardware and maintenance.
6) The development of a steering committee with each department's technology person in attendance is proposed. The chairman of the committee will oversee implementation of the plan, equitable distribution of resources, and that emerging technologies are incorporated.
7) The need for new and emerging technologies has been identified. These items are included in the budget. It is expected that they will be fully implemented in year two through five of the technology plan.
8) The plan insures that standards can be updated and equipment replaced every three years and infrastructure every five years. A factor for new and emerging technologies is included.

Measurable Outcomes:
The advantages of implementing a technology plan is to provide the staff with excellent tools to become more effective, more efficient and to provide "top notch" service to our customers, the students. The plan would provide the following benefits to the division:
Measurable Outcomes (cont’d.)

- Enhance Communication
- Improve Departmental Collaboration
- Provide Labor Efficiencies, Lowering Costs
- Provide Economies of Scale, Lowering Costs
- Increase Ability to Remain Competitive
- Foster an Enriching and Intellectually Challenging Environment for Students and Staff
- Reduce the need for paperwork

IMPACT STATEMENTS:

Technology enhances our ability to provide a state-of-the-art service delivery model. If we continue to fund technology at the current inadequate level we defer costs of approximately $175,000 annually. When we finally catch up with the demand of technology the initial costs to implement this plan will have doubled or tripled. The other side of this equation is the impact it will have on revenue. If students do not perceive a positive return on their investment they can purchase their services and/or education elsewhere.

BUDGET SUMMARY:

Funding Requirements Year 1-5 of this plan is as follows:

1998/1999  (Year One) $413,720
1999/2000  (Year Two) $175,317
2000/2001  (Year Three) $175,317
2001/2002  (Year Four) $175,317
2002/2003  (Year Five) $175,317 and beyond.

The cost per year is detailed per department on the attached chart. More specific detail can be found in the University Marketing & Student Affairs 5-Year Technology Plan.

IMPLEMENTATION:

The departments with the most critical needs will be upgraded first. The implementation schedule is 1-2 machines per week. Increasing the base by $175,317 each year will insure that the infrastructure is upgraded every five years and workstations every three years. New and emerging technologies will be implemented and funded in years two through five, and enhanced every 4-5 years.

RECOMMENDATION:

A comprehensive, University-wide plan for the replacement and upgrading of computers and computer-related equipment will be addressed in preference to individualized/divisional issues.
The EMU Community Service Initiative supports community service opportunities in the greater Ypsilanti area and beyond for faculty, staff and students consonant with the EMU Mission Statement. Numerous studies show the benefits of community service for college students including increased long-term appreciation for human diversity and civic responsibility and higher GPAs during term of service experience. Several years ago, EMU successfully obtained both AmeriCorps and Learn and Serve grants from federal programs totaling more than $300,000 annually. Hundreds of EMU students and over two thousand Ypsilanti area school children have been involved in these community service programs since September 1994. The Center for Community Service in McKenny Union must be permanently staffed to provide expanded opportunities for community service, supervision for EMU students, support for EMU faculty and staff involved in community service and research, and the necessary linkage with community partners.

Eastern Michigan University has made a significant commitment, in collaboration with our Ypsilanti and Ann Arbor area community, to integrate service into the curriculum and co-curriculum for our EMU students. A strong interdivisional effort has resulted in substantial success—the award of two AmeriCorps grants from the National Corporation for Community Service, numerous community service programs implemented, and partnerships with national organizations such as the Alternative Spring Break Program (Break Away). EMU must now make a permanent commitment to continue the positive impact that service programs have in our community and beyond, and enrich the learning experiences of our students and faculty.

This proposal funds a full-time coordinator for the Center for Community Service, who will supervise the many programs and students involved in community service such as the Habitat for Humanity, the Alternative Spring Break, the many V.I.S.I.O.N. Project programs and new grant development.

The EMU Community Service Initiative will enable EMU students (i.e. Honors Students, fraternity and sorority members, athletes, student organization participants, residence hall students, specific course participants, others) to provide direct support to community and neighborhood based grass-roots organizations to solve local problems. Additionally, community service experiences provide rich research opportunities for our faculty and staff. Finally, the support of the Center allows the development of grant and foundation proposals especially but not only through the National Community Service Act of 1993 which benefits communities via paid community service opportunities for EMU students.
There is significant evidence that youth and families in the Ypsilanti area are in crisis. Increased youth crime and decreasing test scores are two negative indicators that impact Ypsilanti as well as the EMU community. Interventions from service experiences make a positive difference. This is why many major campuses nationally are moving toward providing formalized service opportunities. Students derive great meaning from community service experiences. At EMU current external funding levels are diminishing. Stabilization of the Center for Community Service requires institutional support by general fund.

**BUDGET SUMMARY:**

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<thead>
<tr>
<th>Coordinator (AP-08)</th>
<th>$31,556</th>
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</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>9,526</td>
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<tr>
<td>Graduate Assistant</td>
<td>13,445</td>
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<tr>
<td>(12 months)</td>
<td></td>
</tr>
<tr>
<td>SS&amp;M</td>
<td>15,000</td>
</tr>
<tr>
<td>(Memberships, travel, and educational resources)</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$69,527</td>
</tr>
</tbody>
</table>

**SCHEDULE:**

Effective July 1, 1998

**RECOMMENDATION:**

Not recommended for funding.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSALS
FOR PROGRAM IMPROVEMENT

UNIVERSITY RELATIONS

<table>
<thead>
<tr>
<th>Proposal Name</th>
<th>Department</th>
<th>Base Budget</th>
<th>Non-Recurring Budget</th>
<th>Non-Recurring FTE</th>
<th>Total Costs</th>
<th>Funded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 2000 Compliance</td>
<td>Univ. Computing</td>
<td>$253,320</td>
<td></td>
<td></td>
<td>$253,320</td>
<td>$95,000</td>
</tr>
<tr>
<td>Business Continuity</td>
<td>Univ. Computing</td>
<td>467,600</td>
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<td></td>
<td>467,600</td>
<td>150,000</td>
</tr>
<tr>
<td>Computerized Document Storage</td>
<td>Human Resources</td>
<td>51,600</td>
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<td></td>
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<td>51,600</td>
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<td>World Wide Web Access</td>
<td>Univ. Computing</td>
<td>$6,750</td>
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<td></td>
<td>$858,520</td>
<td>$382,600</td>
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</table>

**Note:**
The above document details the proposals for program improvement in 1998-99, specifically focusing on University Relations. It lists various projects with their respective base budgets, non-recurring budgets, and total costs funded. Each project's department is also specified.
DIVISION: University Relations
PLANNING UNIT: University Computing
PROPOSAL NAME: Year 2000 Compliance

STRATEGIC PLAN:
This proposal positions EMU to address "Year 2000" compliance issues for its central information technology systems and personal computer workstations. While funds are being requested for FY1998-1999, project activities will continue until December 1999.

OPERATIONAL PLAN:
The "year 2000" (Y2K) computer crisis is well documented. Over the past two years, University Computing has conducted an inventory of hardware and software that does not comply with Y2K rollover requirements. As a result of this inventory, UC has made significant investments to correct major problems. These investments include purchasing a new IBM CMOS mainframe computer and upgrading the mainframe operating system from MVS Version 3.8 to OS390. UC has also replaced several non-compliant file servers and other equipment. UC has also scheduled implementation of SCT's year 2000-compliant release of the Financial Records System (FRS+), as well as Sigma Systems year 2000-compliant release of the Student Aid Management System (SAM). The Integrated Student Information System (ISIS) will not require a major change for a century-rollover process until the year 2015, long after the expected life of the system. The ISIS system has some minor Year 2000 issues that will need to be fixed for the system to become completely compliant.

Furthermore, UC has established a cross-divisional "year 2000 compliance task force" that is working to integrate divisional and departmental Y2K efforts with UC efforts. A full description of UC's Y2K project can be found on the Web at http://ucinfo.emich.edu/year2000/index.html.

Significant work still remains to insure that EMU minimizes the risks associated with the Y2K rollover. The most significant risks include EMU's telephone registration system, EMU-written programs that access Y2K-compliant systems (SAM and ISIS), a few Network Servers, and personal computer workstations. These systems must be upgraded or replaced before the first occurrence of year 2000-date processing.

IMPACT STATEMENTS:
The Y2K issue will begin to impact central systems in March 1999. Failure to address Y2K issues will endanger EMU's ability to conduct business, both at an institutional and personal level. The failure of any of the systems or processes detailed in this proposal could cause loss of work or the ability to do work of faculty and staff, increased overtime to fix problems created by these failures, and inconvenience to students who cannot interact with or be processed by these systems. While extensive efforts are already underway to ensure that central systems are compliant, extraordinary funds are needed for both FY1998-1999 and FY 1999-2000 to ensure that all tasks are accomplished.
BUDGET SUMMARY:

The proposed budget for this initiative is $253,320. The items within the proposal are detailed below. This proposal does not include costs for upgrading departmentally owned systems. These systems are being identified by the "Year 2000 compliance task force." Central funding is not being requested for these systems, as they do not provide campus-wide services.

- **Regular Student Help - $40,320**
  This item budgets for the salaries of four student staff for an 18-month period. These students would have the responsibility of conducting field audits and upgrades for approximately 4000 personal computer workstations on campus to ensure their Year 2000 compliance. Most of the workstations if not compliant can be made so by a free upgrade. The funding for this item would be distributed over the student's time of employment.

- **SAM Conversion - $18,000**
  This item budgets for contract programming to convert programs and data in the Student Aid Management (SAM) system used by Financial Aid. An upgrade needs to be completed in order to prevent a system failure in 2000. UC has scheduled the upgrade of the SAM system which will make that system Year 2000 compliant. The conversions financed by this item are needed in order to make the EMU-written programs compatible with the newer version of the SAM system.

- **ISIS Program Conversion - $90,000**
  This item budgets for the testing and conversion of some of the 2300 programs currently used as part of the ISIS system. Most of these programs were delivered already compliant with Year 2000 standards or have already been converted to compliance by UC staff members. University Computing programmer/analysts and contract programmers will have responsibility for updating any non-compliant programs to Y2K compliance. Many of these programs are already identified and work is in progress. This item is needed to continue and complete the conversion.

- **Telephone Registration Equipment Upgrade - $40,000**
  This item budgets for the upgrade of EMU's telephone registration system. Two modules of the system were purchased in 1991 and a third module was purchased in 1994 at a total cost of about $250,000. It has provided students with an easy method of registering for classes and also provides access for students to find out their grades. The upgrading will make the system Year 2000 compliant and assure students the continuation of the services they have come to expect from this system. Failure to upgrade would make the system inoperable after December of 1999.

- **Server Replacements - $60,000**
  This item budgets for the replacement of six network fileservers for which the hardware is not Year 2000 compliant. These servers are operated by a number of departments but Year 2000 issues are being handled by UC as a campus networking issue. Because of age or type, some servers cannot be upgraded to become Year 2000 compliant. Replacement of these servers with Year 2000 compliant technology will ensure access to a stable network environment for the faculty and staff using these servers.

- **Testing Software - $5,000**
  This item budgets for the purchase of testing software which will be used in testing the workstations for Year 2000 compliance.
MEASURABLE OUTCOMES AND SCHEDULE:

The completion of all of the proposal's items would need to be finished no later than December of 1999. We would hope to have each item finished well before that date. Completion of these items would circumvent the impacts brought about by non-compliance with Year 2000 standards.

- Regular Student Help - The auditing process is completed by December 1999 and all workstations on campus are made compliant either by upgrade or replacement.

- SAM Conversion - Conversion is completed by March 1999. Errors that would have resulted from non-compliance with Year 2000 are bypassed and normal system processing continues.

- ISIS Program Conversion - Contract programming support will be provided from July 1998 to December 1999 for EMU-written and vendor-written programs that need to be made Year 2000 compliant. Errors that would have resulted from non-compliance with Year 2000 are bypassed and normal processing continues.

- Telephone Registration Equipment Upgrade - The Brite telephone registration system will be upgraded prior to March 1999. Processing errors or system's failure are bypassed.

- Server Replacements - Incompatible network fileservers will be replaced prior to December 1999. Server failure in 2000 is bypassed.

- Testing Software - Software would be purchased in July 1998 and used to complete the workstation audit until December 1999.

RECOMMENDATION:

Year 2000 Compliance will be funded only to the extent necessary during 1998-99 and 1999-2000. The focus in 1998-99 will be upon critical systems and a detailed assessment of the overall problem.

An allocation of up to $95,000 will be made available in 1998-99 upon approval of a specific plan. These funds are to be derived from the FY98 supplemental appropriation.

The balance of funds will be made available in 1999-2000 to the extent necessary and consistent with the plan.

Preliminary Estimate of Funding Needs:

<table>
<thead>
<tr>
<th>Year</th>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998-99</td>
<td>Assessment (student help)</td>
<td>$27,000</td>
</tr>
<tr>
<td></td>
<td>SAM Conversion</td>
<td>18,000</td>
</tr>
<tr>
<td></td>
<td>Test Software</td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td>ISIS Conversion</td>
<td>45,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$95,000</td>
</tr>
<tr>
<td>1999-2000</td>
<td>Server Replacement</td>
<td>$ 60,000</td>
</tr>
<tr>
<td></td>
<td>Telephone Registration Replacement</td>
<td>40,000</td>
</tr>
<tr>
<td></td>
<td>ISIS Conversion</td>
<td>45,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$145,000</td>
</tr>
</tbody>
</table>
This proposal reduces the risk of unplanned interruptions in computing operations support for the University by improving physical security for the Computing Center and for remotely installed data communications infrastructure; reducing environmental risks to vital equipment; and reducing batch processing times for EMU's central information technology infrastructure.

OPERATIONAL PLAN:

University Computing and Business & Finance responded to Arthur Andersen audit comments by conducting a preliminary "Business Continuity Audit." The findings of this audit were presented to the Vice Presidents for Business & Finance and University Relations for further consideration. Many of the findings of the preliminary audit focused on exposures to departments, such as personal computer security, paper file security, and backup procedures. Some findings focused on the security and recoverability of central information technology infrastructure.

While leading the Business Continuity Audit project, University Computing staff identified and corrected a number of security and recoverability issues in the main data center. These improvements included: improving physical security; reducing the number of service entrances to the UC facility; improving the environmental alarm system; replacing our disk storage and central processor with modern components that support "real time" maintenance and upgrade; and installation of a new uninterruptible power supply to protect the UC facility. In addition, UC led a "Barriers to Learning" project to reduce by approximately 50% the batch cycle time required for financial aid processing. All of these improvements have been funded through reallocation of the UC base budget.

This proposal requests support for additional business continuity improvements in the UC technology infrastructure (facilities, systems and networks) that require extraordinary funding.

Facility improvements to the UC operations center include replacing UC's current HALON fire control system, installing under-floor water detection apparatus, and installing a keyless entry system. These actions add a significant measure of physical security to the Operations Center environment, and reduce the risk of unauthorized access to equipment and systems.

System improvements have two major objectives: improving "recoverability" in the event of a catastrophic failure; and reducing batch cycle times as a means of improving operational reliability. Expanding the EMC storage array, installing EMC's "TimeFinder" software and installing associated backup software will allow total disaster recovery. Replacing old IBM 3480 tape drives with faster 3490 models, installing two network printers to offload print services while student statements are printed, replacing system consoles, and arranging contract programming to support further reductions in financial aid processing times will reduce nightly batch cycle times, improve reliability,
and increase the amount of time available for on-line transaction processing.

Network improvements include installing lockable enclosures to forestall unauthorized access to installed network data communications components, and placing uninterruptible power supplies and power line conditioners in all campus network communication closets. These actions will improve network reliability, and will reduce the risk of equipment damage associated with frequent university power outages.

**MEASURABLE OUTCOMES:**

These actions will significantly improve the security and recoverability of EMU’s central information technology systems:
- Nightly batch and backup cycle times will be reduced
- Printing services will be more reliable and predictable
- Network outages due to power failures will decrease
- Physical security within the UC facility will be improved

**IMPACT STATEMENTS:**

These actions are in direct response to previous Arthur Andersen audit comments. Coupled with the investments already made by University Computing, these actions significantly improve the security, reliability and recoverability of EMU’s central IT systems.

A number of issues raised during the Business Continuity Audit are still outstanding. These issues relate to university, divisional and departmental procedures and therefore are not under the control of University Computing. Addressing the initiatives outlined in this proposal do not address the remaining institutional issues. Leadership for resolution of these issues will come from the Vice President for Business & Finance.

**BUDGET SUMMARY:**

The proposed budget for this initiative is a non-recurring $467,600. The various actions and initiatives included in this funding request are discussed in more detail and in priority order in Attachment A.

**SCHEDULE:**

All equipment located in the UC facility will be installed by December 1998. Communication closet upgrades will be completed by June 1999.

**RECOMMENDATION:**

A non-recurring allocation of $150,000 will be made available in 1998-99 for addressing selected high-risk issues in response to the Arthur Anderson audit comments. These funds will be derived from the FY98 supplemental appropriation.

No decision has been made relative to the balance of the proposed actions.
## ATTACHMENT A:
### FUNDING INITIATIVE COMPONENTS,
#### IN PRIORITY ORDER

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Water Detection</strong> - University Computing is housed partially below grade in the lowest level of Pray-Harold. Water seepage and leaks from broken plumbing settle in the sub-floors of the operations areas. Power cables, phone lines, and data and communications lines are routed through the sub-floors. A proper water detection system will allow prompt corrective action before major damage occurs.**</td>
<td>$2,000</td>
</tr>
<tr>
<td>2</td>
<td><strong>3490 Tape Drives</strong> - current UC tape drive subsystems are not compatible with ESCON technology. This limits our data transfer rate to 4.5 megabytes/sec. ESCON compatible drives can achieve data transfer rates of 17 megabytes/sec. Weekly backups now take 12-14 hours to run. ESCON compatible drives would reduce the cycle time for such tasks by better than 50%. Reducing the cycle time reduces the failure risk window for any individual job, and improves overall production throughput.**</td>
<td>$119,000</td>
</tr>
<tr>
<td>3</td>
<td><strong>EMC Timefinder/EMC Upgrade/Backup Software</strong> - Taken together, these three items will significantly improve disaster recovery capability. EMU business data can be backed up during normal business hours, thereby eliminating the need to take the systems &quot;off line&quot; for backup. Backed up data can be securely transmitted to another storage site. &quot;Off Line&quot; time saved by backing up during normal operations can result in extended operating hours for the registration and accounting systems.**</td>
<td>$107,800</td>
</tr>
<tr>
<td>4</td>
<td><strong>Comm Closet Security</strong> - There are over 50 &quot;comm closets&quot; scattered across the campus. Each closet contains critical network communication devices and patch panels. These devices are not secured from access by unauthorized personnel, nor is the equipment protected from power surge damage. Securing the closets and protecting the equipment will improve network reliability and reduce &quot;down time.&quot;**</td>
<td>$109,800</td>
</tr>
<tr>
<td>5</td>
<td><strong>Network Printers</strong> - The Xerox 4090 high speed printer, which prints 90 pages per minute, is frequently down for maintenance or repair. It is a 15-year-old design that is kept going by extraordinary support by Xerox print services technicians. Xerox NetPrinters offer a backup capability. When the 4090 is down, a NetPrinter can continue the job, albeit at a slower print rate (32ppm). In addition, the NetPrinters are more easily transported, and could be used in off-site disaster recovery efforts if needed.**</td>
<td>$7,000</td>
</tr>
<tr>
<td>6</td>
<td><strong>Technical Support Retainer</strong> - 21st Century Systems, the contractor that conducted the installation of the new IBM 390 CMOS main frame, has familiarity with, and expertise in, installing security &quot;firewall&quot; systems not only in mainframe applications, but in &quot;open systems&quot; network applications as well.**</td>
<td>$23,000</td>
</tr>
<tr>
<td>Priority</td>
<td>Description</td>
<td>Funding</td>
</tr>
<tr>
<td>----------</td>
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<tr>
<td>7</td>
<td>3174 Control Units - replacements for the obsolete ITT &quot;dumb terminals&quot; used to support the main frame computer. Replacement parts for obsolete ITT terminals are no longer available and repairs are no longer possible.</td>
<td>$5,200</td>
</tr>
<tr>
<td>8</td>
<td>Badge Readers - Access to the North and South computer rooms is gained by accessing manually operated &quot;keyless&quot; push button locks. The locks can be operated by anyone with the code, and no record of entry/exit is maintained. The proposed system can restrict access to specific individuals, and create an audit trail showing who entered the area, what time they entered, and when they left. Unauthorized access to the UC operations area will be virtually eliminated.</td>
<td>$5,000</td>
</tr>
<tr>
<td>9</td>
<td>HALON Fire System Replacement - The HALON 1301 chemical agent used in HALON fire fighting systems contributes to ozone layer depletion and is therefore no longer being manufactured. Existing stocks of HALON 1301 should allow recharging activated systems through the year 2033. The University needs to replace the HALON system before available recharging stocks are exhausted.</td>
<td>$88,000</td>
</tr>
</tbody>
</table>
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: University Relations
PLANNING UNIT: Human Resources
PROPOSAL NAME: Computerized Document Storage and Retrieval System

DATE: March 20, 1998

STRATEGIC PLAN:

This proposal reduces the amount of space given over to physical storage of infrequently accessed records and files, improves the ability to retrieve such files when needed, and allows authorized users on-line access to such files through the Banyan network. In addition, the hardware and software supported by this proposal will be compatible with the equipment being installed in Enrollment Services, and can be made available for backup or emergency use by Enrollment Services.

OPERATIONAL PLAN:

Currently, there are more than 125 file-drawers given over to storage of infrequently accessed files and records on grievance and arbitration cases, investigatory files, terminated employee records, position review files, job search files, and the like. This translates to nearly 750 cubic feet of filing space. By converting these files to computer records, the data can be stored in electronic "file folders" maintained on CD-ROM. CD-ROM is becoming the cost effective storage media of choice for archival storage of documents that do not need to be updated or changed. One CD-ROM disk is capable of storing approximately 650 megabytes of information. This translates to about 14,000 images, or most of one standard filing cabinet.

Working with staff in University Computing, the project leader will develop specifications for an RFP for software and hardware. The workstation will be installed and setup in a dedicated area in the lower level of Bowen.

MEASURABLE OUTCOMES:

Implementing this document storage and retrieval system will:

- Reduce the amount of storage space given over to storing infrequently accessed files and records;
- Preserve needed files in a highly compact and easily stored medium;
- Allow critical records to be duplicated and stored in a second, secure location if desired;
- Enable authorized staff to more readily retrieve stored documents; and
- Reduce or eliminate "lost" documents resulting from misfiling or cross filing.
- Recover valuable office space for uses other than document storage.

IMPACT STATEMENT:

Periodically, state or federal agencies require employers to conduct extensive record searches to provide information the agencies need to discharge administrative duties or statutory obligations. Most recently, the Social Security Administration -- on short notice and with a very short timetable
for completion – requested information that required a considerable amount of staff time spent locating and retrieving very old records stored in the basement of King Hall. This could have been more readily accomplished with a greater degree of accuracy and in a shorter period of time had those records been archived in CD-ROM format.

**BUDGET SUMMARY:**

The proposed budget for this initiative is a one-time, non-recurring $51,600. Of this amount, $13,000 is for the application and database software used to store and retrieve documents. The remainder, $38,600, is for the hardware needed to set up and support a scanning and storage workstation. This includes a full frame, 21" work station monitor; a high speed document printer; a flat bed, duplex scanner with an automatic document feeder; a scanning workstation with a CD-ROM writer; and a CD-ROM "jukebox" tower to facilitate information retrieval from multiple CD-ROMs. Funding for up to 2000 student staff hours for records conversion efforts following successful installation of the hardware and software will be developed internally.

**SCHEDULE:**

All equipment for the project will be located in the Human Resources offices in Bowen, and will be installed and operational by June 1999.

**RECOMMENDATION:**

A non-recurring allocation of up to $51,600 will be made available for a computerized document storage and retrieval system within Human Resources. These funds will be derived from the FY98 supplemental appropriation.
EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1998-99 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT

DIVISION: University Relations
PLANNING UNIT: University Computing
PROPOSAL NAME: World Wide Web Access to Student Information

DATE: January 26, 1998

STRATEGIC PLAN:

This proposal enables to improve customer service and competitive advantage by providing access to selected student information directly to students via the World Wide Web, accessible from both on-campus and off-campus locations.

OPERATIONAL PLAN:

EMU has provided access to registration and schedule information via telephone registration since FY92. In addition to registration information, parking hangtag and grade reporting applications are also available. Applications for financial aid and student accounting information are scheduled to be developed.

During this time, EMU has made significant investments in its campus data network. All faculty and staff and more than 20,000 students have access to Web and e-mail services. Campus computer labs enable all students to have Web access. EMU has a mature World Wide Web home page providing many information services to students, faculty and staff. The time is right to provide Web access to student information as part of our service package to students.

We propose to obtain specialized Web access software from Clientsoft to provide a secure Web interface to student information stored in EMU's ISIS database. This system will enable students to inquire about their personal information (e.g. student accounts, grades, financial aid information) and in some cases to update this information.

Student access is accomplished through a Web browser such as Netscape or Microsoft Internet Explorer. The information is secured in a manner similar to that used by banking ATM systems, using student ID and a PIN number to control access. Users will interact with the server rather than with ISIS, with the server controlling all access to data.

This service will not replace the existing telephone registration services. The telephone will continue to be more universally available than Web browsers for some time to come. However, for those students who have access to personal computers, this system will provide a more robust environment than presently available. In addition, offloading processing to the Web environment will extend the life of our telephone registration system. We also propose to purchase a Web interface to our Brite telephone registration system. This will insure that all registration transactions are processed using the same programs and procedures.
MEASURABLE OUTCOMES:

The Clientsoft system will provide student access to course, registration, financial aid, and student accounting information. This will provide improved services to students by expanding their ability to interact with EMU from remote locations or outside available office hours. While complex transactions still will require interaction with faculty or staff, many day-to-day activities can be handled at the student’s convenience over the Web. This will facilitate EMU’s ability to interact with our growing non-traditional student population, and will be a key component in achieving the vision of a “virtual university.”

Departments that wish to install walk-up kiosks can use the ClientSoft system as the “front end” to their kiosks. These kiosks may take a variety of forms, depending on the needs of individual departments. The “look and feel” of the Web applications, however, will be the same regardless of whether they are accessed using a departmental kiosk or a personal Web browser.

Applications can also be developed for faculty members and department heads to request information such as class rosters through their Web browser. Again, access to the system would be through a staff ID number and PIN.

IMPACT STATEMENTS:

- The major benefits to EMU of this proposal are:
  - Improved student services improving EMU’s self-service environment
  - Ability to quickly deploy “virtual university” services worldwide
  - Improved staff productivity by freeing staff to offer personalized service to students
  - Demonstration of EMU’s commitment to improved customer service to aid retention efforts
  - Potential to expand the system by providing access through kiosks
  - Scalable for future rapid expansion at much lower costs than current telephone registration system

Of EMU’s major competitors, only Michigan State University and The University of Michigan currently provide Web access to student information; Wayne State, Western Michigan, Central Michigan, Oakland University, Bowling Green and Toledo do not presently provide this service. Implementing this service will provide EMU with a competitive advantage in recruiting new students, as well as an improvement to its customer service environment to help retain current students. We do, however, expect that several more of our competitors will be rolling out Web services over the next year.

BUDGET SUMMARY:

The proposed budget for this initiative is $86,000. This includes a robust Windows NT server, license to Clientsoft software and templates. Project management services, training services, and implementation services. Ongoing maintenance costs of $6,750 supports software maintenance and will be included in base budget funds.

SCHEDULE:

Server equipment will be installed in August 1998. Software implementation activities will occur between August 1998 and December 1998 with the first student services available on a pilot basis by January 1999.
RECOMMENDATION:

A non-recurring allocation of up to $86,000 will be made available for the purchase and installation of software to provide Web access to the ISIS database upon approval of a specific plan. These funds are to be derived from the FY98 supplemental appropriation.
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