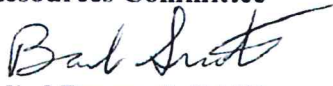


Date: November 30, 2021

To: Dr. Shanthi Srinivas
Interim Dean, Jack H. Brown College of Business and Public Administration

Dr. Shari McMahan
Provost & Vice President for Academic Affairs

Educational Policy and Resources Committee

From: Dr. Barbara Sirotnik 
Director, Institute of Applied Research (IAR)

Subject: Annual Report of IAR

Attached please find IAR's Annual Report for July 2020 through June 2021. Activities (both "paying" projects and pro-bono/community service) for the year are listed below and detailed in the attached report.

"Paying" Projects:

- Continued to research and produce the *Inland Empire Report on Business*, a monthly economic forecast report which has been released to the press the first business day of each month since 1993.
- Conducted twice-yearly follow-up surveys of JHBC graduates. The surveys are used by national ranking organizations, and JHBC uses them to elicit graduates' views about CSUSB, JHBC, and their work-readiness as they enter the working world.
- Since 2018, IAR has been on retainer to CSUSB's Water Resources Institute. IAR advises WRI on survey methodology and prepares IRB applications for their projects to identify the water-related needs of disadvantaged communities in the Southern California region.
- Conducted a study of the reasons for DFWI grades in bottleneck courses, and to investigate ways to reduce DFWI rate for JHBC.
- Conducted online quality of life surveys of High Desert residents, non-resident workers, and government/education leaders. IAR made a presentation to the press in February 2020 and was supposed to be one of two keynote speakers at a major event in May discussing the data and solutions to regional issues. Because of COVID-19, the presentation was made virtually in October 2020.
- Conducted Pomona Valley Hospital Medical Center's triennial community health needs assessment (CHNA). IAR has assisted in gathering data for PVHMC every 3 years since 2009. This is the fifth time IAR has been asked to conduct the needs assessment to provide data required for the hospital to maintain its tax-exempt status.
- In 2020, IAR was asked to serve as the program evaluator for a three-year CSUSB NIH grant entitled ASPIRE (Advancing Sponsored Program Infrastructure for Research

Excellence), a project to improve and support the research enterprise at CSUSB. Project was awarded May 1, 2020.

- Worked with Mike Stull and IECE to produce the “Voice of the Entrepreneur,” a survey to document the experience and perspective of local entrepreneurs.

Pro-Bono/Community Service

- Served as a member of the Inland Empire Economic center (IEEC) which is a collaboration of IEEP (Inland Empire Economic Partnership), IAR, and economists from Claremont Graduate School and University of Redlands.
- Conducted a survey of Inland Empire businesses regarding the effects of COVID-19 on their organization.
- Served on the IEGO (Inland Empire Growth and Opportunity) Logistics Working Group and the IEGO Investment Plan Core Team.
- Worked with the IDS Department on the Gateway to Logistics, an initiative to attract and prepare middle- and high-school students (as well as community college students) in the Palm Desert region for well-paying careers in logistics.
- Worked with Dr. Nasrin Mohabbati to help create opportunities to have our students and faculty work with companies to gain experience in solving real-world business problems.
- Served as a consultant on the 2020 Claremont Community Survey.

Since its inception in 1985, IAR has always taken its mission of “community outreach through applied research” very seriously. Clearly the pro-bono projects listed above demonstrate a commitment to that mission. But its educational mission is equally important. Most of our projects provide the opportunity for at least a few students to learn about the research process. Further, I talk about IAR’s research projects in class as examples of sampling methodology, descriptive statistics, and inferential statistics – all of which provide vital “real world” applications to the theory being presented.

Indeed, the Institute is a win-win for the campus and broader community at the local, state, and national levels, and I am grateful for the continued opportunity to continue to serve as Director.

Barb Sirotnik

Ancillary Unit Annual Report
Reporting Period: July 1, 2020 – June 30, 2021

Deadline for submission to Reporting Administrator: October 30, 2021

This report is required by FAM 105.4 (FSD 87-17.R6) -- POLICY GUIDELINES FOR THE FORMATION AND REVIEW OF INSTITUTES AND CENTERS. The report is due by October 30, 2021 this year. **Please make sure to sign and forward scanned signed copies of the report. Thank you.

Basic Information	
Ancillary Unit's name	Institute of Applied Research and Policy Analysis
Director(s)	Barbara Sirotnik
Administrator to whom the unit reports ("Reporting Administrator")	JHBC Interim Dean Dr. Shanthi Srinivas
Purpose and goals of the Ancillary Unit	As stated in our original proposal submitted to the faculty senate in 1985, the objective of the Institute of Applied Research and Policy Analysis is to be the "premier university-based applied research institute in the region." Over the past 36 years we have succeeded in large measure in meeting our initial expectations.

Advisory Board (if applicable)	
Member	Affiliation
Since the inception of the Institute in 1985 we have chosen not to have an Advisory Board. This has never been raised as an "issue" in past reviews.	

Activities during reporting period (2020-2021)

During the academic year 2020 – 2021, IAR continued to engage in research projects which helped organizations in the Inland Empire and beyond with their survey research, data collection, needs assessments, forecasting, program evaluations, and strategic planning. We spent a great deal of time meeting with potential community partners and writing proposals, some of which were not ultimately funded (yet took a great deal of time to assemble given that they range from 10 to 50 pages long).

IAR's activities during this academic year were consistent with the goals and objectives of the Institute, and all projects were completed successfully. Further, all the projects were well-received by our clients (as has been the history of IAR) and provided a good source of "press"

for JHBC and CSUSB. The combination of media attention to our projects and “word-of-mouth” advertising enabled IAR to maintain its level of activity established over the years.

One of our studies which appears in the media quite often is our monthly economic forecast based on a monthly survey of Purchasing Managers. IAR releases the report to the media the first business day of each month. Following is a link to one of the monthly articles that appeared in the local media this past year, and a link to an article regarding the “State of Manufacturing Amid the Pandemic.”

<https://iebusinessdaily.com/growth-of-inland-manufacturing-slows-2/> (January 8, 2021)

<https://thebradco.companies.com/barbara-sirotnik-ph-d-on-the-state-of-manufacturing/>

During AY 2020-2021 IAR has been recognized in the news for some of its pro-bono work:

https://www.fontanaheraldnews.com/business/ieep-will-host-annual-state-of-the-region-event-on-march-25/article_c1ec662e-8b58-11eb-97b6-03e42794a37e.html

<https://www.csusb.edu/inside/article/541902/faculty-news-march-23>

IAR (and CSUSB) received a great deal of publicity for its High Desert Survey:

<https://4newsplus.com/high-desert-survey-results-will-be-live-streamed-focusing-on-over-13000-resident-responses/> (September 30, 2020)

<https://www.vvdailypress.com/story/news/2020/10/04/high-desert-survey-results-revealed/3619308001/> (October 4, 2020)

<https://www.sbsun.com/2020/10/07/high-desert-survey-cites-lots-of-problems-solutions/> (October 7, 2020)

Further, IAR worked (pro-bono) with IEEP as part of its Inland Empire Economic Center and IEGO (Inland Empire Growth and Opportunity).

<http://ieep.com/research-and-reports/research/ieec/>

http://ieep.com/wp-content/uploads/2020/03/IEEP_Report_March_23_2020_ver_final.pdf (March 23, 2020)

<http://inlandgrowth.com/wp-content/uploads/2021/02/IEGO-Excellence-in-Logistics-and-Supply-Chain-Management-Consortium-Nov-2020-Investment-Plan.pdf> (November 2020)

Studies/contracts undertaken during AY 2020/2021:

Before listing the projects undertaken during the reporting period (AY 2020/2021), I must place the list in context:

- 1) I elected to FERP beginning the 2019/2020 year. As part of the FERP agreement with Dean Rose, I have spent time focusing on bringing additional faculty into the Institute (i.e. working on a “transition plan”). I have also engaged in more pro-bono work than

- ever before to raise the profile of the college and university without worrying about a "return on investment."
- 2) As everyone knows, COVID hit in March 2020. Since most of our funding typically comes from outside sources which became cash-strapped (as everyone else did), our revenues have decreased somewhat. For example, we had hoped to conduct our twenty-third Inland Empire Annual Survey in April/May 2021, however that did not happen due to a lack of sponsorships during COVID. We hope that as the economy improves, our list of projects and our funding level will also improve.
 - 3) In the past IAR has conducted all survey projects in JB-279 (our CATI lab) using 40+ paid student interviewers and supervisors. During the campus closure we did not have access to the room, thus we had to subcontract out that portion of our projects. Unfortunately that means that very few students had an opportunity to work with IAR during the 2020-2021 AY.

The following projects were undertaken during the reporting period. The total amount of external funding for these studies was \$52,306. The reader will note that IAR projects do not abide by the academic year schedule, thus *portions of the dollar amounts quoted may have been spent during the 2020-2021 AY or remain to be spent during the 2021-2022 AY*. In other words, the funding was used for multiple reporting periods.

All IAR projects are managed by Dr. Barbara Sirotnik (Director and Principal Investigator) with the assistance of Ms. Lori Aldana (Project Specialist). Further, on survey projects we hired (using external funding) students who had the opportunity to learn about the research enterprise firsthand.

"Paving" Projects

- **"Inland Empire Report on Business,"** funded by San Bernardino County and Riverside County Economic Development Agencies, \$7,000. This monthly economic forecast uses the methodology and survey instrument developed in the 1920's by the National Association of Purchasing Managers (now called the Institute for Supply Chain Management) to obtain information from purchasing managers regarding five indices that have historically proved to be excellent short-run indicators of the health of the local economy. Results were released each month to all major area news media in Riverside County, San Bernardino County, and Los Angeles County. IAR has conducted this survey monthly since 1993.
- **"Follow-up Surveys of JHBC graduates,"** \$12,000. Conducted three-month follow-up surveys of JHBC graduates. The data are submitted to national ranking organizations (e.g. Princeton, BSQ). The survey is also a vehicle for eliciting graduates' views about CSUSB, JHBC, and their work-readiness as they enter the working world. Surveys are conducted twice a year (for December and May/June graduates).
- **"Water Resources Institute,"** on retainer, with some simple activities pro-bono. Since 2018 IAR has been on retainer to CSUSB's Water Resources Institute. IAR advises WRI

on survey methodology and prepares IRB applications for their projects to identify the water-related needs of disadvantaged communities in the Southern California region.

- **“JHBC DFWI Study,”** \$8,000. Conducted a survey with students and administrative staff to gather data for the reasons for DFWI grades in bottleneck courses, and to investigate ways to reduce the DFWI rate through “improved course learning conditions and enhanced co-curricular support” (CSUSB strategic objective #4 under Goal 1 and JHBC strategic objective (s)).
- **“High Desert Quality-of-Life Survey,”** \$16,790. Conducted online quality-of-life surveys of High Desert residents, non-resident workers, and government/ education leaders. The contract was signed in June 2019 and data were collected beginning in August 2019. In late 2019 and early 2020 IAR worked with Dr. John Husing and High Desert community leaders to craft solutions to the regional issues mentioned by survey respondents. IAR made a brief presentation to the press in February 2020 and was supposed to be one of two keynote speakers at a major event in May discussing the data and solutions to regional issues. Because of COVID-19, the presentation was made virtually in October 2020. Funding was spent in AY 2019/2020 thus we did not include it in the quote of revenue for AY 2020/2021.
- **“Pomona Valley Hospital Medical Center (PVHMC),”** \$25,306. In order to maintain tax exempt status under section 501(c)(3) of the Internal Revenue Service Code, non-profit hospital organizations must conduct a community health needs assessment (CHNA) at least once every three years. As part of this process, hospitals must collect input from the community, ensuring that information regarding low-income, minority, and medically underserved populations is included in the study. The Institute of Applied Research and Policy Analysis (IAR) has contributed to Pomona Valley Hospital Medical Center’s (PVHMC’s) every-three-year community needs assessment since 2009.
- **Evaluator on NIH Grant: “ASPIRE”** (Advancing Sponsored Program Infrastructure for Research Excellence), \$6,000 per year for 3 years starting in May 2020. The overall objective of the NIH study is to improve and support the research enterprise at CSUSB. More specifically, **AIM 1** is to review/reorganize sponsored programs infrastructure at CSUSB. This aim entails creating a “one-stop shop” to help faculty with their sponsored program activities from proposal development to submission to award administration. **AIM 2** is to enhance faculty research development through implementation of two comprehensive year-long research development incentives and activities to help each participant be ready to submit external grant proposals in the biomedical/biobehavioral science areas. IAR is conducting the program evaluation for the three-year study.
- **“Voice of the Entrepreneur,”** \$15,500. This study, spearheaded by Dr. Michael Stull, was conducted to capture the “story” of inland Southern California entrepreneurs in order to provide insight to local policy makers on how they can best understand and support entrepreneurs in the future. A community presentation will be held in December 2021. The study began as a pro-bono advising project, but IAR’s contribution grew and the project became a “paying” project.

Pro-Bono/Community Service

The next three bullets outline activities that I, as Director of IAR, have undertaken as community service and outreach.

- **“Inland Empire Economic Center.”** Served as a member of the Inland Empire Economic Center (IEEC) which is a collaboration of IEEP (Inland Empire Economic Partnership), IAR, and economists from Claremont Graduate School and University of Redlands. The purpose of this center is to produce research, analysis, and presentations at the request of Inland Empire stakeholders that addresses economic questions about the region, respective companies or institutions, and or produce information that supports a vibrant and innovative economic eco-system in the region. Dr. Morales was pleased to sign off on the MOU on behalf of IAR.
- **“IEEP Business Reopening Survey.”** Conducted (at IEEP’s request) a survey of Inland Empire businesses to determine the effects of COVID-19 on organizations in the region. Questions focused on ways regional leaders could (1) support businesses as they become operational, and (2) drive policy decisions at the Federal, State, and local levels to support the region’s business community throughout the course of this crisis.
- **“Inland Empire Growth and Opportunity.”** Served on the IEGO (Inland Empire Growth and Opportunity) Logistics Working Group and the IEGO Investment Plan Core Team. The objectives of IEGO are to
 - Present and contextualize the IEGO industry cluster strategy for logistics
 - Leverage existing regional efforts to enhance component parts of the Center of Excellence
 - Mobilize leaders to strengthen collaboration toward a sustainable future for logistics in the region
- **“Gateway to Logistics.”** Worked with the IDS Department on the “Gateway to Logistics,” an initiative to attract and prepare middle- and high-school students (as well as community college students) in the Palm Desert region for well-paying careers in logistics.
- **“Workforce Opportunity.”** Worked with Dr. Nasrin Mohabbati to help create opportunities to have our students and faculty work with companies to gain experience in solving real-world business problems.
- **“Claremont Survey.”** Served as a consultant on the 2020 Claremont Community Survey which included questions on level of involvement in voting and political activity, important local issues that impact voting behavior, traits that make candidates desirable to various political subgroups, and the importance of various information sources in influencing the way people vote.

Proposals Written

In addition to the above projects, IAR wrote parts (or all) of several major proposals in response to RFPs. We try not to waste our time on proposals with little or no chance of funding, but we

are also realistic about the fact that we won't get projects unless we write proposals. It is a "numbers game"...a very time-consuming numbers game. But due to COVID, there were fewer RFPs to address. Hopefully that will change in the near future!

Proposals written (and outcomes) include:

- City of Riverside Quality of Life Follow-up Study: In 2013, IAR was contracted to conduct a citywide Riverside Quality of Life Survey to establish baseline quality of life measures for city residents and non-resident workers. IAR has conducted follow-up surveys in 2015 and 2019 to measure the City's progress in improving the quality of life. In May 2021 the City asked IAR to write a new proposal for a 2022 Quality of Life Survey. Goal articulation and negotiations were conducted during the 2020-2021 AY, and we anticipate contract signing by December 2021.
- Santa Paula Police Department: IAR submitted to the Santa Paula Police Department a proposal for the 2021 Santa Paula Community Survey in which the Department's constituencies would be surveyed for their views about the quality of life in Santa Paula, with specific questions eliciting information regarding respondents' current level of fear of crime, concrete behaviors linked to fear of crime (such as leaving the city to shop in order to increase their perceived level of safety), etc. This proposal has not yet been funded, and at this point we do not anticipate that the Department will go forward with the project.
- Maternal and Child Health LEAP Training Program Evaluation: In December 2020, a consortium of CSUSB faculty members led by Kassandra Harding submitted a proposal to the Health Resources and Services Administration for a Maternal and Child Health LEAP training program. IAR was asked to conceptualize the 5-year program evaluation of the program and write the evaluation section of the proposal. Unfortunately the program was not funded.
- California Competitiveness: In June members of the IEEC began writing a proposal to study the recent performance of the California economy, with particular attention to the state's population dynamics and business relocation activity. The study will also include regional differences within the state's economy. The proposal has been funded and IAR's portion of the project will begin in December 2021.

The reader also should note that even though I am on a FERP assignment, I have happily continued to serve on the following very time-consuming committees during AY 2020/2021:

- College curriculum committee
- College assurance of learning committee
- College evaluation committee
- Department recruiting committee
- Department professional leaves committee
- SCM curriculum committee
- Chaired the committee to create a new Master of Science in Logistics and E-Commerce
- Chaired the committee to create a new Master of Science in Cybersecurity and Analytics
- Committee to create a new Master of Science in Business and Data Analytics
- Committee to create a new Certificate in Data Visualization Analytics

- Committee to create a new Certificate in Cybersecurity
- Committee to create a new Certificate in Applied SAP

In addition, this past academic year I continued to serve as the Course Coordinator for ADMN 2100 and as a faculty mentor. Time spent on IAR projects had to be balanced with the time spent on these service activities which are important to the campus (and wider) community.

Use of funds during the reporting period:

Until AY 2019/2020, IAR received no direct funding from the college or university for writing proposals or for running/governing the Institute. As part of my FERP contract, JHBC is now awarding me one reassigned time for running the Institute. Of course, when IAR conducts a project for the JHBC or university, funds are allocated in the form of salary for Lori Aldana (IAR’s Project Coordinator) and students working on projects, however I consider that to be “external” funding (similar to any other project) as opposed to “internal” funding which is used simply to support the Institute’s overall activities. Our budget depends on how many grants/contracts we obtain in any particular year. Detailed IAR budgets and expenditures from all grant activities are available through UEC and are summarized in the table on the next page.

Before the campus closure, IAR used JB-277 as its main office and JB-279 as its CATI lab. It is our understanding that part of the overhead/IDC paid to UEC reimburses the campus for the use of the office.¹

Some of IAR’s computers and printers have been purchased with IAR funds, however the CATI lab computers (used for survey research) have been loaned to us by JHBC. These computers were discarded from the instructional labs as being too old to be of use to the college. **We pay for all sampling frames, office supplies, clerical staff, fees for yearly maintenance on our computerized call system, etc.**

All project funds are used to pay staff (one full time Project Specialist, student interviewers, translators, and shift supervisors), release time, sampling frames, office supplies, phones, equipment, etc.

More specifically, the following table details revenues and expenses for all studies. A few notes are in order:

- The numbers in the table represent our best estimate of expenditures for projects that stretch over several academic years.
- In March 2020 when the campus closed down due to COVID-19, we were unable to work from our Institute office. We requested that the phone bills for our phone bank be reduced

¹ Since IAR has been unable to conduct phone surveys during the campus COVID closure we have had to subcontract phone survey projects and thus we no longer have need for the CATI lab. The decision was made in July 2021 in consultation with Dr. Lawrence Rose and Dr. Tony Coulson in July 2021 to allow the Cybersecurity Center to use the room for their activities beginning in August 2021.

since we no longer had access to the room and equipment. Until the campus reopens, we will be forced to subcontract our telephone data collection services to other groups.

Budget, July 2020 to June 2021

As noted earlier, our projects rarely begin and end within an academic year reporting period. Indeed, many of our projects cover the span of two reporting years (or sometimes three). Thus expenditures in a particular year may be higher than revenues (since funding from previous years is being used) or lower than revenues (depending on IAR's efficiencies in conducting our fixed-cost projects).

The table below reflects our best estimate of the expenditure amounts for the 2020-2021 academic year.

Use of funds					
	Internal funds (i.e. NOT tied to a project conducted for JHBC)		External funds (including projects conducted for JHBC)		Total Internal and External Funds used in AY 2020/21
	AY 2020-2021	Current academic year (projected)	AY 2020-2021	Current academic year (projected)	
A. Salaries/benefits			\$52,753	\$ 71,379	\$52,753
B. Assigned time (per FERP contract)	\$6,100	\$6,100	\$ 0	\$ 6,100	\$ 6,100
C. Telephone/fax			\$ 2,126	\$ 1,000	\$ 2,126
D. Office supplies			\$ 361	\$ 1,000	\$ 361
E. Other			\$10,335	\$ 25,000	\$10,335
Total	\$6,100	\$6,100	\$65,575	\$104,479	\$71,675
<i>On a separate sheet, please itemize A., B., and E.</i>					

More specifically, the following table itemizes the \$71,675 (total of internal and external funds used in AY 2020-2021):

A. Salaries/benefits		
	Project Coordinator	\$41,500
	Students	\$ 240
	Director FERP as of Sept. 2019	\$ 0
	Benefits	\$11,013
	Total of Salaries and Benefits	\$52,753

B. Assigned time		
	Sirotnik	\$ 6,100
C. Telephone/fax		
	Monthly base charge (\$441) + calls then decreased to \$73.00 per month after March 2020 since we had no access to our CATI lab during the campus closure	\$2,126
D. Office supplies		
	Office supplies, materials, postage, travel	\$361
E. Other		
	Sampling frames	\$ 0
	A/C for evening/weekend surveys	\$ 0
	CATI annual fee	\$ 0
	UEC Indirect	\$3,730
	Equipment	\$ 0
	Contract services for PVHMC project (subcontracted phone interviews)	\$6,605
	Total of "Other"	\$10,335

Planned activities for the current academic year:

Activities scheduled for AY 2021-2022 include:

- Monthly economic forecast (ongoing study cited above).
- Bi-annual JHBC graduate surveys to determine employment status, salary, needed job skills, etc. (ongoing).
- Continue work with the Water Resources Institute to determine the water-related needs of disadvantaged communities (ongoing).
- Work on the ASPIRE NIH program evaluation (ongoing).
- Make at least one presentation of the results of the "Voice of the Entrepreneur" study.
- IAR has written a proposal to conduct a needs assessment for AgingNext, a non-profit organization in Claremont dedicated to helping seniors continue living independently at home. They have indicated that they like the proposal, however it has yet to be approved by their Board.
- The contract for the City of Riverside Quality of Life Follow-up Study should be signed by December 2021, and the study should begin in January 2022. The study includes telephone and online surveys of city residents and non-resident workers.

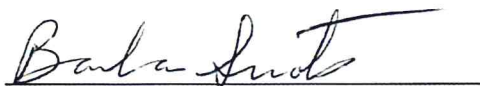
- IAR conducted annual quality of life surveys of Inland Empire residents for 22 consecutive years, but we were unable to do so during the pandemic due to a lack of funding. We hope that as the economy gets back on a stable footing we will be able to conduct the 23rd Inland Empire Annual Survey. Before the shutdown Mojave Water District had committed to be a sponsor and CSUSB expressed interest, but we will have to determine if they are still interested in IAR conducting the survey in 2022.
- Write proposals and work on projects through the Inland Empire Economic Center.
- Succession planning: Continue to reach out to my colleagues to find an additional person who may be interested in beginning to work with the Institute.

Final Comments

From my point of view, the Institute of Applied Research has truly been a classic example of a “win-win” enterprise. It provides me the opportunity to be involved in interesting projects which sometimes result in refereed journal articles. It benefits the businesses and/or public agencies for which we conduct the research in that they get the information they need to make their day-to-day decisions. And the university receives the benefit of being cited monthly in newspaper articles about our economic forecast or other projects.

Since its inception in 1985, IAR has taken its mission of “community outreach through applied research” very seriously. But its educational mission is equally important. Most of our projects provide the opportunity for our students to learn about the research process (while making some much-needed money). Further, our projects provide a wealth of examples I can cite in class when discussing sampling methodology, descriptive statistics, and inferential statistics – all of which provide vital “real world” applications to the theory being presented.

Indeed, the Institute is a “win-win,” and I am grateful for the opportunity to continue to serve as Director.



Director Signature
(Barbara Sirotnik)

Unit Reporting Person recommendation	
Name and title:	
<input checked="" type="checkbox"/>	Keep on active status.
<input type="checkbox"/>	Move to probationary status.
<input type="checkbox"/>	Move to inactive status.
Recommendations and comments including the criteria and data reviewed. Please attach additional page(s) as necessary:	

Shanthi Amicus
Unit Reporting Person Signature

1/24/22
Date

STOP FORWARD A SCANNED COPY OF THIS REPORT TO phyllis.meadows@csusb.edu AND SEND THE ORIGINAL COPY TO THE FACULTY SENATE AD-155. THE SENATE OFFICE WILL TAKE CARE OF THE REMAINING PORTIONS OF THE REPORT. THANK YOU.

Educational Policy and Resources Committee recommendation (Only after 3 or 5 year review)	
<input type="checkbox"/>	Keep on active status.
<input type="checkbox"/>	Move to probationary status.
<input type="checkbox"/>	Move to inactive status.
Recommendations and comments:	

EPRC Chair Signature

Date

Provost recommendation (Only after 3 or 5 year review)	
<input type="checkbox"/>	Keep on active status.
<input type="checkbox"/>	Move to probationary status.
<input type="checkbox"/>	Move to inactive status.
Recommendations and comments including the criteria and data reviewed. Please attach additional page(s) as necessary:	

Provost Signature

Date

President decision (Only after 3 or 5 year review)	
<input type="checkbox"/>	Keep on active status.
<input type="checkbox"/>	Move to probationary status.
<input type="checkbox"/>	Move to inactive status.
Recommendations and comments including the criteria and data reviewed. Please attach additional page(s) as necessary:	

President Signature

Date

