

1999

1999-00, Eastern Michigan University, Program improvements

Eastern Michigan University

1999-2000
EASTERN MICHIGAN UNIVERSITYTM

Program Improvements

EASTERN MICHIGAN UNIVERSITY
1999-00 BUDGET PLAN
ABOVE-BASE PROPOSALS FOR PROGRAM IMPROVEMENTS

TABLE OF CONTENTS

	<u>Page</u>
Funding Recommendation	i
President	
Director of Web Services	1
Academic Affairs	
Instructional Equipment-Base Increase for Colleges, Faculty Computers and	4
Porter Building	
Increased Staffing - Request for Four Positions	9
Improving the Graduate Admissions Process	12
Business and Finance	
Environmental Control Upgrades-Briggs Hall & Sherzer Hall	15
Positive Pay Bank Security	16
Redesign of Monthly Student Bills	17
Y2K Property Damage Protection Plan	19
Enrollment Services	
Automated Degree Audit System	21
International Recruiting Initiatives	23
Mailing of SP/SU Class Schedule Books to Undergraduate Students	26
Document Imaging Phase III	27
Second Bachelor's Degree Initiative	28
World Wide Web Initiatives	29
Advising Services Increase Initiative	30
Student Employment Funding	31
Computer Purchase	32
Divisional Overtime Funding	33

University Marketing and Student Affairs

Government Mandated Handbook for Students & Staff	34
Oral History at Eastern Michigan University	36
Comprehensive Student Assessment	37
Evening/Weekend Manager	39
Peer Career Advising/Computer Connectivity	40
Dean of Students Support	42
Counseling Services Student Help.....	44
Customer Service Excellence	45

University Relations

Year 2000 Compliance	47
Business Continuity for Technology Infrastructure	49
World Wide Web Access	51
UC Staffing Increase	53
Outsource Tax-Deferred Annuity	56
Digital Automation	57
Assistant Engineer	59
New Employee Orientation	61

Eastern Michigan University
1999-00 Budget Plan
Program Improvements

Recommendations

During the 1999-00 budget development cycle 40 above-base proposals for program improvements were presented with an aggregate base cost of \$2,407,790 and/or a non-recurring investment of \$2,997,967.

Limited budget restricted the allocation to base improvements to addressing two concerns, the University Computing staffing needs and the Admissions Office. However two other proposals are pending, the Administration of the Web and the overtime support for both the Admissions and Financial Aid offices.

Assuming the enactment of the FY99 supplemental appropriation, these non-base funds have been allocated to four projects of major significance including:

K. W. Porter College of Education	\$800,000
Student Billing System	93,000
Y2K Property Protection	150,000
Automated Degree Audit System	427,625

July 1, 1999

EASTERN MICHIGAN UNIVERSITY™
Resource Planning
1999-2000 Above Base Proposals
For Program Improvement

OFFICE OF THE PRESIDENT

<u>Proposal Name</u>	<u>Department</u>	<u>Base Budget</u>	<u>Base FTE</u>	<u>Non-Recurring Budget</u>	<u>Non-Recurring FTE</u>	<u>Total Cost</u>	<u>Funded</u>	<u>Authorized FTE</u>
WWW Administrator	President	\$82,554	1.00	\$44,740		\$127,294	Pending	
TOTAL		\$82,554	1.00	\$44,740		\$127,294		

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999/2000 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Office of the President
PLANNING UNIT: Office of the President
PROPOSAL NAME: Director of Web Services

DATE: April 6, 1999

STRATEGIC PLAN:

Respond to deficiencies in the University's World Wide Web presence and utilization by implementing a strategic approach to Web communication management, and establishing the position of Director of Web Services.

OPERATIONAL PLAN:

In a remarkably short period of time, the World Wide Web has changed the way people communicate. In the evolution of computer-based communications, Web-based applications and hypermedia follow E-mail as the application with greatest potential for changing the way we communicate and present information. The dynamic growth and the corresponding explosion of new Web technologies reaches into every department and touches every user. Unfortunately, the ubiquitous and distributed nature of Web development has created an environment at Eastern Michigan University which is chaotic, risky, powerful, fascinating...and virtually uncontrolled.

The Web environment does not fit neatly into conventional management hierarchies. It combines departmental needs, data access, electronic applications and communications, with individual empowerment and creativity, technical acumen and public access.

To address the inherent management challenges within this environment, the University stepped outside of a conventional management approach and created Team Web, a University-wide advisory task force. Team Web has been charged with developing and recommending University Policies and Standards for official University Web pages. Team Web will have a continuous role in insuring that the University's Web site is strategic to all of its activities including, academic program planning; solution development; service and support; media, student, community, internal and government relations; vendor and customer communications; and staff, student and vendor training.

Accountability for managing and organizing the work of Team Web will be placed in the Office of the Director of Web Services. It will be the responsibility of the Director of Web Services to:

- Ensure that Eastern Michigan University's Web site reflects and complements the mission of the University;
- Maintain the integrity of the EMU Web site from misuse and compromise;
- Maintain site accuracy;
- Facilitate a cross-division team in the ongoing development, implementation and assessment of University Web policies and standards;

- Maintain and enforce University Web policies and standards;
- Complement the University's computing infrastructure;
- Recommend, manage and evaluate external Web services contracts, and,
- Identify trends and applications and to make appropriate recommendations to EMU's Team Web and the President regarding required program and technology enhancements.

Upon funding approval, Team Web will complete and submit to Human Resources a Position Review Questionnaire and Job Classification Specification. It is expected that the position of Director of Web Services would be posted within 60 days of funding approval. The Director of Web Services will be a permanent member of Team Web, and will administratively report to the Office of the President.

MEASURABLE OUTCOMES:

Eastern Michigan University's current Web presence is inconsistent, inaccurate and non-user friendly. In the competitive environment in which the University operates, it is imperative that the Web be a positive component of our overall strategic communications plan. The Director of Web Services will be accountable for focusing on defining, developing and improving the relationship with each person who visits the University's Web site. An improved Web presence will:

- Insure that users get the information they want and need, and that the information is accurate and easily accessible;
- Provide access so that users contact the right person or office to obtain answers, assistance and/or guidance;
- More effectively position the University among its various publics and,
- Allow internal users (students and staff) to do their tasks faster and better.

IMPACT STATEMENT:

A Director of Web Services, who is responsible for the development and implementation of University Policies and standards for the Web, will have implementation of University policies and standards for the Web. This will have a significant positive impact on the University's ability to respond to the exploding power of the Web as a recruiting, marketing, service, business and communications tool. Long-term impacts are expected to reduce service complaints, improved internal and external awareness, and enhanced use of human resources.

BUDGET SUMMARY:

Ongoing Costs

AP10	\$51,467
Fringes	13,387
Full-time GA	8,500
Student Help	6,000
SS&M	<u>3,200</u>
Total	\$82,554

One-time Expense

Design Services:	
Top layers & templates	\$21,200
Equipment	<u>23,540</u>
Total	\$44,740

SCHEDULE:

Funding is required with the start of the 1999-00 fiscal year.

RECOMMENDATION:

This decision is incomplete at this time, but the underlying issue of the management of the web services is a high priority.

EASTERN MICHIGAN UNIVERSITY™
Resource Planning
1999-2000 Above Base Proposals
For Program Improvement

ACADEMIC AFFAIRS

Proposal Name	Department	Base Budget	Base FTE	Non-Recurring Budget	Non-Recurring FTE	Total Cost	Funded	Authorized FTE
Instructional Equipment: Base Increase for College Faculty Computers J.W. Porter Building	Colleges	\$400,000		\$200,000 800,000		\$400,000 200,000 800,000	\$800,000	
Support Staff: COT Grant Administrator LRT Activities & Operations Coordination CHHS Admin. Assistant COB Network Administrator	Colleges	\$50,904 50,904 50,904 44,324	1.00 1.00 1.00 1.00			\$50,804 50,904 50,904 44,324		
Graduate Admissions Process	Graduate School	\$50,000				\$50,000		
TOTAL		\$647,036		\$1,000,000		\$1,647,036	\$800,000	

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999/2000 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Academic Affairs

DATE: April 6, 1999

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

PROPOSAL NAME: Instructional Equipment - Base Increase for Colleges, Faculty Computers and Porter Building – Priority #1

STRATEGIC PLAN:

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.

In 1996-97 President Shelton's Faculty Connectivity and Workstation Initiative gave every faculty member access to a computer and e-mail.

In 1997-98 \$600,000 was provided through the ABBR process for the Division to enhance its Multimedia Access in Classrooms and Labs. In 1998-99 \$100,000 in base funding was provided through the ABBR process for the Division for non-computer related instructional equipment. In addition, President Shelton approved \$265,000 in funding to the new Halle Library for student workstations and the conversion of the 1998-99 ABBR multimedia request to an additional \$300,000 for the Halle library student workstations. To derive maximum benefit from these valuable investments, we need to ensure systematic replacement and upgrading of all this instructional equipment, especially computer equipment.

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. They cannot run new software and they cannot access the World Wide Web. With the year 2000 approaching, many computers the Division currently has for faculty and student use will not work on January 1, 2000. Most departments and colleges will struggle to provide computers for current faculty and to upgrade computers in the departmental student labs to meet Y2K compliance.

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.

The new College of Education Porter Building presents another enormous technology challenge for the Division of Academic Affairs. The Porter Building needs equipment for its computer and specialized labs and classrooms such as:

- Clinical Labs - ASHA and ACREP accreditations require that a certain level of instructional technology be used for appropriate and "live" clinical practicums. These practicums cannot be supervised without the audio/video technology.
- CATE and Specialized Technology Labs - The CATE Lab addresses the required federal legislation mandate to provide technological access to students with disabilities which allows for them to successfully participate in the classroom at Eastern. Without new technology, the Specialized Technology Lab will not meet the CEC, ASHA, state and certification requirements for "assistive technology" for our special education majors. Without new technology, the Instructional Media Resource Center will not meet NCATE accreditation standards. Without new technology, the second floor Computer Lab will not meet the software needs or function appropriately as a learning site for our students as they address the requirements for certification. (Halle Library does not have access to all the educational software used by our students and instructors.)
- Lecture Hall and Classroom Technologies - This operational technology allows us to use WebCaucus, e-mail, Internet and access to on-line courses in our classrooms. Within the computer classrooms and the EDMT 330 - Instructional Applications of Media and Technology course, we address the State's requirement for technology, which leads to the certification of our teachers. If we do not have the technology required for the computer classrooms, we cannot offer the course work necessary to certify teachers in Michigan.

OPERATIONAL PLAN:

Instructional Equipment

As the University currently has no master plan to handle the systematic replacement of computer equipment and related instructional technology, the Division of Academic Affairs is attempting to meet this need on its own. We are requesting base equipment monies. Our plan is to give the Colleges the funding and the autonomy to address their needs by increasing their individual base equipment budgets.

The College Deans need funding, not only, to provide new and upgrade computer equipment for student labs, faculty, and staff, but also to provide other types of instructional equipment, such as art supplies, music instruments, science laboratory equipment, exercise science equipment, and educational instructional materials and computer software. This list represents just a fraction of the instructional equipment and materials needed by our faculty to keep our instruction methods up-to-date.

Faculty Computers

The Division of Academic Affairs' operational plan also addresses the needs of our faculty for updated computer equipment. President Shelton's 1996 faculty workstation initiative provided \$200,000 in one time funding to address the lack of computers. The initiative provided some faculty with new computers, but most received used older model computers. The initiative addressed the access of faculty to E-mail. However, since that time, technology has advanced and the older computers are no longer functional. Many faculty employees, especially our new hires need modern equipment, to access the Web, to use new software in a Windows environment, or to meet Y2K compliance.

COE Porter Building

The COE Porter Building is scheduled to open in July 1999. Classes are being scheduled in the building

for the Fall of 1999. The COE is in dire need of computer equipment for its student labs and classrooms. To be certified in the State of Michigan new teachers must be proficient with the current computer technology. In order to be able to train these new teachers, the College of Education must have access to the equipment and software to do this training. In addition there are NCATE requirements as to the level of technology instruction that each education major must possess. To address these requirements we are asking for the College of Education one time funding to equip its major student computer lab, two instructional computer classrooms, its specialized technology lab for special needs training, its audiology lab, and the software needed to support the equipment.

Implementation of this plan will provide for:

1. A base increase of \$400,000 in the Division of Academic Affairs' 1999/2000 instructional equipment budget to be distributed to the colleges/areas within the Division.
2. One-time-only funding of \$200,000 for the replacement or upgrading of faculty computers to comply with Y2K needs.
3. One-time-only funding of \$800,000 for new COE Porter Building technology to support the instructional needs of COE programs and accreditation requirements.

IMPACT STATEMENT:

Implementation of this proposal will increase the Division's ability to respond to the changing instructional equipment needs of faculty and students. For example, the enhancement of courses through the use of Internet resources and multimedia use in the classroom has two principal advantages. One, it offers a new medium of interaction that complements classroom instruction and facilitates learning. Two, these resources offer students the opportunity to learn and use modern technology to further their academic and career paths. Substantial sets of studies in education and communication technology have focused on the use of delivery methods in the classroom (such as computer communication and conferencing, information access, retrieval and use). The overwhelming conclusion of these studies is that the effective use of modern technology increases interaction between instructor and student, and enhances the "hands-on" manner of learning new concepts. Since the Internet represents the information revolution, its use in pedagogy is beneficial whenever interaction, discussion, research, or transmission of information is involved.

Upgrading instructional equipment will impact all programs by:

- Helping EMU attract and retain faculty, providing them with improved access toward developing classroom materials.
- Increasing EMU's ability to attract and retain students, particularly students at risk who are especially helped by the diverse methods of instruction which multimedia can accomplish.
- Affording students familiarity with Internet resources, a necessity in the job market.
- Providing essential multimedia and remote source technology in the classroom.
- Enhancing and expanding pedagogical options. For example, faculty may demonstrate the advantages of the Internet to students, and may also develop materials on-line, including Web sites and home pages for particular classes in order to expand access to these powerful tools.
- Demonstrating the many uses of the Internet interactively and on-line to students in an actual classroom rather than relying on less satisfactory strategies, such as recommended extra-class visits to distant computer laboratories.
- Stimulating student interest in seeking more multimedia access outside of class, a benefit particularly prized on a largely commuter campus.
- Affording immediate access to additional examples to promote learning and to a variety of types of media to facilitate understanding concepts.
- Providing needed equipment to exploit enrichment materials such as CD-ROM's and other

- interactive classroom materials routinely offered by textbook publishers.
- Providing on-line modeling and simulations and offering students opportunities to experience how professionals in the field work, an excellent advantage in today's competitive job market.

The Division also has a need to provide non-computer related instructional equipment for labs and to support the start-up costs of our new faculty hires. With the University's emphasis on grant-funded research, it is often necessary that we have equipment in place as a match to a grant.

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:

Instructional Equipment

Increase in base to the Division's instructional equipment budget of \$400,000 in 1999/2000 to be distributed as follows among the Colleges:

College of Arts and Sciences	-	\$ 250,000
College of Business	-	25,000
College of Education	-	25,000
College of Health and Human Services	-	50,000
College of Technology	-	<u>50,000</u>
Total		\$ 400,000

If received these increases in base funding will almost double all of the colleges' equipment budgets except for the College of Technology. The current level of equipment funding within the Division of Academic Affairs is as follows:

College of Arts and Sciences	-	\$244,700
College of Business	-	25,000
College of Education	-	35,000
College of Health and Human Services	-	50,000
College of Technology	-	200,000
LRT for Library Periodicals	-	1,930,599
Other Academic Units Including Provost Office		426,250

Faculty Computers

One-time-only funding of \$200,000 for the upgrading and/or replacing of faculty computers. These funds will be distributed to the Colleges from the Provost Office based on an analysis of where the funds will have the most impact. The Faculty Council will provide input to the final plan.

COE Porter Building

One-time-only funding of \$800,000 in technology equipment for the COE Porter Building

Main Student Computer Lab	\$364,000
Two Computer Classrooms	258,000
Specialized Technology Lab	96,100
Audiology Lab	35,100
Software Licenses	<u>46,800</u>
Total	\$800,000

Total Request: \$1,400,000

SCHEDULE

If funded, these proposals will be implemented as follows:

- July 1, 1999 distribution of base funding to colleges/areas in Division
- September - December 1, 1999 completion of faculty computer upgrades and/or replacement
- July 1 - September 1, 1999 purchase and installation of technology in the COE Porter Building

RECOMMENDATION:

The base increase in funding for instructional equipment is not recommended for funding in the 1999-00 budget.

The one-time-only request for the replacement and upgrading of faculty computers is not recommended for funding in the 1999-00 budget.

The allocation of \$800,000 for the further implementation of the College of Education technology plan from the FY99 supplemental appropriation was approved on 6/21/99, specifically for Phase III. Reference: College of Education Technology Plan, dated 3/30/99. Funding will be released to account #1-14452.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999/2000 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Academic Affairs

DATE: April 6, 1999

PLANNING UNITS: College of Business
College of Health and Human Services
College of Technology
Learning Resources and Technologies

PROPOSAL NAME: Increased Staffing - Request for Four Positions - Priority # 2

STRATEGIC PLAN:

Through the 1998/1999 Above Base Budget process, the Division of Academic Affairs received \$167,899 in funding for new staff positions to improve the delivery of instruction and increase student retention. The new positions authorized were a network administrator for the College of Arts and Sciences, an academic information coordinator to support the development and maintenance of the catalogs and to support several accreditation activities and 2.5 clerical positions for the College of Arts and Sciences distributed among the Biology, Chemistry, English, Geography/Geology, Music, Sociology, and Communication and Theater Arts Departments.

This year we are again requesting funding for four staff positions. These positions will support grant administration in the College of Technology, activities & operations coordination for the new Halle Library, administration assistance for the College of Health and Human Services programs, and network operation in the College of Business.

OPERATIONAL PLAN:

The Division is requesting four staff position to address very specific needs in four areas of the Division. These positions will support the administration of EMU's grants, new facilities, student recruitment/programming and computer networks.

We are requesting three (3) PT09 positions, one for each of the following areas (College of Technology, Learning Resources and Technologies/Halle Library, College of Health and Human Services). The fourth position we are requesting is a PT08 network administrator position.

IMPACT STATEMENT:

The impact of each of these positions is outlined below.

1. College of Technology Grants Administrator

The College of Technology is consistently the largest or next to largest grant-generating College in the University. The college currently receives approximately \$2 million in grants annually (\$1.3 million are for CRI and \$.7 million are for the rest of the COT). In the past, administrative fees could be charged to help support the administration of these grants, however, that is no longer the case. Indirect cost is not sufficient as it only covers 47.5% of the personnel costs for the research function only. A grant administrator would increase the accuracy, understanding and timeliness of the accounting procedures and allow the principle investigators and directors to pursue the purpose of the grant. The administrator would manage the budgets and reduce the potential for cost overruns.

The College of Technology also expects that faculty and units within the College would be able to increase their grant activity for two reasons. Directors and principle investigators would have additional time to develop proposals because they would not be doing the budgeting and because they would have assistance with the budget preparation for a grant proposal.

The grants administrator would help the College of Technology meet its sixth goal of extending research and service capabilities to business, industry, education, government agencies and improving the image of the University by being able to manage projects and grants in a more professional manner.

2. **Learning Resources and Technologies/Halle Activities and Operations Coordinator**

This proposed position will assist the Dean of Learning and Resources and Technologies and his staff in the coordination of all activities, events, promotions, publicity and the operational support to ensure the highest quality of services to the campus community within the purview of the Bruce T. Halle Library. With the opening of the 272,000 square foot facility, the campus has not only gained a leading edge "library" facility but in addition the campus now has a state-of-the-art center for routine and special academic and campus activities and events. As our initial promotional literature states, "the Halle is more than a library." In addition to the need to support all the usual type of library, academic computing, multimedia and study/research program of services, the building is available to EMU groups for many activities and has been scheduled extensively by many groups over this past year. An activities and operations coordinator position will be able to assist the LR&T central administration to assure that the facility is being used efficiently, effectively and is being operated and promoted as a premier campus facility.

This position will have the responsibility for providing direct assistance to the Dean and his immediate administrative staff in the aspects of unit activity coordination, staff meetings, public relations efforts as well as coordinating the scheduling, monitoring and offering of activities and events. Further, because of a building of this size and multiplicity of functions its operation requires close coordination of security measures and systems, and facilities management processes.

The activities and operations coordinator will provide a much needed staff person who can relieve the Dean and his two unit administrators of the personal responsibility of coordinating the "running of the building" and in dealing with its ever increasing number of activities, events and complex operational issues. In doing this, the coordinator will serve as the LR&T's liaison to the many campus units requiring close coordination. This position will provide a direct link to such units as Public Information, DPS and Physical Plant.

We currently have hired a temporary PT to handle these responsibilities.

3. **College of Health and Human Services Administrative Assistant to the Dean**

This position's tasks will include: special events coordination (e.g., homecoming, honors reception, faculty-staff retreat, fund raising events), special projects (e.g., alumni survey, advising evaluation survey), writing/editing/production of college publications (newsletter, strategic plan, fact sheets, catalog copy, procedures, correspondence for the Dean), supervision of student help and administrative support to College committees.

4. **College of Business Network Administrator**

To implement and maintain our Internet activities, multimedia classrooms and faculty networking and research, a College of Business network administrator is absolutely necessary. The absence of this type of support in a business environment leaves us with a rather archaic image among faculty and students. The role of this person will include providing general computer support to the faculty, acting as liaison with the computer labs, acting as Web coordinator for the College of Business, managing and tracking the College's computer inventory and facilitating the writing of technological reports.

This position is currently funded by COB Development Funds. This position needs to be funded from general funds so that the college can use its development funds to address other needs.

BUDGET SUMMARY:

The Division of Academic Affairs is requesting a \$197,036 increase in its staff base budget. The distribution of the funds will be as follows:

Base budget request for four positions

A.	COT Grant Administrator (PT09, 1.0 FTE)	\$50,904
B.	LRT Halle Activities & Operations Coordinator (PT09, 1.0 FTE)	50,904
C.	CHHS Administrative Assistant (PT09, 1.0 FTE)	50,904
D.	COB Network Administrator (PT08, 1.0 FTE)	<u>44,324</u>

Total Base	\$197,036
-------------------	------------------

SCHEDULE:

If funded, these positions will be filled by September 1, 1999.

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999/2000 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Academic Affairs

DATE: April 6, 1999

PLANNING UNIT: Graduate Studies and Research

PROPOSAL NAME: Improving the Graduate Admissions Process - Priority # 3

STRATEGIC PLAN:

The plan is to return part of the graduate application fee revenues to academic departments to support their efforts to recruit more graduate students, process graduate applications in a timely manner, and convert outstanding applicants to enrollees. This plan has the support of the Division of Enrollment Services.

The graduate admissions process differs from the undergraduate process in significant ways.

- A) Recruiting graduate students is more targeted and discipline-specific. A student's decision to enroll is predominantly influenced by program and faculty quality.
- B) Whereas undergraduates are admitted to the University, graduate applicants are admitted to the Graduate School and then by graduate faculty to a specific program.
- C) The admissions process at the department/program level is labor-intensive and may involve review of all applications by several faculty, meetings to select a cohort, phone or in-person interviews, and reviews of portfolios, writing samples, and scholarly work.
- D) Whereas undergraduate prospects can be reached by direct-mail, large on-campus recruiting events, and visits to high schools by admissions staff, graduate students are best recruited by faculty themselves and must be reached by advertisements in graduate program guides, posters and brochures sent to undergraduate departments and the faculty member's own network of contacts.

Until the creation of the Division of Enrollment Services, minimal funding was available for the recruitment and conversion of graduate students. Admissions focused most of its effort and resources on undergraduates. Since the realignment of Enrollment Services, Admissions has been generous in reallocating staff time and resources to support graduate recruiting by mailing schedule books to graduate students, producing and distributing graduate fact sheets and viewbooks, converting from a paper process to electronic imaging, communicating frequently with graduate coordinators and Graduate School staff and participating in numerous graduate recruiting fairs (23 in Fall 1998 compared to 3 in Fall 1997). These support activities are expected to continue at least at their current level.

Still, there is a limit to what Admissions can do with limited budget and staff. And even if these were significantly increased, admissions officers typically possess only a general knowledge of Eastern's graduate programs; they cannot know enough about 80 specialized graduate programs or communicate their attractions as graduate faculty are able to do.

OPERATIONAL PLAN:

Graduate applicants pay a \$30 application fee (the same as undergraduates), which is intended to defray the costs of marketing, recruiting and application processing. Most graduate schools in the U.S. receive some or all of this revenue and reallocate some or all of it to graduate programs, which bear a major portion of the marketing, recruiting and application-processing burden. Until now, none of the graduate application fee revenue at Eastern Michigan University has ever been made available to departments to defray their costs.

The sum of \$50,000, about 1/3 of the annual graduate application fee revenue, would be managed by the Dean of Graduate Studies and Research and disbursed to departments on the basis of annual funding requests, which would be screened and prioritized by college deans and routed to the Dean of Graduate Studies and Research. An interdivisional committee chaired by the Dean and comprised of staff from the Graduate School, Enrollment Services, and University Marketing would meet annually to review requests and make awards. Award criteria would be developed by the committee with input from graduate faculty, department heads and deans and could include application volume, selectivity, conversion rates (enrollee yield), numbers of enrolled students/degrees awarded, proposal quality, impact/outcomes of the award, and equity of distribution.

Types of fundable requests might include:

- listings in graduate school guides
- program ads in *Peterson's Guide* and discipline-specific publications¹
- purchase of mailing lists
- production of marketing/recruiting materials (direct mail, brochures, posters with tear-off cards, etc.)
- improving the quality of recruiting materials
- mailings (to strong undergraduate programs, alumni, et al.)
- travel to/fee for recruiting fairs
- special efforts to attract minority and female applicants in fields where they are under represented
- on-campus receptions for recruiting and/or conversion
- receptions at state, regional and national meetings
- web-site improvement
- computer for imaging
- postcard announcement/updates to applicants/admittees
- GA support for processing applicants, maintaining database, etc.
- awards/rewards (e.g., best recruiting plan, highest conversion rate, etc.)

IMPACT STATEMENT:

Funding this above-base request will have the following positive outcomes for EMU:

1. Prompt, timely processing of graduate applications, especially during the spring-summer months when faculty are not normally on duty, resulting in reduced complaints and higher conversion rates (applicant-to-admittee, admittee-to-enrollee)
2. More and better-quality marketing and advertising, heightening the visibility of our graduate programs regionally, nationally and internationally
3. Improved communication and more frequent personal contacts between graduate faculty and prospective students

¹All materials for off-campus distribution would require prior approval by University Marketing.

4. A higher proportion of full-time enrollees (only 20% of current students are full-time)
5. Improved on-line access to graduate program information
6. Increased numbers of applicants, permitting greater selectivity
7. Heightened institutional pride in our graduate programs

BUDGET SUMMARY:

\$50,000 is requested from the graduate application fee revenue.

IMPLEMENTATION SCHEDULE:

Fall 1999

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

EASTERN MICHIGAN UNIVERSITY™
Resource Planning
1999-2000 Above Base Proposals
For Program Improvement

BUSINESS & FINANCE

<u>Proposal Name</u>	<u>Department</u>	<u>Base Budget</u>	<u>Base FTE</u>	<u>Non-Recurring Budget</u>	<u>Non-Recurring FTE</u>	<u>Total Cost</u>	<u>Funded</u>	<u>Authorized FTE</u>
Environmental Controls	Physical Plant			\$ 30,000		\$ 30,000		
Positive Pay Bank Security	Financial Services			29,900		29,900		
Student Billing: Redesign	Student Business Services	\$27,000		69,000		96,000	\$93,000	
Y2K Property Protection	Physical Plant			260,000		260,000	150,000 *	
TOTAL		\$27,000		\$388,900		\$415,900	\$243,000	

* Provision

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Business & Finance

DATE: April 7, 1999

PLANNING UNIT: Physical Plant

PROPOSAL: Environmental Control Upgrades - Briggs Hall and Sherzer Hall

STRATEGIC PLAN:

To maintain superior facilities, provide a quality learning environment, provide a healthy and safe environment, and to achieve maximum Physical Plant efficiency and economy.

OPERATIONAL PLAN:

Replace the environmental controls in Sherzer and Briggs with a new modern system. The existing electronic controls are 10 years old, technologically obsolete, Y2K non-compliant and are repeatedly failing. The manufacturer of this equipment is no longer in business. The control systems need to be replaced with a new modern system to enable proper control of the temperatures in these buildings. Replacement of these controls will enable them to be tied into the Building Management System, which controls many of the other buildings on campus, and to provide an environment supportive to the learning process.

MEASURABLE OUTCOME:

Reduction in Physical Plant work orders for these buildings for temperature control problems providing evidence of an improved learning environment.

IMPACT STATEMENTS:

Failure to convert the environmental controls will result in more labor-intensive management of these buildings and/or a loss of control of the building environment.

BUDGET SUMMARY:

Requires one time funding of \$30,000.

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Business & Finance

DATE: April 7, 1999

PLANNING UNIT: Financial Services

PROPOSAL: Positive Pay Bank Security

STRATEGIC PLAN:

To utilize Positive Pay, a security enhancement designed to minimize exposure to banking fraud, which will better protect University assets.

OPERATIONAL PLAN:

As a part of our daily vendor and payroll check processing, a file would be electronically transmitted to our bank with check data; date, check number, payee and amount. On a nightly basis, the bank would compare all checks with our bank account number (received via the automated clearing house) against this file. Checks that match the file would be debited to our account. Checks that do not match would be rejected and returned to the automated clearing house for investigation.

Contract programming support is needed to build the process for extracting the data from our systems, create the file transfer protocols and document the process. The data required for transmission is available on the Financial Records System (FRS) for vendor checks and HRizon for payroll checks.

MEASURABLE OUTCOME:

Reducing the risk of fraud and protecting the University's assets are the results of implementing this security system. Positive Pay is highly recommended by our insurance carriers, who assume we are using this type of standard security system, and our bank.

IMPACT STATEMENTS:

EMU's liability for fraudulent checks is diminished with the use of Positive Pay. A new, daily file transmission procedure would be added to the responsibilities of an existing position, where there is no capability to create or modify vendor or payroll payments.

BUDGET SUMMARY:

The funding request is for a one-time contract programmer for 230 hours at \$130 per hour.

<u>One Time</u>	<u>On-going</u>
\$29,900	\$ -0-

SCHEDULE:

To be initiated upon funding approval and with planned completion within three months.

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Business & Finance

DATE: April 7, 1999

PLANNING UNIT: Student Business Services

PROPOSAL: Redesign of Monthly Student Bills

STRATEGIC PLAN:

To optimize the effectiveness of the monthly student bill in communicating student account activity to students on a timely basis and use available resources more efficiently in the bill production process.

OPERATIONAL PLAN:

A Barriers to Learning Team is currently meeting with the intention of making design recommendations for a new student bill that will effectively communicate student financial activity and be more efficiently produced. The current bill is 8.5x14 inches, "C" folded and heat-sealed on site, with no envelope. The norm is an 8.5x11 inch bill, "C" folded and stuffed into a window envelope, often with a return envelope enclosed. Contract programming support is needed to extract the data, design the form and document the new process. Contract services are needed for folding, inserting, sealing and mailing 275,000 student bills annually.

MEASURABLE OUTCOME:

Our current student bill process is failing. A combination of form design and outdated folding/sealing equipment has resulted in labor intensive processing, late mailings, numerous reprintings and student discontent. Recently, mailings have been contracted out, which is our current, unfunded contingency plan. Revising the bill to a more standard process will result in more timely mailings and payments, internal efficiencies, and better customer relations.

IMPACT STATEMENTS:

Efficiencies gained include better use of the University's Mail Room (including the reduction of overtime), discontinuance of reprocessing of damaged bills by University Computing, less phone calls to Student Accounting regarding late bills and better overall customer service.

BUDGET SUMMARY:

The funding request is for a one-time contract programmer for 300 hours at \$130 per hour (total of \$39,000), and ongoing budget of \$24,000 for envelopes, including return envelopes, \$30,000 for the purchase of a new mailing machine, and \$3,000 for annual maintenance contract on this new

machine. There would be a minimal savings in paper stock costs due to the reduction in size.

	<u>One Time</u>	<u>On-going</u>
Contract Programmer	\$39,000	
Machinery	\$30,000	\$ 3,000
Envelopes		<u>\$24,000</u>
Total	\$69,000	\$27,000

SCHEDULE:

To be initiated upon funding approval and with planned completion within three months.

RECOMMENDATION:

A non-recurring allocation of \$93,000 from the FY99 supplemental appropriation was approved on 6/21/99, including both the initial cost and the on-going supplies.

Consideration will be given to the maintenance costs dependent upon the review of the old system costs.

Base funding for the envelope cost in subsequent years will be reviewed.

Funds will be allocated to a project account.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Business & Finance

DATE: April 7, 1999

PLANNING UNIT: Physical Plant

PROPOSAL: Y2K Property Damage Protection Plan

STRATEGIC PLAN:

To protect the physical assets of the University in the event of a loss of utility services.

OPERATIONAL PLAN:

Develop and implement a plan to provide a temporary source of heat to minimize freezing of water lines in campus buildings in the middle of winter from loss of utilities and the subsequent loss of heat. This Plan would be based on a worst case scenario of loss of water, electricity, and natural gas. The Plan would involve contracting of services, and the purchase and rental of equipment necessary to provide heat to minimize damage to property from the freezing of water lines during the 1st 40 hours of any interruption of utility services on January 1, 2000.

MEASURABLE OUTCOME:

University property damage will be limited or completely avoided in the event utilities are interrupted.

IMPACT STATEMENTS:

Failure to protect the University's physical assets from the consequences of an extended loss of utility service could result in a long-term interruption of University services.

BUDGET SUMMARY:

Requires one time funding of \$200,000 as summarized below:

Labor Cost	\$ 60,000
Purchase Generators (88)	54,000
Rental Equipment	25,000
Rental Fuel Storage	15,000
Propane Fuel	26,000
Boiler Conversion	10,000
Generator Rental	35,000
Gasoline	10,000
Fuel Oil (no new cost)	0
Contingency	<u>25,000</u>
Total	\$260,000

RECOMMENDATION:

A non-recurring allocation of \$150,000 from the FY99 supplemental appropriation will be reserved for responding to Y2K issues as they are uncovered, and in particular the additional labor cost that may be necessary at year-end.

EASTERN MICHIGAN UNIVERSITY™
Resource Planning
1999-2000 Above Base Proposals
For Program Improvement

ENROLLMENT SERVICES

Proposal Name	Department	Base Budget	Base FTE	Non-Recurring Budget	Non-Recurring FTE	Total Cost	Funded	Authorized FTE
Automated Degree Audit	Records & Registration	\$45,450		\$351,600		\$397,050	\$427,625	
International Recruiting	Admissions	40,975				40,975		
Graduate Admissions	Admissions	44,714	1.00			44,714	35,714	1.00
SP/SU Mailing-Undergraduate	Records & Registration	17,720				17,720		
Document Imaging III	Financial Aid	3,333		73,-88		76,421		
Second Bachelors	Academic Advising	50,904	1.00			50,904		
Web Applications	Vice President			50,000		50,000		
Advising Services	Academic Advising	38,876	1.00			38,876		
Student Employment	Admissions	52,300				52,300		
Divisional Equipment	Vice President			24,000		24,000		
Overtime Support	Admissions	60,000				60,000	Pending	
TOTAL		\$354,272	3.00	\$498,688		\$852,960	\$463,339	1.00

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services, University Relations **DATE:** April 6, 1999

PLANNING UNIT: Office of Records and Registration
University Computing

PROPOSAL: Automated Degree Audit System

STRATEGIC PLAN:

To purchase and install a degree audit software package that will allow students, faculty and staff secure web-based access to information showing the students' progress toward any chosen degree. The Office of Records and Registration is responsible for project management and University Computing will perform the installation and setup.

MEASURABLE OUTCOME:

- Within the specified time period, install the software package including one full catalog;
- Work with Division of Academic Affairs to verify the program requirements;
- Provide web-based access to the degree audit software package according to the implementation schedule.

IMPACT STATEMENT:

This project fulfills a major goal of Blueprint 150 to improve graduation rates for students within 24 months of initiation of the project. Students will be able to compare their completed courses to the program requirements for their major, minor and degree. In addition, students will be able to investigate "what if" scenarios for changing major/minor. Tasks that can be computerized will already be done, thus faculty and other academic advisers will be able to better utilize advising time with students. Printed degree audit reports will replace current progress reports, providing continuous degree tracking. System queries will provide reports to improve scheduling.

BUDGET SUMMARY:

Degree Navigator Phase I – daily extract of student information, which provides overnight updating of student data on ISIS.

	<u>Rec/Reg</u>	<u>Univ Computing Depts</u>	
Degree Navigator Software	\$146,000		
Equipment		\$ 32,000	
Training GA and Materials	\$10,700		
Additional set of catalogs	\$25,000		
Maintenance Cost Phase I		\$ 26,400	
Equipment (4 academic departments)			\$8,400
Total for Phase I:	\$248,500		

Degree Navigator Phase II – Provides for real time access to student data on ISIS – no overnight delay.

	<u>Rec/Reg</u>	<u>Univ ComputingDepts</u>
IDMS SQL		\$115,000
IDMS Server (with additional CPU)		\$ 14,500
Maintenance Cost Phase II		\$ 19,050
Total for Phase II:	\$148,550	
Grand Total of Phases I & II:	\$397,050	

Note: Project costs do not include University Computing personnel resources required for installation and maintenance for both phases. These are estimated at \$30,575 as enumerated on page 39 of the reference.

SCHEDULE:

Project begins July 1, 1999.

REFERENCE:

Degree Audit Software Recommendation Team Report, J. Garrett, Director of Records and Registration, March 24, 1999.

RECOMMENDATION:

A non-recurring allocation of \$427,625 will be made from the FY99 supplemental appropriation as approved on 6/21/99. The funds will be released to a project account to the extent necessary upon project review and approval, and must be coordinated with University Computing.

Any on-going costs for maintenance must be identified and addressed during the installation.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services
PLANNING UNIT: Office of Admissions
PROPOSAL: International Recruiting Initiatives

DATE: April 6, 1999

STRATEGIC PLAN:

Increase the number of enrolled international students by: (1) creating a new international publication to be used for a two-year cycle; (2) advertising in international publications; and (3) participating in professionally organized international recruiting trips.

MEASURABLE OUTCOME:

- More international graduate and international students; more tuition revenue from international students;
- Increase awareness of EMU's programs in the international community;
- Increase our outreach and personal attention to applicants through attendance at recruiting events.

IMPACT STATEMENT:

A small base budget addition previously obtained in 1997-98 allowed us to produce fact sheets directed at international applicants. However, a specifically targeted international publication will enhance our recruiting plan for increased enrollment at both the undergraduate and graduate levels. Advertising in at least two different international journals, with additional material about the University and its academic offerings, will increase our visibility and recognition abroad. The personal contact provided by participating in recruiting fairs abroad is an important factor in influencing international applicants' choice of the U.S. school they attend.

BUDGET SUMMARY:

<u>REQUEST</u>	<u>COST</u>
International publication:	\$10,000
International advertising:	4,275
International recruiting fairs:	<u>26,700</u>
Total addition to base:	\$40,975

SCHEDULE:

July 1, 1999.

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTER MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services

DATE: April 6, 1999

PLANNING UNIT: Office of Admissions

PROPOSAL: Graduate Admissions and Recruiting Initiatives

STRATEGIC PLAN:

Increase the number of enrolled graduate students by: (1) purchasing names of prospective graduate students in consultation with Dean of Graduate Studies and Research, (2) providing a CS 06 supervisor for Admissions telephone bank in response to student requests for improved service, and (3) annualizing the costs of attending graduate recruiting fairs.

The impact of consolidating undergraduate and graduate admissions has significantly increased the number and complexity of phone calls to the office. A full-time supervisor is needed to oversee the quality of assistance and provide ongoing training to the students staffing the telephone area.

MEASURABLE OUTCOME:

- Improve customer service to graduate applicants by providing training and supervision of the telephone bank;
- Provide substantially more graduate student prospects for the database;
- Provide ongoing funding for attendance at graduate recruiting fairs.

IMPACT STATEMENT:

This funding will result in increased quality of phone service to all applicants, but especially to graduate applicants who require it. The Office of Admissions has had significant success in recruiting graduate applicants through our attendance at regional graduate fairs. However, previous non-recurring funding allocated in 1997-98 will be exhausted at the end of FY99 and funding is needed in the base budget in order to continue taking advantage of this valuable recruiting tool. Names purchase, similar to that already done with undergraduate prospects, has been effective at numerous competitor institutions. This funding will provide us with the means to purchase thousands of potential applicant names.

BUDGET REQUEST:

<u>REQUEST</u>	<u>COST</u>
Names purchase:	\$ 5,000
CS06 Supervisor for Telephone Bank:	34,714
Attendance at graduate recruiting fairs:	<u>5,000</u>
Total addition to base	\$44,714

SCHEDULE:

July 1, 1999.

RECOMMENDATION:

Authorize a clerical/secretarial position as supervisor of the graduate admissions telephone bank in account #1-15610, P/N 116009. Budget \$35,714 for salary and benefits.

Other items requested are to be funded within the existing budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services

DATE: April 6, 1999

PLANNING UNIT: Office of Records and Registration

PROPOSAL: Mailing of SP/SU Class Schedule Books to Undergraduate Students

STRATEGIC PLAN:

Increase the returning student enrollment for spring and summer sessions.

MEASURABLE OUTCOME:

- Easy access to registration materials for eligible undergraduate students;
- Encourage students to register early;
- Encourage students to register who are not currently enrolled.

IMPACT STATEMENT:

In the 1998-99 budget, an above-base budget request for \$7,750 was approved to send spring and summer schedule books to eligible graduate students. The graduate student credit hour production for Spring 1998 was up 3% and up nearly 2.5% in Summer. We believe that there is a correlation between the increase and the mailing of Spring and Summer class schedule books to graduate students. Undergraduate students generate over 70% of the credit hours during spring and summer sessions. A similar increase in credit hour production for undergraduate students would result in an increase of 1,500 credit hours over both spring and summer sessions.

Funding will allow mailing, in addition to the 6,000 graduate books already being mailed, another 17,000 to eligible undergraduates and 4,000 which will be delivered to the residence halls.

BUDGET SUMMARY:

<u>REQUEST</u>	<u>COST</u>
Mailing 17,000 schedule books @ .35 ea (SP)	\$ 5,950
Mailing 17,000 schedule books @ .35 ea (SU)	5,950
Affix labels, sort and tray at printer's	420
Print extra Spring books (8,000 @ .30 ea)	2,400
Print extra Summer books (10,000 @ .30 ea)	3,000
Total addition to base:	\$17,720

SCHEDULE:

Spring and Summer 2000 books will be mailed in February, 2000.

RECOMMENDATION:

This activity should be funded within the existing budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services
PLANNING UNIT: Office of Financial Aid
PROPOSAL: Document Imaging Phase III

DATE: April 6, 1999

STRATEGIC PLAN:

Meet one of the Blueprint 150 goals by improving the cost efficiency of student record management and providing necessary security.

MEASURABLE OUTCOME:

- Provide protection against catastrophic loss of EMU financial aid records;
- Eliminate paper files from the Financial Aid off-site storage area, which is being renovated by Housing;
- Allow quicker access to student records for staff;
- Expand access for Academic Advising staff to admission and undergraduate records information;
- Enhance service to students and staff by decreasing time necessary to produce student records;
- Provide a purge process to remove obsolete images from the repository.

IMPACT STATEMENT:

Above-base allocations have been provided in each of the previous two years to implement imaging technology in the Office of Admissions and the Office of Records and Registration. The Office of Financial Aid is currently storing archived records in the basement of Brown-Munson. Housing and Dining Services has reclaimed this area to renovate for additional student living space. Financial Aid thus faces a critical storage of storage space. Additionally, this phase of the imaging project will provide the Academic Advising Center with equipment necessary to utilize the system to advise students. This immediately available access will improve student advising.

BUDGET SUMMARY:

<u>REQUEST</u>	<u>COST</u>
Hardware	\$38,588
Software	\$14,500
Services	\$20,000
Total addition to base (maintenance)	\$ 3,333
Total one-time only funding	\$73,088.
Total Funding request	\$76,421

SCHEDULE:

July 1, 1999.

RECOMMENDATION:

Phase III of this project will be reviewed for funding at the successful conclusion of Phase II for which the complete funding is pending.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services

DATE: April 6, 1999

PLANNING UNIT: Academic Advising Center

PROPOSAL NAME: Second Bachelor's Degree Initiative

STRATEGIC PLAN:

Provide increased service to applicants and enrolled students seeking Second bachelors' degrees by increasing the present position to full-time.

MEASURABLE OUTCOMES:

- Increase service by 50 % to second bachelor's (474 enrolled FA '98) and individualized studies candidates (250 enrolled FA '98).
- Market the program to increase enrollment.
- Provide academic advising services at off-campus locations.
- Reduce waiting time for second bachelor advisor appointments.

IMPACT STATEMENT:

This initiative will help meet one of the goals outlined in Blueprint 150 that of increasing undergraduate enrollment, by providing full-time service to second bachelor's degree students. It will decrease the waiting time for an appointment with the current second bachelor advisor at the beginning of each semester. Support for this position will continue to be provided by current AAC staff.

BUDGET SUMMARY:

<u>REQUEST</u>	<u>COST</u>
Salary at minimum of range:	\$37,328
Benefits at 32.65%:	<u>13,576</u>
TOTAL ADDITION TO BASE:	\$50,904

SCHEDULE:

Position to be posted July 1, 1999.

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services

DATE: April 6, 1999

PLANNING UNIT: Office of the Vice President

PROPOSAL: World Wide Web Initiatives

STRATEGIC PLAN:

To develop on-line interactive applications for the division including (1) on-line web-based admissions and re-enrollment applications uploaded from the web to ISIS; (2) inquiry on admissions status; (3) student enrollment and grades; and (4) financial aid information.

MEASURABLE OUTCOMES:

- Contract for an interface from downloaded web applications to ISIS;
- Develop a secured inquiry of admission application status;
- Develop a secured inquiry of student enrollment and grades;
- Develop a secured inquiry of financial aid information.

IMPACT STATEMENT:

Students will be able to perform more self-services via web-based applications. Web applications will improve recruitment by decreasing time necessary for application processing and providing status updates. They will improve retention by improving service to students. In conjunction with University Computing's request for a secured server and technical support, we are asking for contractual programming support to develop these applications.

BUDGET SUMMARY:

Contractual programming support: (250 hours at \$200/hour)	\$50,000
---	----------

SCHEDULE:

Initiate contract July 1, 1999.

RECOMMENDATION:

These initiatives are to be integrated into the University Computing plan for development and implementation of the Web. See page 51.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services

DATE: April 6, 1999

PLANNING UNIT: Academic Advising Center

PROPOSAL NAME: Advising Services Increase Initiative

STRATEGIC PLAN:

Increase advising services and accessibility to new and currently enrolled students by providing an additional professional advisor.

MEASURABLE OUTCOMES:

- Provide support for increasing size of student body, especially FTIAC's and transfer students.
- Increase Fast Track advising opportunities by 320 spaces to improve conversion rate of new students.
- Increase accessibility to currently enrolled students by 14 percent.
- 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:

<u>REQUEST</u>	<u>COST</u>
Minimum salary	\$28,508
Benefits @ 32.65%	<u>10,368</u>
Total addition to base:	\$38,876

SCHEDULE:

July 1, 1999.

RECOMMENDATION:

With the installation and use of the Degree Navigator, the academic advising activity is to undergo reorganization. Accordingly, this request is deferred pending that outcome.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services

DATE: April 6, 1999

PLANNING UNIT: Office of Admissions

PROPOSAL: Student Employment Funding

STRATEGIC PLAN:

Increase budget to hire additional regular student employees throughout the calendar year in the Office of Admissions. Improvements to the Fast Track program resulting from student comments require additional student staffing to assist participants with registration. Campus tours have also been personalized by employing more tour guides to lead smaller group tours. The expanded Leadership Institute requires additional student assistance. It has been our experience that students require more than minimum wage to work in these increasingly demanding positions.

MEASURABLE OUTCOME:

- Provide additional student assistance for tours and the registration portion of Fast Track;
- Improve the experience of prospective students and their families when visiting campus;
- Increase the level of student services to international applicants;
- Free professional staff from performing data entry work and covering mailroom operations.

IMPACT STATEMENT:

Knowledgeable, enthusiastic students are effective tour guides and program group leaders. Fully 90 percent of the prospective students who attend Fast Track enroll in the Fall. It is important to continue to give prospective students' ample opportunity to meet and talk with current EMU students.

BUDGET SUMMARY:

<u>REQUEST</u>	<u>COST</u>
Student employment for Admissions Visit Programs	\$28,000
Student employment for mailroom, data entry and international admissions	<u>24,300</u>
Total addition to base budget	\$52,300

SCHEDULE:

Hiring will begin July 1, 1999.

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services

DATE: April 6, 1999

PLANNING UNIT: Office of the Vice President

PROPOSAL: Computer Purchase

STRATEGIC PLAN:

Purchase 6 upgraded PC's for the Office of Financial Aid; two each for EDEExpress, loan processing, and scholarship processing. Purchase 6 upgraded PC's for the Office of Admissions, Fast Track registration area.

MEASURABLE OUTCOMES:

- Provide PC's compatible with EDEExpress requirements;
- Allow faster service for student loan and scholarship processing;
- Provide faster service for Fast Track participants who register as part of the program.

IMPACT STATEMENT:

The Office of Financial Aid is facing increasing federal and state requirements for electronic transmission of documents, and is required to use specific software which is incompatible with many of the older PC's. This purchase will allow the office to upgrade its equipment to be in line with those needs. The PC's in the Office of Admissions are some of the oldest on campus and need upgrading to allow Fast Track participants to register more efficiently than they currently can. This will permit more students to be registered during the sessions.

BUDGET SUMMARY:

Twelve PC's/monitors: \$24,000

SCHEDULE:

July 1, 1999.

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: Enrollment Services

DATE: April 6, 1999

PLANNING UNIT: Division of Enrollment Services

PROPOSAL: Divisional Overtime Funding

STRATEGIC PLAN:

To manage increasing work demands, EMU clerical and professional staff in the Division of Enrollment Services has worked significant hours of overtime. During the fall recruiting season and the Winter/Spring Fast Track program, it is necessary for Office of Admissions staff to work extra hours, many on evenings and weekends, to staff these programs adequately. Increasing effort in cultivating high school and community college counselors has increased out-of-office time and required additional overtime to process paperwork on site. The clerical staff also works significant overtime to process applications and requests for information. The office of Financial Aid also tallies significant overtime during certain periods in order to verify awards, manually award SP/SU aid, transmit and adjust loan applications, and track and purge records.

Several other University departments have substantial overtime budgets, which have been allocated as a result of ongoing activity in those divisions. Examples are Student Business Services and University Computing. Our purpose is to take a proactive approach to the ongoing overtime required annually in the Division of Enrollment Services to properly account for this ongoing overtime activity.

MEASURABLE OUTCOME:

- Eliminate ad hoc requests for overtime funding;
- Provide for sufficient staff coverage of increased University programs and upgraded services;
- Recognize the true cost of these activities.

IMPACT STATEMENT:

Funding will assist the Division to meet University goals of increased student enrollment by providing resources to allow more frequent attendance at college recruiting fairs, high schools, and enabling more contact with prospective students. It will also permit the Office of Financial Aid to improve its turnaround time in service to students with aid awards.

BUDGET SUMMARY:

Overtime funding for the Office of Admissions	\$45,000
Overtime funding for the Office of Financial Aid	<u>15,000</u>
Total addition to base.	\$60,000

SCHEDULE:

July 1, 1999

RECOMMENDATION:

In the current base budget, there is no provision for overtime in the Admissions Office and only \$613 in the Financial Aid office. Overtime has been funded on an ad hoc basis through out the year.

This recommendation is pending the evaluation of the work schedule versus Blueprint 150 goals with the intent of eliminating the need to specially fund each task.

EASTERN MICHIGAN UNIVERSITY™
Resource Planning
1999-2000 Above Base Proposals
For Program Improvement

UNIVERSITY MARKETING & STUDENT AFFAIRS

Proposal Name	Department	Base Budget	Base FTE	Non- Recurring Budget	Non- Recurring FTE	Total Cost	Funded	Authorized FTE
Government Mandated Handbook for Students and Staff	Dean of Students	\$19,000	—		—	\$19,000		
Oral History Program	Vice President Smith's Office		—	\$15,400	—	\$15,400		
Comprehensive Student Assessment	Student Affairs Planning	\$30,926	—		—	\$30,926		
Night/Weekend Manager in McKenny	McKenny Union/Campus Life	\$44,876	1.00		—	\$44,876		
Career Services Peer Advising System	Career Services	\$54,365	—	\$13,056	—	\$67,421		
Dean of Students Support	Dean of Students	\$77,752	2.00		—	\$77,752		
Counseling Services Student Help	University Health Services	\$5,200	—		—	\$5,200		
Customer Service Excellence	Constituent Services Committee	\$2,800	—	\$4,200	—	\$7,000		
TOTAL		\$234,919	3.00	\$32,656	—	\$267,575		

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Marketing & Student Affairs **DATE:** April 7, 1999
PLANNING UNIT: Dean of Students Office
PROPOSAL NAME: Government Mandated Handbook for Students and Staff

STRATEGIC PLAN

The University in accordance to the Crime Awareness and Security Act of 1990 and as part of the Student Right-to-Know and Campus Security Act is required to prepare and disseminate to all students, staff, and faculty specific information pertinent to campus safety and other general information and resources that would promote a safe and secure environment. This information is required by law and must be produced and distributed on an annual basis.

OPERATIONAL PLAN:

The Dean of Students Office in conjunction with the Department of Public Safety, Office of Student Judicial Services, University Health Services and the Office of Human Resources, will produce a handbook on safety and crime prevention awareness to be distributed at the beginning of each academic year to students, faculty and staff. Included in the handbook would be an annual crime report, University Policies and State Laws. This will include the student code of conduct, the University policies on Sexual Assault and Harassment, and the Alcohol and Drug Prevention program. In addition, the handbook will include resources that are available through Counseling Services, the Dean of Students Office, or other University offices.

MEASURABLE OUTCOMES:

The University will be in compliance with the Crime Awareness and Security Act of 1990. Student, faculty, and staff will be informed on issues relating to campus safety and how to utilize campus resources that are available to promote a safe and secure environment.

IMPACT STATEMENT:

Since the handbook is federally mandated, the University may face a heavy fine if the handbook is not printed.

BUDGET SUMMARY:

The estimated cost to produce the handbook is \$19,000.

SCHEDULE:

July 1, 1999

NOTE: This publication may be a joint effort with the Department of Public Safety. Detail planning for the publication will be during 1999-00.

RECOMMENDATION:

The requirements identified within this request will be addressed to the extent necessary in the publication of the Safety Awareness handbook by the Office of Public Safety.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-00 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Marketing & Student Affairs **DATE:** April 7, 1999
PLANNING UNIT: Vice President
PROPOSAL NAME: Oral History at Eastern Michigan University

STRATEGIC PLAN:

Expand Eastern Michigan University's archival holdings by capturing the University's history through oral methodology before the history is lost.

OPERATIONAL PLAN:

Data collection will be tied to an academic course in cooperation with the History department. Faculty for the project will have some specialization in the process. Sixty individuals will be interviewed. The students will be required to use tape recorders and travel to various locations to secure interviews. The tapes will then be transcribed and become a permanent part of the archival collection.

MEASURABLE OUTCOMES:

Increase the historical records for the University by sixty individuals.

IMPACT STATEMENT:

Improve the accuracy of the University's historical records. Make the University's history easily accessible and usable. Bring historical records up to the new technological standard. Ensure current history is preserved.

BUDGET SUMMARY:

Specialized faculty, travel and recording equipment	\$10,000
Transcription of 120 hours of tape which translates to 360 hours of transcriptions @ \$15.00/hour.	<u>5,400</u> \$15,400

SCHEDULE:

July 1, 1999

REFERENCE:

Blueprint 150: Priority 1, Goal B, and Objective 3

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-00 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Marketing & Student Affairs **DATE:** April 7, 1999

PLANNING UNIT: Student Assessment and Evaluation

PROPOSAL NAME: Comprehensive assessment of student needs, expectations, and satisfaction with Eastern Michigan University's learning environment.

STRATEGIC PLAN

Provide the University with a comprehensive assessment of both student-learning needs and expectations and the University's learning environment through the annual administration and interpretation of survey instruments. Instruments include the New Student Survey (NSS), which assesses the needs and expectations of incoming freshmen and transfer students; the College Student Experiences Questionnaire (CSEQ), which assesses the extent to which universities succeed in providing an effective learning environment; the Institutional Priorities Survey (IPS), which assesses student satisfaction with a university's ability to meet student learning expectations; and the Student Satisfaction with Administrative Services (SSAS), which assesses customer service concerns of students.

OPERATIONAL PLAN:

Eastern Michigan University is experiencing low retention rates. To fully understand and therefore to plan programs that meet the student expectations and to help assist in providing information on new students entering the University, a comprehensive student assessment program is proposed. The operation plan consists of the following components:

- NSS (administer each year to sample of all incoming freshman and transfer students)
- CSEQ (administer once every three years to a sample of juniors and seniors)
- IPS (administer once every three years to a sample of all students)
- SSAS (administer once every three years to a sample of all students)

MEASURABLE OUTCOMES:

These evaluations will identify needs for programs designed to improve retention rates.

IMPACT STATEMENT:

With a better understanding of our students, targeted changes can be made to improve retention and increase the financial stability of the University and add value to its learning environment.

BUDGET SUMMARY:

Purchase survey instruments, data analysis & report	\$ 8,000
2 GA's Fall/winter semester	17,926
SSM for mailing, and supplies	<u>5,000</u>
Total	\$30,926

SCHEDULE:

July 1, 1999

REFERENCE:

Blueprint 150: Priority 1, Goal A, and Objective 3

RECOMMENDATION:

To the extent necessary in support of the current NCA accreditation study, this survey will be addressed.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-00 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Marketing & Student Affairs

DATE: April 7, 1999

PLANNING UNIT: McKenny Union and Campus Life

PROPOSAL NAME: Evening/Weekend Manager

STRATEGIC PLAN:

To respond to the tremendous demand for space in the building, while providing efficient customer focused management and services to the evening and weekend operation. To develop and expand continuous improvement methods and practices to the McKenny Union operations.

OPERATIONAL PLAN:

To oversee and manage the functions of the custodial and student operational staff, while providing support as needed to evening and weekend activities (40% occur on evenings and weekends).

MEASURABLE OUTCOMES:

- Improve facility usage, space turnaround, and security to evening and weekend events
- 75% increase in management/customer contacts based upon weekend/evening event scheduling

IMPACT STATEMENT:

To provide an improved level of service to McKenny Union Operations. Provide professional staff for special events and activities at the union.

BUDGET SUMMARY:

PT-07 with fringe benefits	\$37,984
Student Help	<u>6,000</u>
Total	\$43,984

SCHEDULE:

July 1, 1999

RECOMMENDATION:

Not recommended for funding in the 1999-00 general fund budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-00 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Marketing & Student Affairs

DATE: April 7, 1999

PLANNING UNIT: Career Services Center

PROPOSAL NAME: Peer Career Advising/Computer Connectivity

STRATEGIC PLAN:

Today's students (and their parents) are increasingly service-oriented. They demand convenience, consistency and accountability from the universities they attend. The conventional model of a career center is no longer practical for the modern student. Instead, in order to adequately serve today's students, career centers must maintain a centralized office which serves as a hub to employers searching for job candidates, while at the same time, funneling resources through the use of technology to outlying areas that are more convenient to the student.

OPERATIONAL PLAN:

Through this plan, satellite career centers will be established in the colleges of Education and Health & Human Services (in addition to the already existing satellites in the Colleges of Business and Technology as well as the First Year Center in Putnam residence hall). These five satellite centers would be staffed by Graduate Assistants who would act as peer advisors by offering fellow students information and resources on careers and choosing a major, as well as information on other advising resources on EMU's campus (i.e. academic advising department, faculty advisors, etc.). This model would allow the Career Services Center to maintain centralized functions in King Hall while decentralizing the services offered through the use of technology and the five graduate assistants.

MEASURABLE OUTCOMES:

Identify number of students accessing career center satellites as well as types of resources utilized. Decreased number of undecided majors and increased retention rate between freshmen and junior year.

IMPACT STATEMENT:

This model should result in a greater awareness among students on what their options for assistance are at EMU as well as a greater use of available services. This should result in a positive impact on student attrition which, in effect, would have a stabilizing effect on the University's financial resources and graduation rates.

BUDGET SUMMARY:

5 Gas – 45 weeks @ \$7,814 for stipend and \$3,059 ea. For tuition/fees	\$54,365
SS&M – connectivity (data drops and network cards)	6,472
Equipment – connectivity hardware (hubs)	<u>6,584</u>
Total	\$67,421

SCHEDULE:

September 1, 1999

REFERENCE:

Blueprint 150: Priority III, Goal A, and Objective 3

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget,

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-00 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Marketing & Student Affairs

DATE: April 7, 1999

PLANNING UNIT: Dean of Students

PROPOSAL NAME: PT-07 Position for the Greek Affairs Office
PT-07 Position for the Lesbian, Gay, Bisexual and
Transgendered Resource Center (LGBTRC)

STRATEGIC PLAN

The Dean of Students Office is responsible for providing support services for the special student population, which include students in Greek organizations, as well as lesbian, gay, bisexual, and transgendered students. Each of these student populations continue to become a larger part of the overall student body and their needs exceed the time made available by two twenty-hour a week graduate assistants and a ten hour a week part-time staff person. As Greek organizations continue to increase in numbers risk management and alcohol and drug education become more critical in providing a responsible community for students. As the numbers of students joining Greek organizations increase liability issues increase.

It is estimated that roughly 10% or 2,400 students on our campus are members of the gay community. Some have self-identified while others continue to struggle with issues surrounding their sexual orientation. Others are concerned with finding a gay friendly environment that will allow them to obtain a quality education without the fear of prejudice and retaliation.

OPERATIONAL PLAN:

Providing one full time professional staff person in the Greek Affairs Office would afford more time to educate students currently in Greek Organizations and those who desire to become members with mandatory education programs on alcohol and drug awareness and allow for regular contact with the local chapters and national affiliations.

Providing one full time professional staff person in LGBTRC would permit students struggling with their sexual orientation a contact person who could help them remove barriers that prevent them from learning. It would also provide a resource that would help educate the University community on issues as they relate to the gay student population.

MEASURABLE OUTCOMES:

A full time staff person in the Greek Affairs Office would allow for more efficient communication within the University as well as outside the campus community and better delivery of services to students in need. Greek organizations will be able to communicate in a more expedient manner with their national headquarters. The groups risk management policies will be monitored closely and adhered to, while reducing the number of potential litigations involving the Greek organizations and the University.

A full time staff person in LGBTRC would help address the needs of students in the gay community. In addition, it would reduce the number of students who leave the University because they do not feel safe, or do not feel part of a community that provides an environment, which embraces diversity among all students.

IMPACT STATEMENT:

In the last four years, five national fraternities and/or sororities have decided to establish local chapters on the Eastern Michigan University campus. This includes a national gay fraternity. Several of the organizations that were previously inactive have reactivated. There was a significant increase in students rushing Greek organizations this year. A full time staff person would be able to work closely with these groups, monitor their activities, and assist developing a Greek system with a proactive approach to leadership.

A full time staff in LGBTRC would promote retention among the gay student population by reducing the numbers who choose to go to another institution because it appears to provide a safer, more welcoming community and provides an environment one can learn without fear or rejection.

BUDGET SUMMARY:

Two PT-07 salary @ \$28,508 each	\$57,016
benefits	<u>20,736</u>
Total	\$77,752

SCHEDULE:

July 1, 1999

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-00 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Marketing & Student Affairs

DATE: April 7, 1999

PLANNING UNIT: Student Assessment and Evaluation

PROPOSAL NAME: Counseling Services Student Help

STRATEGIC PLAN

It is necessary to increase the Counseling Services Student Help budget to support the need for regular student help. Counseling Services cannot rely solely on utilizing students with work-study funds to support the operation, and requires new general funds for regular student help.

OPERATIONAL PLAN:

The funds would support the employment of one student for twenty hours per week in the Counseling Services Office as an office assistant. Additionally, regular student help monies would allow the program to select the most qualified applicant, since 'work study' would not be a requirement.

MEASURABLE OUTCOMES:

The addition of these funds will provide support to the sole Counseling Services' secretary for such responsibilities as: oversight of Counseling Self-Help Library. Timely promotion of workshops, support groups and campus-wide events. Reception for clients and visitors. The secretary can delegate general office responsibilities to a student assistant, and be able to provide for enhancements in client record keeping and appointments.

IMPACT STATEMENT:

Provision of a half-time student assistant who has the skills necessary to work in the Counseling Services offices will enhance the program's ability to deliver quality programs and services to our students.

BUDGET SUMMARY:

Student Help	\$5,200
--------------	---------

SCHEDULE:

July 1, 1999

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-00 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Marketing & Student Affairs

DATE: April 7, 1999

PLANNING UNIT: Constituent Services Committee

PROPOSAL NAME: Customer Service Excellence

STRATEGIC PLAN:

The provision of quality service to students on campus is a key element in attracting and retaining students today. A key feature distinguishing one university from the next may be the student's perception of service quality and value received. Therefore, attention must be paid to the quality of every interaction between a student and the institution's representatives.

Recognizing that student-centered service management is a crucial part of enrollment management, the University's Constituent Services Committee has undertaken several projects to enhance customer service across campus. Funds for three projects are requested:

- Customer Service Research Handbook
This document is designed to articulate expectations regarding the collection of customer feedback and provide guidance in how to do so.
- Student Employee Customer Service Manual and Supervisor Training Manual
The student employee manual will overview general university policies and customer service principles for quality performance. The supervisor-training guide will compliment the student manual, providing supportive training materials.
- Customer Service Awareness Week Program
This week is a campus-wide event featuring several activities designed to support faculty, staff and students to learn new ways to handle challenges, thank those that provide us with excellent service, and celebrate the quality way in which we serve each other.

OPERATIONAL PLAN:

The funds would support the printing of the three customer service documents. It is the intention of the Constituent Services Committee to pilot the utilization of these documents in selected departments throughout the University. Since the committee membership includes representation from each division, the projects will be piloted in those respective departments during summer and fall 1999, with campus-wide distribution occurring in winter 2000.

The funds would also support a number of activities associated with Customer Service Awareness Week.

MEASURABLE OUTCOMES:

The Customer Service Research Handbook will provide guidelines for the establishment or enhancement of on-going evaluation in campus offices designed to receive student and staff (where appropriate) input as they receive services.

The Student Employee Customer Service Manual and Supervisor Training Guide will provide specific uniform policies and guidelines that can be used by departments/offices campus-wide in their effort to train student employees and to focus on customer service excellence. This manual will serve as a tool to support student employees to see themselves as professionals.

The Customer Service Awareness Week reaches out to the University community, including both the staff and student employees who provide the services, and those who benefit from them.

IMPACT STATEMENT:

Creation of a more positive and productive work climate, which emphasizes customer service excellence along with evaluation of point-of-service delivery, will provide the University with definitive measures in the delivery of quality programs and services as they relate to building or destroying EMU's image, and in turn, its ability to attract and retain students.

BUDGET SUMMARY:

Customer Service Awareness Week	\$2,800
Printing:	<u>4,200</u>
Customer Service Research Handbook	
Student Employee Manual	
Supervisor Training Manual	
Total	\$7,000

SCHEDULE:

July 1, 1999

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

EASTERN MICHIGAN UNIVERSITY™
Resource Planning
1999-2000 Above Base Proposals
For Program Improvement

UNIVERSITY RELATIONS

<u>Proposal Name</u>	<u>Department</u>	<u>Base Budget</u>	<u>Base FTE</u>	<u>Non-Recurring Budget</u>	<u>Non-Recurring FTE</u>	<u>Total Cost</u>	<u>Funded</u>	<u>Authorized FTE</u>
Year 2000 Compliance	University Computing	\$ 47,924		\$ 315,283		\$ 363,207	Pending	
Business Continuity for Technology Infrastructure	University Computing	38,250		492,000		530,250		
World Wide Web Access	University Computing	90,848	1.0	143,000		233,848		
UC Staffing Increase	University Computing	805,997	13.0	26,000		831,997	\$310,589	5.00
Outsource Tax-Deferred Annuity	Human Resources	25,000				25,000		
Digital Automation	WEMU-FM			40,000		40,000		
Assistant Engineer	WEMU-FM	51,990	1.0			51,990		
New Employee Orientation	Human Resources	2,000		16,700		18,700		
TOTAL		\$1,062,009	15.0	\$1,032,983		\$2,094,992	\$310,589	5.00

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999/2000 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Relations
PLANNING UNIT: University Computing
PROPOSAL NAME: Year 2000 Compliance

DATE: April 7, 1999

STRATEGIC PLAN:

For the past four years as work stations and systems have required replacement, EMU has been working to ensure that new acquisitions were Year 2000 compliant. In 1998-99, we began to implement a plan to ensure Year 2000 compliance for all systems and processes. This proposal requests the funds necessary to complete these activities and is identified in Blueprint 150 as Priority IV, Goal D, Objective 2.

OPERATIONAL PLAN:

Assessment and risk analysis phases of the Year 2000 project have been completed and remediation of identified problems is well underway. Remaining severe risks involve the telephone registration system and EMU-written programs that access Y2K-compliant systems.

IMPACT STATEMENTS:

Failure to adequately address Year 2000 issues will endanger EMU's ability to conduct its business. Although no amount of preparation can absolutely ensure that EMU will suffer no impact from the year 2000 problem, every effort must be made to protect internal processes and systems.

BUDGET SUMMARY:

The proposed budget for this initiative is \$315,283 in non-recurring funding and \$47,924 for a base increase for maintenance. The proposal encompasses only major systems that provide campus-wide services.

- Telephone Registration System Equipment and Software upgrade - \$110,720 non-recurring, \$20,850 yearly maintenance.
Initial analysis of the telephone registration system suggested that a small portion of the original equipment would require replacement to achieve Year 2000 compliance. As the system was more thoroughly analyzed, however, it became clear that much of the equipment (purchased in 1991 and 1994) would require replacement and that the cost would be much greater than the original estimate of \$40,000. University Computing is working closely with Brite Systems to identify alternate solutions. At present, the telephone registration system is the primary vehicle for students registering for classes. Unless the system is brought up to Year 2000 compliance, it will not be available for use after December 1999.
- ISIS Program Conversions - \$45,550 non-recurring and \$7,850 annual maintenance
The Integrated Student Information System (ISIS) is EMU's primary repository of student information and the primary system that processes all student transactions. Many of the 2300 programs that comprise the system have been modified and additional programs that provide specialized processing have been written. All of these programs have been scanned for Year 2000 issues, but remediation and testing are not complete. This budget item will allow the purchase of software to create an accelerated testing environment.

- Completion of Y2K Test Environment – \$159,013 non-recurring and \$19,224 annual maintenance. Remediation and testing of program modifications requires the creation of a 'time capsule' test system environment (Tardis). The potential of damage to existing data and programs by the rolling forward of dates, necessitates this separate environment. Use of the Y2K Test Environment is not restricted to ISIS but will include testing of the Financial Aid and Student Business Systems.

MEASURABLE OUTCOMES AND SCHEDULE:

All proposed items must be completed by December 1999.

- Telephone Registration System – Upgrade or replacement of the system will be complete by August 1999. Processing errors and system failure are bypassed.
- ISIS Program Conversions – Contract programming support will be provided from July 1999 through January 2000. Processing errors associated with Year 2000 are averted and normal student processing continues.
- Completion of Y2K Test Environment – The availability of an insulated testing environment allows normal operations of ISIS to continue uninterrupted during testing and remediation of Y2K issues. The ability to test full production cycles in a safe manner on a system running with a Year 2000 or later date is not available by any other method. The environment also meets the requirements of our external data exchange partners for proven Y2K compliance.

RECOMMENDATION:

Funding for replacement of the telephone registration system and for the Y2K test environment in the amounts of \$110,720 and \$164,708 has been allocated in 1998-99 from the FY98 supplemental appropriation.

Additional funding needs will be evaluated as identified.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999/2000 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Relations

DATE: April 7, 1999

PLANNING UNIT: University Computing

PROPOSAL NAME: Business Continuity for Technology Infrastructure

STRATEGIC PLAN:

This proposal is a continuation of the 1998/1999 proposal of the same name. It addresses issues identified in audits by Arthur Anderson and Andrews, Hooper, & Pavlik. In addition, it is included in Blueprint 150 as Priority IV, Goal D, Objective 3. The primary objectives of the proposal are to improve physical security for the Computing Center and remotely installed communications equipment, reduce environmental risks to vital equipment, and reduce processing times for EMU's central technology infrastructure.

OPERATIONAL PLAN:

System improvements have two major objectives:

- Improving the recoverability of central systems in the event of catastrophic failure.
- Improving operational reliability and increasing online processing availability through the reduction of processing time.

Network improvements include:

- Installation of power protection devices (UPS) to reduce risk of damage to equipment due to power outages.
- Enclosure security for all campus communication closets to guard against unauthorized access.

IMPACT STATEMENTS:

These actions are in direct response to audit comments by both internal and external auditors. Completion of this proposal will significantly improve the security, reliability, and recoverability of EMU's central IT systems.

BUDGET SUMMARY:

The proposed budget for this proposal is a non-recurring \$492,000 and a recurring yearly maintenance cost of \$38,250.

System – Disaster Recovery - \$376,000

- **Replacement of obsolete tape drives - \$119,000 non-recurring, \$17,850 yearly maintenance**
New tape drives which use the ESCON technology will reduce the processing time for many standard operational processes by as much as 50 percent.

- **Tape Drive Controllers and adapters – \$122,000 non-recurring**

Equipment is necessary for the augmentation of the new tape drives and is a function of increasing the processing speeds. This equipment includes ESCON channel adapter, Dual Controller and Four-Tape Cartridge Units.

- **EMC Timefinder and Backup software - \$47,000 non-recurring, \$7,050 yearly maintenance**
These software components will allow data backups to be completed without taking systems off line and will allow secure transmittal to off-site storage. The increased system availability can be used to allow additional on-line access.

- **HALON Fire System Replacement - \$88,000 non-recurring**
The HALON 1301 chemical agent used in HALON fire suppression systems contributes to ozone depletion and is no longer being manufactured. Available HALON stocks should allow recharging activated systems through 2033. The University needs to replace the HALON system before recharging stocks are depleted.

Network - \$116,000

- **Communication Closet Security - \$109,000 non-recurring, \$13,350 yearly maintenance**
Installation of locks for closet doors and power protection devices will significantly reduce the probability of network outages and will provide protection for the equipment.

- **Network Printers - \$7,000 non-recurring**
The 4090 high-speed (90ppm) printer is a 15-year-old system that is frequently down for maintenance or repair. Adding two slower (32ppm) network printers would provide a reliable backup. The additional printers also would provide print capability to service other jobs when large print jobs such as student statements are in progress.

MEASURABLE OUTCOMES AND SCHEDULE:

The equipment and software requested will be ordered and installed as soon as funds are made available. Once in place, the security and reliability of EMU's central information systems will be significantly improved:

- Nightly batch and backup cycle times will be reduced.
- Printing services will be more reliable and predictable.
- Network outages due to equipment and power failures will decrease.

RECOMMENDATION:

Some items of this request may have been accomplished under the Year 2000 Compliance funding.

An allocation of \$150,000 was scheduled from the FY98 supplemental appropriation, but not released during 1998-99.

Further review and consideration of this request is recommended prior to funding.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999/2000 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

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

DATE: April 7, 1999

STRATEGIC PLAN:

Interactive, self-service applications that allow students, faculty, and staff to interact with personal data contained in enterprise databases via the World Wide Web is an expected component of computing services for any campus today. From personal information to data required to accomplish job tasks, the World Wide Web can provide secure access from anywhere at any time. This proposal is a continuation of a proposal of the same name from 1998/1999 and addresses Blueprint 150, Priority I, Goal A, Objectives 1 and 4, and Priority IV, Goal D, Objective 5.

OPERATIONAL PLAN:

Software will be acquired that will allow direct interface with existing legacy systems such as ISIS, SAM, and FRS. The software provides rapid development of interactive Web-enabled applications. The array of possibilities is diverse and could provide anything from grade reporting for students to class lists for instructors or a perpetually updated online directory of personnel and students.

IMPACT STATEMENTS:

Expected impacts include:

- Improved student services by increasing self-service opportunities.
- Ability to quickly develop and deploy web-enabled applications.
- Improved staff productivity by providing self-service for mundane, repetitive service requests.

Of EMU's major competitors, only Wayne State and Central Michigan have not implemented some form of self-service web-enabled services. Delay in implementing these types of services could negatively impact EMU's competitive position.

BUDGET SUMMARY:

One-time costs:

CA OPAL development system with 100 concurrent user licenses	\$117,000
NT Server	26,000

Recurring costs:

OPAL maintenance	\$ 22,230
PT10 Web programmer/analyst	68,574

MEASURABLE OUTCOMES AND SCHEDULE:

Working with all University service providers, a list of desired applications will be completed by July 1999. In August 1999, the first applications will be ready for implementation. UC will work closely with EMU's TeamWeb to ensure that applications developed follow official guidelines and policies.

RECOMMENDATION:

Funding of the one-time costs of this request has been deferred pending review of the total University Computing budget.

Funding of the staff requirement is addressed under the UC Staffing Increase request. See page 53.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999/2000 ABOVE BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Relations
PLANNING UNIT: University Computing
PROPOSAL NAME: UC Staffing Increase

DATE: April 7, 1999

STRATEGIC PLAN:

EMU relies heavily on information technology in all areas. Especially important are the processes that support the University's business functions. From enrolling students to producing payrolls to maintaining student records, the University relies on accurate, timely information and its processing. In the past decade, EMU's computing systems have increased dramatically in size and complexity. Staffing levels to support these systems, however, have not kept pace.

OPERATIONAL PLAN:

Working closely with Human Resources, the current position specifications for all positions in UC are being reviewed and updated/upgraded where applicable. The proposed new positions will be added in areas where there is presently no directly identifiable IT support staff for mission critical functions.

This proposal asks for 13 new PT09 positions. The positions will be allocated to the following understaffed areas:

- Enrollment, Records, and Registration
 - Grades & Transcripts
 - Un-sponsored Clients (Athletics, Alumni, Foreign Students, etc.)
 - Academic History
 - Degree Audit
 - Course Catalog
 - Student Information
 - Facilities & Course Schedules
 - Institutional Reporting
 - Faculty/Staff/Organization Information
- Financial Systems
 - Accounts Payable
 - Purchasing
- Horizon
 - Compensation
 - Budget Management
 - External Interfaces

The positions also will allow the identification and cross-training of back-up staff for all major system components.

IMPACT STATEMENTS:

The EMU infrastructure has grown significantly over time. This technology, like any other additional capability at any institution, requires people power to manage and operate. The current EMU staffing paradigm for many departments is to staff from currently assigned personnel resources. In other words, employees pick up collateral duties. The result is an ever-increasing downward spiraling trend to more individual workload, less training and less service. It is axiomatic that increased IT capabilities require increased IT manpower.

In the 1989-90 budget year, University Computing had 57 full-time personnel. With the split of Learning Technologies in 1992, this number dropped to 51. Today, the number of full-time staff in University Computing still stands at 51.

It is not enough to invest only in hardware and software. In fact, the lion's share of the cost is for personnel to support these new technologies. These costs, while hidden in collateral duties and inefficient use of existing resources, are very hard to quantify. Symptoms of inadequate IT staffing and associated risks are, however, relatively easy to identify:

Increasing overtime costs – Overtime should provide a cushion for occasional requirements for additional personnel. When it is used as a means to consistently augment normal staffing needs, the problem of burn-out becomes more serious. Burn-out usually leads to poor retention. The obvious effect of poor retention is that remaining employees are forced to do more with less. Even if a departing employee is immediately replaced, his or her "corporate knowledge" is gone and a new learning curve is introduced with the new hire. The result can be highly destabilizing.

Lack of back-up support – Major University systems should be supported by at least one full-time employee and an identified back-up. FTE for the back-up may range from .25 to 1.00, but there must be at least two staff who are intimately familiar with any application. A recent resignation in UC left the Financial Aid system with no support until a replacement could be hired. Since there was no back-up for the position, the new hire required time to learn the system before continuing with the Year 2000 readiness project that was underway. All present systems are at similar risk.

Increasing requests for IT staff in user departments – A natural response to perceived inadequate service levels is to build IT expertise within user departments – either by requesting new positions or by reassigning existing staff. While this may alleviate the problem to some extent, it deprives departments of personnel who could be pursuing work more in line with the department's mission.

Increasing reliance on external programming and consulting services – EMU now relies almost exclusively on external sources for new system implementation and major revision installation. The use of experts in a particular system to assist in the implementation while internal staff are learning is a wise approach for the initial phase of a project. However, it cannot be a substitute for adding staff to support the new system as it moves into production. External consultants have no stake in EMU or the future functioning of the systems they work on. In the past 18 months, UC alone has spent \$168,000 for contract programming services. This does not include costs incurred by Business & Finance, Enrollment Services, or Human Resources. These costs can be expected to continue to increase while in-house staff fall further behind in their ability to support new technologies and mission-critical applications.

BUDGET SUMMARY:

Continuing cost:		
Thirteen PT09 positions:	Base Salary	\$592,163
	Fringe Benefits	196,834
Travel and Training		17,000
	Total	\$805,997
Non-Recurring:		
Equipment:		\$26,000
	Total	\$26,000

MEASURABLE OUTCOMES AND SCHEDULE:

University Computing and Human Resources are ready to move forward with these positions as soon as they are approved.

Expected outcomes include: Lower overtime costs and increased employee retention; decreased risk to mission-critical functions; decreased IT costs in user departments; and decreased reliance on external programming contractors.

RECOMMENDATION:

A provision for five (5) additional positions has been included in the 1999-00 operating budget. Final authorization of these positions is pending the approval of a proposed reorganization of University Computing. The provision account is #1-16430.

No funding is recommended for the requested travel, training or equipment.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Relations

DATE: April 7, 1999

PLANNING UNIT: Human Resources

PROPOSAL: Outsource Tax-Deferred Annuity

STRATEGIC PLAN:

This plan can achieve three important University goals: place a complex legal and regulatory activity into an organization better equipped to perform this activity; provide more complete service for EMU employees; and cost EMU less to provide this service.

OPERATIONAL PLAN:

If granted, all tax-deferred annuity activity will be placed outside the University. Bids have been received from two outside organizations that specialize in this work. The employee currently assigned to this task will be assigned other duties within the department.

MEASURABLE OUTCOMES:

Outsourcing this activity will relieve the University of the financial consequences of non-compliance with this part of the federal tax code. Noncompliance penalties currently average \$3.5 million. The University currently spends in excess of \$44,000 annually for this activity (70 percent of an AP-09 total compensation).

IMPACT STATEMENTS:

The University does not possess the technical expertise to certify that the entirety of this complex activity is in compliance. The Internal Revenue Service (IRS) has announced publicly that increased scrutiny of these programs can be expected for colleges and universities.

BUDGET SUMMARY:

\$25,000 per year. Three-year contract with successor provisions.

SCHEDULE:

July 1, 1999, and continuing to June 30, 2002.

REFERENCE:

Request for proposal issued June 1998.
IRS Examination Could Drag On, Cost Your Institution \$3.5 Million
IRS Issues New Policy on Voluntary Correction of Plan Defects
IRS to Plans: No More "Business as Usual"

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Relations

DATE: April 7, 1999

PLANNING UNIT: WEMU-FM

PROPOSAL: Digital Automation

STRATEGIC PLAN:

To ensure WEMU's ability to avoid obsolescence, provide for more cost-effective operations, and improve the station's on-air presentation.

OPERATIONAL PLAN:

The basis of this proposal is the one-time purchase and installation of a computer-based production, storage and retrieval system for audio files. Recent developments in computer technology permit stations to record and playback a multitude of full-length (one-hour) radio programs from within the computer medium. Further, software exists within these systems to record and edit local programs and announcements, making them immediately available for airplay. The use of this type of system nearly eliminates the need for in-station tape and recording/playback equipment.

The quick evolution of digital technology is pushing commercial and public radio stations into a position of replacing current analog equipment with digital successors before the analog equipment has completed its life cycle. Often replacement parts are not available to repair fairly new equipment because it is not the current technology. Stations face the same dilemma as in the conversion from using long playing records (LP) to using compact discs (CD). Within a two-year period, the industry shifted from a reliance on LPs and turntables to using CDs and CD players. Replacement parts for turntables quickly became rare and hard to find. Digital audiotape (DAT) recorders quickly replaced reel-to-reel tape recorders. In the past five years, WEMU has expended more than \$15,000 for these minor changes. As WEMU moves into the near future, the department will face the same challenge with equipment that is significantly more expensive.

MEASURABLE OUTCOME:

The most obvious outcome of implementing this digital system is a greater degree of quality control in scheduling, recording, routing, and playing back prerecorded programs. The production capacity of such a system ensures a consistently high sound quality for locally produced programs and announcements. Since all of this recording and production work is completed within the computer environment, no audio recording tape is needed. This saves more than \$1,000 per year in tape replacement. Finally, this system can be used in station automation.

Currently, WEMU broadcasts 24 hours a day, seven days a week, 365 days a year. The overnight hours (midnight-5 a.m.) are assigned to students with the inherent benefits and negative consequences of novice broadcasters. The proposed system can be used with an automation program to provide a consistent, high quality over-night service. The financial savings in the student help budget can be directed toward making the department more competitive in attracting students in other station operational areas, such as marketing, news, and operations. This is a shift of nearly \$9,500 per year.

IMPACT STATEMENT:

WEMU is similar to every other University department and every competing radio station in one very important aspect. It needs to improve its operations while reducing its operational expenditures. Implementation of the computer-based audio system will provide a more reliable and operationally consistent system for both bringing programs to the air and providing a production environment which is more flexible and reliable than is currently available. Further, this system will make WEMU more competitive with other area stations, which already possess similar systems. These stations include WUOM at the University of Michigan, WDET at Wayne State University and WKAR at Michigan State University. These stations are among WEMU's main competition for listeners.

By not acquiring this system, WEMU will be faced with an increasingly difficult time finding replacement parts for some of its essential equipment. Further, the station will not have the flexibility to shift personnel into areas of greatest opportunity. Currently, there is so great a need to attend to detail, the ability to produce more creative programs is hindered.

BUDGET SUMMARY:

This request is for 50 percent of the cost of the system, not to exceed \$40,000. Similar installations at area stations have cost between \$60,000 and \$80,000. WEMU will provide the other 50% from its resources for this one time cost.

SCHEDULE:

This project should commence early in the fiscal year with planning, research and training. System installation is likely to be in the spring of 2000.

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Relations

DATE: April 7, 1999

PLANNING UNIT: WEMU-FM

PROPOSAL: Assistant Engineer

STRATEGIC PLAN:

To ensure proper maintenance and construction of equipment and facilities, as well as emergency availability of qualified personnel.

OPERATIONAL PLAN:

The responsibilities of WEMU's sole engineer have grown beyond the reasonable capacity of a single individual. When its current engineer position was created in 1977, WEMU operated 18 hours per day with one transmitter, two control rooms, three tape machines, no computers, no satellite inter-connection, no remote broadcast capabilities, and a staff of three full-time and 25 student employees.

Today WEMU operates 24 hours per day, seven days per week, 365 days per year with two transmitter facilities, direct line and microwave links, a satellite inter-connection, ISDN capability, remote music and news broadcast facilities, 23 computers, more than one dozen analog and digital tape recorders, a weather station, and an Emergency Alert Station (EAS) for Washtenaw and Lenawee counties. A single engineer is responsible for all of these facilities all of the time. Whenever there is a problem with any of this equipment, a single person is responsible for repairs regardless of the time of day or day of the week. When the engineer is on annual leave an engineer from Jackson or Lansing is on call. In addition, WEMU is the area's primary EAS station and must remain operational in bad weather. Further, WEMU's facilities (tower) are used by commercial telephone and microwave companies, which requires a supervision and liaison relationship to ensure that EMU's interests are protected.

This proposal provides an assistant engineer to ensure the proper maintenance of equipment and operations, as well as permit the opportunity to plan and install physical improvements and equipment replacement. To this point any new initiative (e.g. replacing obsolete or irreparable equipment) has created a major disruption in operations and a burden for the one-person engineering staff. Further, it has often required the assistance of non-engineering staff, distracting efforts away from programming or operations.

Finally, the addition of an assistant engineer presents a more reasonable expectation for coverage during the week and times of illness or annual leave. Every other public station in the state has more than one engineer available for their purposes.

MEASURABLE OUTCOME:

There are three distinct advantages to adding an assistant engineer to the WEMU staff. Initially, it resolves an unrealistic expectation of a single person being on-call 24 hours a day, seven days a week throughout the year. Second, it provides for the opportunity to plan and execute improvements in the WEMU physical plant as the station converts from older to new equipment and from analog technology to digital. Finally, it permits a realistic environment for the repair and preventative maintenance of current broadcast and computer equipment, while providing knowledgeable assistance in circumstances where more than one person is required to perform a function.

IMPACT STATEMENT:

As WEMU's equipment ages and is required to be replaced by newer technology, the availability of an assistant engineer will permit proper planning and assistance in executing the plans. Without proper assistance, WEMU will face the prospect of significant work disruptions, threatening on-air quality. Further, there is a real question about the reasonableness of expecting one person to be on-call for 24 hours per day every day of the year.

BUDGET SUMMARY:

This is a request for continuing funding for a PT-08 assistant engineer position. Ongoing costs are anticipated to be \$39,020 in salary and \$12,970 in benefits for a total of \$51,990.

SCHEDULE:

This position is needed immediately.

RECOMMENDATION:

Not recommended for funding is the 1999-00 budget.

**EASTERN MICHIGAN UNIVERSITY
RESOURCE PLANNING
1999-2000 ABOVE-BASE PROPOSAL
FOR PROGRAM IMPROVEMENT**

DIVISION: University Relations

DATE: April 7, 1999

PLANNING UNIT: Human Resource Development

PROPOSAL: New Employee Orientation (NEO)

STRATEGIC PLAN:

The orientation program for new employees currently consists of a half-day session focusing on employee benefit options. The sessions are held in Welch Hall within the first two weeks of employment and include meeting the president in his office when the schedule allows.

The revised orientation program is based on the recommendations of the *1997 New Employee Orientation Barriers to Learning Team Project Report*. The revised program would include a personalized welcome, organizational overview and a greater focus on participation in the orientation process by new employees' departments.

OPERATIONAL PLAN:

On their first day of employment at the University, new employees will receive a one-on-one or small group orientation at the Human Resources Department (HR). They will be provided with an *Employee Reference Guide* which will be reviewed with them by an HR staff member. They will view a five-minute videotape which will describe the campus, the University's organizational structure, and its mission. The *Employee Reference Guide* will be provided to all hiring authorities and all current employees. The video will be provided to all hiring authorities.

New employees also will receive a welcome letter from the president as soon as they are hired. Hiring authorities will be provided with a list of suggested welcoming activities at the departmental level.

MEASURABLE OUTCOME:

In a recent survey of 1,400 chief financial officers, 83 percent of the respondents said that formal orientation programs were effective in retaining and motivating personnel. It is anticipated that the revisions in the New Employee Orientation will provide employees with a better understanding of the University and their role in its mission. This is designed to be a motivating factor as they begin their new employment.

IMPACT STATEMENTS:

The new orientation program will impact approximately 150 new employees each year. In addition to benefits information, employees will receive information about the University's mission and goals, organization and governance, campus buildings and departments, and services available to employees. Orientation activities within departments also will be encouraged.

BUDGET SUMMARY:

One-time Costs:		
Employee Reference Guide (2,200 @ \$6 each)		\$13,200
Video (100 copies)		<u>3,500</u>
Total		\$16,700
Recurring Costs:		
SS&M		<u>\$ 2,000</u>
Total		\$ 2,000

SCHEDULE:

June/July	Develop <i>Employee Reference Guide</i> Identify videotape sources, production
July/August	Complete printed materials Produce and copy videotape
September	Begin New Employee Orientation Program
January 2000	Evaluation of program with initial New Employee Orientation participants

REFERENCES:

1997 New Employee Orientation Barriers to Learning Team Project Report.

Blueprint 150, Priority IV, Goal B, Objective 1.

RECOMMENDATION:

Not recommended for funding in the 1999-00 budget.

DISTRIBUTION LIST FOR 1998-99 PROGRAM IMPROVEMENTS

CABINET

William E. Shelton
Ronald W. Collins
Patrick J. Doyle
Courtney O. McAnuff
Juanita M. Reid
Laurence N. Smith
George A. Johnston
Kenneth A. McKanders
David Klubeck

BUDGET COUNCIL

Susan Moeller
Kenneth Rusinick
Mary Brooks
Robert Brackenbury
Bernice Lindke
Al Levett
Joseph Pollack
Paula Dykstra
Kathleen Tinney
James Vick
Sandra Williams

DEANS

Morell Boone, Learning Resources & Technologies
Barry Fish, College of Arts and Sciences
Robert Holkeboer, Graduate School
Thomas Harden, College of Technology
Elizabeth King, College of Health & Human Services
Carolyn Dahl, Continuing Education
Jerry Robbins, College of Education
Thomas Harden, (Interim) College of Business

Dana C. Aymond, Secretary to the Board
AAUP (c/o Catherine Rush)
Faculty Council (c/o-Susan Moeller)
Information Services

University Library (2)
UPBA Library (2)

Donald Loppnow
David Costanza
Ted Heidloff
William Smart
Joy Garrett
Judy Tatum
Lynette Findley
John Beaghan
Kevin Smart
Glenna Frank-Miller
Ellen Gold
Margaret Cline