

Year-to-Date Executive Summary

February 2022



Guiding Principles

Mission

We transform lives through educational excellence and dynamic partnerships, unleashing possibilities for impact in our community and worldwide.

Vision

We will be renowned for our innovative teaching, experiential learning and state-of-the art facilities and be the first choice for those striving for personal and professional success.

Core Values

We value:

- Passion for academic exploration and achievement
- Supportive environments focused on student success
- Diversity and inclusivity
- High standards for ethical behavior and financial stewardship
- A safe, friendly and respectful campus climate
- Community engagement

Goal 1: SVSU delivers high quality academic programs leading to student success, improved retention and enrollment stability.

Strategy 1. Determine the future size of the university and determine enrollment goals for long term sustainability.

In 2017, SVSU completed a comprehensive situational analysis that established a 5-year goal of stabilizing enrollments at 8,500-8,600 students. Based upon this analysis, set enrollment targets by student types to drive future objectives.

- Achieve stable FTIC enrollments between 1300-1350. This target was met every year.
- Maintain transfer enrollments at 750 new students per year. This number has dropped off as community college enrollments have declined.
- Maintain international enrollments at a total of 500 students. Due to difficulties experienced by students in obtaining student visas and the pandemic, this number has declined to about 250.
- Achieve moderate growth in graduate programs. Several graduate programs were introduced: Public Health, Social Work, Computer Science and Psychiatric Nurse Practitioner. Enrollments in the health care related areas have been strong, but did not offset continued losses from COE grad programs, precipitated by changes in state requirements.
- In the last few years, the College of Education has seen dramatic improvements in undergraduate enrollment. College of Education undergraduate enrollments are up 27% compared to 2017 and total enrollment in the college are up almost 7% since 2016.

In 2018, completed a *Strategic Enrollment Management* plan addressing admission, financial aid, new academic programs, retention and marketing. In addition, communicated the objectives of the plan, progress, as well as recruitment and retention strategies through multiple campus forums.

- Restructured merit and need-based aid scholarships to enhance yield of admitted students for the 2018 academic year.
- This change in financial aid along with improved admissions procedures, and increased marketing have led to a 16.5% increase between fall 2015 and fall 2018, surpassing the initial target of a +10%. This increase was due to a 28% increase in our FTIC enrollment between 2017 and 2018. Each year since 2018 has met or exceeded the target FTIC enrollment.

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- Developed Cardinal Commitment offering full base tuition and mandatory fee support for students from families with an income of \$50,000 or less. This was announced in March 2021 for the Fall 2021 cycle, and is expected to impact the Fall 2022 cycle significantly.
- The Robert and Ellen Thompson Working Families Scholarship established in 2016 as the largest single gift at the university to help enroll, retain and graduate undergraduate students. From 2016-2021 just over \$5 million dollars have been awarded as scholarships to 505 SVSU students.

Improved admissions strategies

- Removed financial barriers to application by eliminating application fee.
- Enhanced communication with prospective students by utilizing an interactive texting platform.
- Revised net price calculator to provide clearer messages about the costs associated with attendance, separating costs to the university from other incidental costs.
- Developed four regional recruiter areas, focusing on metro Detroit, southern Michigan, southwestern Michigan and the Grand Rapids area.
- Launched a *new* Customer Relation Management system, Slate, which has increased our ability to personalize messaging, track prospective student interest, and streamline the admissions/enrollment process.
- Expanded name-buys with two additional services and expanded to include sophomores, juniors, graduate students and transfer students, instead of only seniors.
- Implemented the Common Application for the Fall 2022 cycle.
- For the admission cycles that occurred during the COVID pandemic, standardized test scores were considered optional to address the inability of students to get access to testing sites. Proposal has been submitted to make this a permanent change in alignment with national and state-wide trends.
- Expanded transfer agreements by working within the Michigan Transfer Initiative and developed transfer pathways for psychology, biology, business, criminal justice, art, communication, exercise science, mechanical engineering, and social work.
- Received a grant for the Michigan Veterans Affairs Agency to support the development of transfer equivalencies for military training courses and SVSU academic courses. As a result of the work done under this grant, 36 SVSU courses have been identified that link directly to military training, with more underway.

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Future initiatives:

- Implementing a Spanish Language translation of our primary admissions websites (“Go Site”).
- Utilizing downtown center to offer services and support to Saginaw City Schools.
- Collaborating with SUPO to provide direct admission to Cesar Chavez High School.
- Academic affairs will continue work to expand Military Course Transfers. Over 1000 possible transfer agreements are being examined by departments and the registrars for direct credit transfer, general education transfer and elective transfer.
- SVSU has recently signed intent to participate in the MiWorkforce Pathways project, creating state-wide multi-institutional transfer pathways for applied workforce programs at community colleges to universities.
- Academic units will expand corporate and community college partnerships. Currently, discussions are in progress with MidMichigan Hospital, SW Michigan Community college and the economic development agencies in the northern lower peninsula.
- Utilize the technology and infrastructure developed for online course delivery to expand reach into southwest Michigan (RN to BSN) and northern lower Michigan (health care, business and engineering)
- Academic programs will develop stackable credentials and stand-alone certificates at both the graduate and undergraduate level to support the ‘upskilling’ of employees in the region.
- Reinvalidate international student enrollments post-pandemic.

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Strategy 2. Improve retention, persistence and graduation rates.

Participated in the Higher Learning Commission's Student Success Academy to develop additional strategies for enhancing student success.

Obtained \$3M Title III grant Cardinal Pathways to Academic Progression (CPAP) to boost student success and retention.
Obtained \$150,000 in additional funds to supplement the CPAP grant to enhance students' financial literacy.

Fully implemented Schedule Planner (4-year course plan). All first- and second-year students are using this software to plan their four-year course of study.

Developed a new Military Credit Transfer policy and improved the process for veterans to enroll and graduate on time.

Made significant revisions to developmental math courses, providing a new pathway for those not needing an algebra- based math curriculum in their majors.

Opened the Multicultural Student Center to support underrepresented students including the LBBTQ+ population. Established a *Multicultural Student Advisory Council* and provided diversity training to student leaders including Resident Assistants, Orientation Leaders, Peer Health Educators and Recreation Center student staff.

Developed the Transition Semester seminar course, initially for conditionally admitted students. This program has demonstrated remarkable success in improving first to second year retention. Since its inception in 2015, we have expanded from about 120 students per year to an anticipated 600 students in the fall of 2022, as students transitioning to college during the pandemic need additional support. A key component of this seminar are embedded student mentors who provide support to incoming freshmen.

Constructed a new eSports room for both competitive and recreational student use and will begin competing in Winter of 2022.

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Increased first- to second-year retention rates. (Target 78% by 2020)

- Increased first- to second- year retention rates by 8% from 70% to 78% over the prior four years. Achieved target for the Fall2017 cohort, since that time retention has remained between 74 and 78% with some fluctuation.
- Increased second- to third- year retention rate from 80% to 86% over the prior four years.
- Reduced retention gap for African-American students and the overall population from 16% points - 9% points.

Increased overall 6-year graduation rates. (Target : 45% by 2021)

- Six-Year Graduation Rate rose from 38% for the 2010 cohort to 48% for the 2014 cohort, achieving the strategic goal.

Future initiatives

While we have met our targets in terms of retention and graduation rates, we have seen some fluctuations during the pandemic years. We are focused on ensuring that the retention rates and graduation rates remain strong. The specific strategies include

- Increasing the number of transition seminar sections
- Promoting the student support services in the Gerstacker Learning Commons with events like “Tour of Success” which led about 300 students to visit each center in January 2022.
- Promoting interest and retention in Carmona College of Business through a residential Living Learning Community to be piloted in Fall 2022.
- Promoting services and programming in the Multicultural Student Center.

Goal 1: SVSU delivers high quality academic programs leading to student success, improved retention and enrollment stability.

Strategy 3. Deliver a portfolio of high quality programs

Since 2016, the following accreditation actions have occurred

Accreditations Re-Affirmed

- Higher Learning Commission (HLC) – Four-Year Assurance Review
- Mechanical and Electrical Engineering (ABET)
- College of Business & Management (AACSB)
- College of Education (CAEP)
- Medical Lab Sciences (NAACLS)
- English Language Program (CEA)
- Bachelors of Social Work (CWSE)
- Bachelors, Masters and Doctorate in Nursing (CCNE)
- Chemistry and Biochemistry (ACS)

New Accreditations Earned

- Masters of Social Work (CWSE)
- Certified Public Manager Continuing Education Program (NCPMC)
- SVSU's Testing Center - certified as a National College Testing Association (NCTA) allowing the following tests to be administered: ACT, SAT, MCAT, LSAT and other standardized tests.

Upcoming Accreditations/Re-affirmations

- Higher Learning Commission (HLC) – 10 year institutional re-affirmation (2024)
- Mechanical and Electrical Engineering (ABET)- (2023)
- College of Business & Management (AACSB)- (2023)
- College of Education (CAEP) (2023)
- Music Education (NASM) (2024)

Goal 1: SVSU delivers high quality academic programs leading to student success, improved retention and enrollment stability.

- Masters of Social Work (2024)
- Masters of Occupational Therapy (2022)
- Masters of Social Work (2024)
- Masters of Occupational Therapy (2022)

Since 2016 the following programs were developed to ensure academic programs are current and meet student and regional needs:

New Graduate Programs

- Master of Public Health (M.P.H.)
- Psychiatric Mental Health Nurse Practitioner Certificate
- Master of Social Work (M.S.W.)
- Master of Science in Computer Science/Information Systems (M.S.)
- Accelerated Certification (ACR) Teacher Education program
- Applied Behavior Analysis in Special Education Certificate

Revised Graduate Programs

- Education Specialist (Ed.S.)
- Master of Arts Instructional Technology and E-Learning (M.A.)
- STEM MBA

New Undergraduate Programs

- Bachelor of Public Health
- Bachelor of Rehabilitative Medicine
- Bachelor of Arts in Early Childhood Education
- Bachelor of Science in Environmental Science
- Bachelors of Arts in Black Studies

Goal 1: SVSU delivers high quality academic programs leading to student success, improved retention and enrollment stability.

Significantly Revised Undergraduate Programs

- Elementary and Early Childhood Teacher Education
- Biology

Undergraduate Programs in Development

- Bachelor of Arts in Environmental Studies
- Bachelor of Science in Computer Engineering
- Revisions to Middle/Secondary Teacher Education

Graduate Programs in Development

- MBA with Health Care Concentration

New Articulation Agreements

- Graphic Design 2+2 with Shenyang Aerospace University
- Early Childhood Education 2+2 with Changchun Normal University
- General Business 2+2 with Ming Chuan University
- MBA 1+1 with Ming Chuan University
- Political Science 3+1 dual degree program with Universidad Argentina de la Empresa
- Bachelor of Arts - Early Childhood Education 2+2 with Henry Ford Community College
- Developing articulations for the Master of Public Health (MPH) program with Ming Chuan University and New Early Assurance Program with the Medical School at Wayne State University. Existing Medical School agreements signed with Michigan State University and Central Michigan University.
- Since fall 2018, almost 300 students have enrolled in a cooperative SVSU-Changchun Normal University Early Childhood Education program approved by China's Ministry of Education. These students will have the option of transferring to SVSU under the articulation agreement developed in 2017.

Goal 1: SVSU delivers high quality academic programs leading to student success, improved retention and enrollment stability.

Course delivery: Prior to the pandemic approximately 15% of our courses were online. During the pandemic that number was 100%. Currently, our undergraduate programs are about 25% online and graduate programs are about 40% online, in concert with student preferences. We continue to monitor both quality and student preferences, but with the technology, infrastructure and training developed during the pandemic, we have great flexibility in course delivery options.

Strategy 4. Maximize the academic, personal and professional growth for all students.

- Internships required in 100% of Health & Human Services programs.
 - Service Learning incorporated in 100% of academic departments' curriculum.
 - Undergraduate Research Program (UGRP) projects awarded for FY16 – FY21:
 - Faculty-led Research: 132 awards were granted = \$747,654
 - Student-led Research: 60 awards were granted = \$212,705
 - Student-travel Grant: 86 awards were granted = \$87,439
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- Established new student exchanges and articulations with international institutions that provide global experiences like Shenyang Aerospace.
 - Sent 689 students to 44 nations through faculty-led study abroad, short term or semester-long exchange programs from 2017 - 2021.
 - Over 240 students participated in a total of 23 Alternative Breaks/Habitat trips during the AY 2016/17 and through fall of 2017. Over the 2017-18 year and Fall 2018 semester, Alternative Breaks facilitated 21 trips with 227 student participants, completing over 8,200 hours of service. Over the Fall 19 and Winter 20 semesters we sent out 14 Alternative Break/Habitat trips including a total of 154 students that served a total of 6,160 hours. *Covid impacted the 20/21 year so there were not any trips scheduled and 21/22 trips are scheduled to take place this spring.
 - Began participation in the American Democracy Project from the American Association of State Colleges and Universities to impact civic learning and community engagement.

Goal 1: SVSU delivers high quality academic programs leading to student success, improved retention and enrollment stability.

- In 2018, over 100 students participated in short-term, non-credit programs from countries including the Philippines, Japan, and China. Since 2015, over 300 students have been through these programs.

Future Initiatives:

- Post pandemic, we will reinvigorate international travel, domestic travel, Alternative Breaks and short-term exchange opportunities.
- Through initiatives in the Center for Excellence in Teaching and Learning, we will enhance professional development related to experiential learning and other high impact practices to facilitate student development
- Provide expanded services through the Mental Health and Wellness Center.

Strategy 5. Promote innovation and excellence in teaching and scholarly activities, achieving national and international recognition.

- Awarded 31 Dow Professorship Grants totaling \$153,274 since 2015. Grants were provided through the Center for Academic Innovation (CAI, renamed as Center for Excellence in Teaching and Learning) to support innovations in teaching.
- Offered Teaching and Learning Symposia every year since 2015 with approximately 100 faculty attending annually.
- Since 2018, two Department Innovation Grants of \$5,000 each have been awarded each year to support innovative teaching at the department level.
- Between 2015 and 2021, over \$520,000 and 350 hours of release time were awarded to support faculty research and development.
- Recognized by The Chronicle of Higher Education Great Colleges to Work For every year since 2016.
- Center for Academic Innovation (CAI), now the Center for Excellence in Teaching and Learning, has developed strategies to provide professional development for mid-career faculty including opportunities for networking, development of interdisciplinary efforts and support for the development of meaningful and successful sabbatical proposals. Beginning in 2020, \$15,000 per year was provided to support Faculty Learning Communities in the area of Experiential Learning and other high impact practices.
- The CETL has provided support and training for all full-time and part-time faculty in online teaching and learning.

Goal 1: SVSU delivers high quality academic programs leading to student success, improved retention and enrollment stability.

- Since 2016, our students and programs have been recognized nationally in the following areas:
- **National Recognitions Received**
 - Early Childhood Education
 - Elementary Education
 - Reading Education
 - Special Education
- **National Awards Received – Student Involved**
 - Cardinal Formula Racing
 - Moot Court
 - Theatre
 - Ethics Bowl
 - Forensics
 - Cardinal Sins
 - SVSU Robotics Club
 - Vocal Performance

Future Initiatives

Develop mechanisms to support faculty efforts in the Scholarship of Teaching and Learning (SOTL) by designating Center for Academic Innovation funds for such projects.

Provide state-of-the-art learning opportunities for business students in the new College of Business and Management.

Assist new faculty through effective mentorship and ongoing professional development.

Goal 2: Our people, climate and culture transform lives.

Strategy 1. Create a culture for professional development.

- HR conducted a survey in 2017 on current professional development activities and needs.
- Reformulated Support Staff Association professional development committee clause in 2018 – 2021 agreement. Union representatives now assist with identification and planning of developmental opportunities.
 - Seven (7) leadership communication training sessions provided to all working foremen and first-line supervisors in the Campus Facilities department.
- Implemented a professional development tracking solution in 2018 as an interim to the comprehensive digital talent development and management program launching of Cornerstone in 2019 for improved strategic alignment, delivery, tracking and accountability of professional development activities in connection with overall performance management. Introduced ASCEND, a talent management system in 2020. ASCEND tracks development plans, goal setting, and performance reviews for staff and APs.
- Updated FY 2018-19 Performance Management Forms to better identify and align University and Departmental strategic goals with employees' goals and professional development plans. Surveyed FY 2017-18 results to establish baseline of professional development goals stated and completed.
- Piloted and implemented employee onboarding procedural checklist with 9 hiring managers. As of February 2019, early results deem positive.
- Implemented formal New Hire Orientation in 2020.
- In the Spring of 2018, University Police conducted active shooter education sessions:
 - 597 employees attended
 - 85% (265) Administration & Business Affairs & President's staff attendance rate
 - 29% (332) Academic Affairs (full and part-time faculty included)
 - 5 departments conducted follow up readiness plan development sessions
- Information Technology On-line Training:
 - Cybersecurity Awareness Training (KnowBe4) - 82% completion rate or (1,014 employees) in 2017-18, 42% or (580 employees) to date for 2018-19.
 - Office365 (Brainstorm) - 13,436 weekly Office365 use tips viewed by faculty and staff through 2017 and 2018.

Goal 2: Our people, climate and culture transform lives.

- Continued Inclusion Advocates Training in 2018 & 2021:
 - Inclusion Advocates Training, as of October 2021: Over 200 administrators, faculty and staff have participated since its inception. Currently have 119 active IAs available for hiring committees.
 - For 2021 training session, training manual was updated and all IA resources are now stored electronically.
- Seven members of the SVSU community also participated in the Diversity, Equity and Inclusion in the Workplace Certificate Program offered by the Muma College of Business at the University of South Florida. (2021)
- Ensured University compliance with all relevant federal and state laws related to equal opportunity and civil rights:
 - Updated SVSU's Annual Affirmative Action Workforce Data and presented to SVSU Board of Trustees and senior level administrators.
- Regarding Title IX Regulations:
 - Maintained (5) SVSU personnel as Title IX Investigators.
 - Updated and expanded SVSU's Sexual Misconduct Policy.
 - Updated and revised Title IX Website.
 - Updated and distributed over 3,000 sexual misconduct and domestic violence informational resource cards to faculty, staff, and students.
 - Established Title IX Advisory Committee comprised of faculty, staff, and student's campus-wide held its first monthly meeting on September 15, 2020. An overview was presented on the new Title IX regulations to the committee members.
 - Established the Title IX Resource Room which is a file created in Microsoft Teams to help with collaboration and communications by sharing files, articles, educational publications, etc., with all committee members.
 - Title IX presentations have been customized and delivered to the following groups and will continue each academic year:
 - President's Staff members
 - Student Groups RSO's
 - Classroom presentations
 - Board of Controls
 - Title IX Campus-Wide Committee
 - Title IX Investigators Round Table
 - Title IX Student Research Projects
 - SVSU Dining Service
 - Athletic Department

Goal 2: Our people, climate and culture transform lives.

- Updated SVSU's Sexual Misconduct Policy to comply with the New Title IX regulations and updated SVSU Title IX webpage.
- SVSU continues to offer on-going training focused on increasing awareness and understanding of an Inclusive Campus and the Prevention of Sexual Misconduct.
- Implemented Bringing in the Bystander a train the trainer prevention program for establishing a community of responsibility for staff, faculty and students:
 - 601 students have participated in the Bringing in the Bystander (BITB) program.
 - 67 students completed facilitator training.
 - 30 students completed the train-the-trainer session.
 - The Student Athlete Advisory Committee has received BITB intervention training.
- Reviewed best practices for on-line sexual assault training and further expand Title IX and safety awareness and programming across entire campus community during the academic year 2019-2020.
- Added Supervisor Roundtable for "Courageous Conversation on Retention".
- Offered "Strategies to Increase Recruitment of Diverse Faculty and Staff" to the campus community (Presentation by Dr. Myron Anderson, vice president for Inclusive Excellence at the University of Texas at San Antonio in 2021).
 - 45 individuals from campus participated in the workshop.
- Communicated the need for top management to lead ongoing conversation on retention
- Reviewed Campus Climate Survey and Best Colleges to Work for Survey data for references to retention.
- Examined multi-year historical data regarding staff departures using demographic information by department/division/employee group type.
- Introduced Ulliance, a new Employee Assistance Program.
- 2021 Leadership Development Program
 - 23 individuals from across campus participated in the program during the FA semester
 - WI semester program will launch in February 2022 with 25 participants

Goal 2: Our people, climate and culture transform lives.

Future initiatives:

Continue discussions of “retention culture” desired at SVSU

Continue to provide Bringing in the Bystander training for faculty, staff and students.

Seek additional funds to support additional certified Title IX investigators.

Develop strategic planning goals/initiatives associated with the review of Reviewed Campus Climate Survey, Best Colleges to Work for Survey data, and the multi-year historical employment data.

Continue to provide on-line Title IX training for faculty, staff, and students.

Create a student focused Title IX Ambassador Program to assist with Title IX education.

Strategy 2. Increase cultural understanding, tolerance, equity and inclusion for all members of the SVSU campus community.

- Reviewed and established key benchmarks from 2014 and 2019 Climate Surveys with focus on areas of improvement.
- Sponsored 70 Cultural Competency Dialogues/Courageous Conversations since 2017:
 - Over 2500 individuals participated in sessions with focused sessions held for resident assistants, law enforcement, hiring managers, and senior level administrators. Evening sessions of many workshops have been held to accommodate a variety of work schedules. Many sessions have been held on Teams or Zoom during the last two years.
 - Based on feedback from participants:
 - Majority of the participants reported good or excellent understanding of the topic prior to the dialogue and significantly more reported good or excellent understanding after the dialogue.

Goal 2: Our people, climate and culture transform lives.

- Majority of the participants reported they have a personal plan for implementing one or more of the ideas and 63% have a plan or some “good ideas” for their division, department or office.
- Nearly all of the participants reported that the information was relevant to performing their job, they were interested in the information, they were comfortable using the information, and over 90% reported that they would share the information.
- The majority of participants reported their supervisor supports them using the information and felt there was adequate resources to implement the information.
- Comments on utilization of the information: "need to model the behavior", "lead by example", "daily communication", "being conscious of my actions", "think about my nonverbal communication", "facilitate positive interactions" and "useful for uncomfortable and difficult situations".
- Concerns reported: “whether the ideas would work within their current work environment”, “need for more training”, “fear of repercussion”, and “campus buy-in”
- The DEI Council and the DEI Strategic Planning Committee formed in 2019 and continues its work.
 - 20 members of the campus community to serve on the Diversity, Equity, and Inclusion Council.
 - Council members generated a strategic plan which included seven goals.
 - Each goal is administered by a subcommittee. Subcommittee membership exceeded 50 members of the campus community including students, faculty, staff members, and administrators.
 - Goals are focused on recruiting, retaining, engaging and enhancing the experience of faculty, staff, and students on the campus.
- Completed Inclusive Excellence DE&I Review in 2021 with Dr. Damon A. Williams and the Center for Strategic Diversity Leadership and Social Innovation (CSDLSI) of Atlanta, Georgia, as its external partner to develop a high-level understanding of the university’s diversity, equity, and inclusion (DEI) capabilities on campus.
 - Review used four primary research strategies:
 - *DEI Discovery Interviews* with key campus leaders.
 - *SVSU Strategic DEI Analysis*: Research/analysis of DEI programs and initiatives at SVSU.
 - *Strategic DEI Benchmarking*: A comparison of DEI structures and strategy gathered from publicly available resources for sets of both Michigan and national peer institutions. Proprietary data gathered through primary personal interviews conducted with other institutions’ chief diversity officers and others was also utilized.

Goal 2: Our people, climate and culture transform lives.

- *Demographic DEI Benchmarking*: A study of SVSU and both state and national peer institutions for student, faculty, and leadership demographics, using US Department of Education Integrated Post-Secondary Data Systems (IPEDS) data.
- Received the Higher Education Excellence in Diversity (HEED) award by Insight into Diversity for the second time in 2018. Applied for the Health Professionals Higher Education Excellence in Diversity (HEED) award in 2021. SVSU was not selected.
- Opened the Multicultural Student Center to support underrepresented students including the LGBTQ+ population. Established a *Multicultural Student Advisory Council* and provided diversity training to student leaders including Resident Assistants, Orientation Leaders, Peer Health Educators and Recreation Center student staff.

Future initiatives

Continue work of the DEI Strategic Planning Committee.

Continue Courageous Conversations on campus.

Review Inclusive Excellence DE&I Review by Center for Strategic Diversity Leadership and Social Innovation and develop initiatives based on the recommendations from the report.

Continue and build cross-campus collaborations to promote DEI goals across campus.

Strategy 3. Continue to increase the diversity of faculty, staff and the student body.

- Updated the Diversity dashboard to include filtering capabilities by division.
- Established a committee to review best practices and formulating recommendations to elevate faculty diversity and inclusion.

Goal 2: Our people, climate and culture transform lives.

- Reviewed Workforce data with senior leaders across campus to assist with their diversity recruitment strategies.
- Completed the Inclusion Advocates Training in 2018 & 2021.
 - As of October 2021: Over 200 administrators, faculty and staff have participated since its inception. Currently have 119 active IAs available for hiring committees.
 - In 2021, updated Inclusion Advocacy (IA) practice, training, and training materials/manual to include additional components such as unconscious biased education and training. All IA resources are now stored electronically.

Future initiatives

Continue to monitor and update Diversity dashboard.

Continue to target diverse marketing to advertise for faculty, staff and administrative positions.

Continue reviewing Workforce data with senior leaders across campus to assist with their diversity recruitment strategies to develop comprehensive plans.

Strategy 4. Align hiring and compensation strategy for employees to regularly utilize market data/peer information to maximize its competitive position while maintaining our fiscal goals.

- Completed and utilized comprehensive salary comparisons for settlement of 2017-2020 Faculty Association and 2018-2021 Support Staff collective bargaining agreements. Position-specific compensation data utilized for market adjustments of Administrative Professional salaries is an on-going practice.
- Engaged human resource consultant in 2018 to identify best practices in strategic alignment of performance management and evaluation processes, began implementing recommendations.
- Created electronic exit survey to improve response rate and quality of information obtained, response rates increased from

Goal 2: Our people, climate and culture transform lives.

15% to 50% in 6 months.

- Added a health savings account/high deductible health plan option to provide affordable health care in short term with long term savings opportunities. Multiple communications channels and University contributions to savings account resulted in 42% of eligible employees choosing this new option.
- Transitioned to insured disability insurance benefit for leaves of absence between 90 and 180 days for support staff and administrative professionals to reduce short term disability administration time and responsibilities.
- Recognized by The Chronicle of Higher Education Great Colleges to Work For in 2016, 2017 & 2018 for Compensation & Benefits.
- Aligned hiring and compensation strategy for employees to regularly utilize market data/peer information to maximize its competitive position.
 - Peer institutions in Michigan
 - Salary College & University Professional Association
 - The Employers Association
 - American Society of Employers
- Aligned annual performance management evaluation process with strategic goals.
- Introduced a performance management tool that allows employees to align their goals to the Strategic Plan.

Future Initiatives

Continue use of benefits communications software, introduce total compensation report, and work with benefits providers to improve employee understanding and utilization of all offered benefits.

Review Campus Climate Survey and Best Colleges to Work for Survey data for references to retention.

Examine multi-year historical data regarding staff departures using demographic information by department/division/employee group type to compute employee turnover rate by work group and identify appropriate benchmarks.

Examine Chronicle of Higher Education Great Colleges to Work For survey data and other peer comparison metrics to benchmark performance and identify further opportunities for improvement.

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy 1: Increase SVSU's reputation and standing relative to competitors and improve public awareness of defining attributes.

Ongoing Tactics

- **REFINED STRATEGY:** In response to increased competition, pandemic disruption and other factors, SVSU has innovated its marketing and communications strategy to more effectively reach students and parents, elevate the university's overall reputation, and differentiate itself from other institutions.
- **ENHANCED VISIT EXPERIENCES:** When in-person opportunities were limited, we developed digital campus experiences, such as a new "Day in the Nest" virtual tour, a self-guided tour featuring QR codes, "selfie-style" campus gallery for Instagram, a visual tour from the air (using drone footage), and a variety of other digital improvements across platforms popular with prospective students. As in-person opportunities resumed, we promoted campus tours and visit events (Admissions Open House, e.g.) and generated strong interest and attendance. Planned, organized and hosted a high school celebration event for 2021 high school graduates, drawing more than 240 such students to campus for carnival-style attractions, food, campus tours and more.
- **DIGITAL MARKETING:** Increased emphasis to reach prospective students on the platforms they utilize and encourage online interaction. Strategic content strategy to target households based on their demographic and behavioral characteristics (DARTs). Frequently refresh content so messages are relevant based on the admissions cycle. Ad placements include various platforms – social media (Facebook, Instagram, LinkedIn, SnapChat, TikTok), YouTube, Google and digital display network and more. Collaborated with Admissions to implement a new enrollment CRM tool (Slate) allowing for enhanced campaign performance. Added tactics to target parents and focus attention on students who have been admitted but have not yet visited campus.
- **STRONG PROMOTION OF AFFORDABILITY AND FINANCIAL OPPORTUNITY:** Promotion of key financial opportunities to make college affordable. Extensive promotion of Thompson Scholarship and Cardinal Commitment to prospects (new websites, direct marketing, digital marketing) and received extensive media coverage in 2021 for both initiatives. Integrated these major announcements into overall content strategy to market scholarship opportunities and low tuition rate.
- **CAREER/OUTCOMES EMPHASIS:** Promoted the value and career opportunities afforded by an SVSU degree to counteract hesitancy among some market segments to pursue college. Supplemented digital tactics with a billboard campaign for

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summer of 2021 that featured teaching careers; psychology careers; business careers; engineering careers; health care careers; and overall 97% job placement.

- **ADMISSIONS EVENT SUPPORT:** Generated advance promotion and day-of experience for on-campus Admissions events to distinguish SVSU from competitors through website content, direct marketing, social media and digital marketing, new signage, mapping of events, printed programs for families, event handouts for academic departments, clothing for volunteers, etc.
- **WEBSITE IMPROVEMENTS:** Launched Spanish language versions of core enrollment web pages to meet the needs of parents/families. Improved Search Engine Optimization (SEO) rankings both locally and nationally to be more easily found by users. Initiated changes for accurate tracking of website traffic and enrollment funnel conversions. Made numerous mobile-first web content improvements focusing on engaging videos, testimonials, clear calls-to-action, and more.
- **ENHANCED VISIBILITY ON COLLEGE SEARCH SITES:** Began partnerships with two college information (lead generation) portals heavily used by prospective students and families (Niche and CollegeXpress) that resulted in contact from more than 22,000 prospects in 2021.
- **INFLUENCER MARKETING:** With many families feeling “lost” due to disruptions to the traditional college search process, we strategized outreach to high school counselors and others who influence college decisions. Developed and mailed counselor appreciation boxes to every high school counselor in the state of Michigan with SVSU-branded gifts and information. Created videos with current SVSU students for counselor appreciation week. Financial opportunity mailings were sent to every high school counselor, principal and superintendent in the state of Michigan! Decision Day mailings with banners of students who were accepted to SVSU were sent to every high school in the state.

Future Initiatives

- Continue to build out content strategy to fully utilize the new CRM (Slate), generating reports and dashboards to better equip Admissions recruiters with the tools and resources they need to better engage with prospective/admitted students (highly customized customer service).
- Search Engine Optimization (SEO) & Site Performance Audit performed to identify areas in need of improvement.
- Expanding partnerships with Niche and CollegeXpress to reach prospective graduate students

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

- Developing integrated marketing strategy for graduate programs with growth potential
- Using Carnegie Dartlet Clarity tool to deliver customized content within SVSU website, based on visitor engagement and motivation
- Evaluating current svsu.edu site (content and structure) for opportunities to better align with customer journey.
- Review online academic catalog and other web content that harms SEO and overall Google score.

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

Measures of Success

- Working with partners Carnegie Dartlet and Slate to build a more comprehensive reporting dashboard to more accurately track applications, visits and other metrics resulting from digital/social media marketing, website traffic, e-mail campaigns, etc.
- Web site traffic August - January 2021 vs 2020
 - Page views increased 3%
 - Bounce rate decreased 6%
 - Visits to home page decreased 24% (opportunity for improvement)
 - Visits to application increased 28%
 - Visits to academic landing page increased 14%
 - Visits to graduate programs increased 6%
- Third-party lead generation sites
 - CollegeXpress: Delivered over 8,300 inquiries in 2021 (first year of service)
 - Niche: 27,872 users viewed SVSU Niche Profile. SVSU received 14,160 qualified inquiries and cross-interest prospects. (first year of service)
- Search Engine Optimization (SEO)
 - Six academic program pages now appear on page one of Google search (within Michigan). Following SEO improvement initiatives (content and metadata) Google search page rankings improved within Michigan for 28 tracked academic pages.
 - SEO content improvements for initial batch of 11 targeted web pages resulted in year-over-year impressions increasing from 16,000 to 23,500.
- Web page load time improvements save users an average of 53 seconds.
- Weekly collaborative strategy sessions with Admissions, Financial Aid, Campus Financial Services Center and Orientation focused on addressing immediate and future recruitment/yield needs, producing several process improvements.
- Recently produced “A Day in the Cardinal Nest” virtual tour has had 17.5K views since launching in February of 2021

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy 2: Develop and implement a strategic, integrated direct marketing plan.

Ongoing Tactics

- **SHOWCASE CAMPUS & REGION:** To counter the lack of in-person opportunities caused by pandemic, we adapted new strategies to take the campus and the region to students and families. A new high-quality SVSU Photo book was produced and sent to every home of every search prospect (nearly 80,000). SVSU also improved the online tour located on the SVSU website.
- **MOTIVATIONAL CAMPAIGNS:** Developed short-term campaigns and messages designed to encourage students to take action and invest in themselves, despite hesitancy caused by pandemic challenges during the 2020 and 2021 years. Examples included “Don’t put your future on hold,” “We Care,” “Opportunity meets Affordability.” These campaigns included a targeted effort to reach high school students in Michigan through outdoor display, print, direct mail, digital and social targeting.
- **CONVENTION & VISITORS BUREAU PARTNERSHIP:** A new partnership with the Great Lakes Bay CVB offered a promotion to admitted students who had not yet visited campus or registered for orientation. Families were offered a complimentary overnight hotel stay and \$100 gift card (contingent upon completing a campus tour). This was in response to the drop in high school visits and campus visits. At least 3 new students enrolled as a result of this promotion.
- **NEW ADMISSIONS SALES TOOLS:** Wrote and designed new and enhanced sales tools for Admissions reps who could not visit high schools. This included videos and virtual presentation tools to adapt to a new method of recruiting.
- **NEW PARENT-FOCUSED YIELD STRATEGY:** Understanding the increased influence of parents in the college search and selection process, we produced new direct mail pieces that were sent to all admitted parents were sent in January 2022. These mailers emphasized SVSU’s caring nature and the support services available on campus including Career Services, Multicultural Services, Pride Center, Tutoring Services, Gerstacker Learning Commons, Mental Health & Wellness Center and more.
- **ENHANCED DIRECT MARKETING:** Developed a new and robust Direct Mail campaign schedule for 2021 and ongoing to 2022 to ensure consistent and timely in-home communication. In focus groups, some high school students expressed being overwhelmed by the volume of digital communication; these students preferred printed material.
- **NEW “DECISION DAY” PROMOTION:** Since many high school students missed out on celebratory events, we launched a new Cardinal Decision Day Promotion at the high schools. We mailed 375 packages to schools with Admitted Cardinals including a backdrop, letter, and large Cardinal Prop to generated enthusiasm for their college decision.

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

- **ROBUST FINANCIAL LITERACY CAMPAIGN:** This integrated effort includes many tactics and was shared to prospects and admitted students. Items include a series of new how-to videos, a revised financial aid book, revised financial aid variable data letters and forms, scholarship certificates, new email newsletters, and a webinar series in partnership with the financial aid office, a social media campaign and digital display campaign, outdoor signage, and on-campus signage.
- **CARDINAL COMMITMENT CAMPAIGN:** The announcement of SVSU's commitment to families with household incomes of \$50,000 or less was promoted statewide and beyond. Direct marketing was delivered to 66,000 prospective students' households. Letters and posters were sent to all Michigan high school principals, counselors, and superintendents. More than 5,000 flyers were distributed at all SVSU vaccine events. New video and audio commercials were produced to promote the opportunity. Public relations campaign resulted in considerable media coverage.
- **HIGH SCHOOL COUNSELOR CAMPAIGN:** In response to families struggling to navigate the college search process and many high school counselors feeling overburdened, we developed a new integrated High School Counselor Strategy. We produced a "How-To-College" website as a tool for counselors to use with students. The new series of videos and "How-To-College" Website was promoted to counselors and high school students through direct mail to all counselors in Michigan, as well as other tactics. Each counselor received a box with SVSU treats, a glass, and a brochure. The package featured included testimonials from SVSU students who celebrated their own past high school counselors; this resulted in social media posts from school districts thanking SVSU. We followed up with a second package during National Counselor Week, along with videos and social posts to celebrate counselors.
- **IMPROVED ACCEPTANCE AWARD STRATEGY:** Many high school students report feeling they missed out on traditional opportunities (prom, extracurricular activities, e.g.). We responded by strategically updating and reinventing the admitted student-process and communication in partnership with the Admissions office. We created new "Next Steps" materials for how to enroll at SVSU. We developed admitted student celebration boxes that were mailed to the home of each admitted student with information about how to join SVSU, as well as SVSU-branded sunglasses, magnets, and a custom Cardinal notebook.
- **CUSTOMIZED CONTENT FOR DIGITAL CAMPAIGN:** We are leveraging known household information and market research about why students choose SVSU to provide customized content most likely to appeal to a given student. We used proprietary IP targeting technology to target households with prospective college students with customized outreach based on academic information, ethnicity, household income and other specific demographic household data. We delivered digital ads to users who visited key SVSU web pages. We ran a paid search campaign for targeted keywords. Working from the list of 68,000 prospective students for the class of 2021, we delivered ads in Facebook and Instagram.

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

We identified 20,000 prospects where we delivered digital content to devices that connect to the student's home WiFi router through IP Targeting.

- INNOVATED E-MAIL STRATEGY: Developed a new targeted email campaign that began in fall 2021 and is generating strong returns. We are building sophomore and junior search campaigns to reach prospective students at an earlier age, as well as a campaign for prospective graduate students that will continue through the summer.

Future Initiatives

- First-ever sophomore recruitment campaign to launch in spring 2022 with direct mail, social media, emails, text and on-campus events
- A new direct marketing campaign to stay connected with prospects every 2-3 weeks throughout the year
- Development of new marketing plan for Graduate Programs
- Building storytelling capacity to show SVSU successes
- Building capacity to start recruitment process earlier and sustain it
- Hosting an on-campus Admissions event in April 2022 targeted to high school sophomore and juniors
- A new invitation to apply before the Common Application date launches in early August

Measures of Success

- As of January 27, 2022: Applications up 66% compared to last year (7757 vs. 4673); Admitted students up 54% compared to last year (5667 vs. 3670)
- New CRM portal (Slate) launched
 - Over 880,000 emails sent
 - SVSU open rate of 36.3% exceeds national average of 26%
 - E-mail campaign generated 4,217 applications (5.9% conversion rate compared to 3.2% national average)

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy 3. Increase alumni engagement with SVSU.

Ongoing Tactics

- Launched and promoted SVSUConnect, an online platform exclusive to SVSU alumni, students, staff, and faculty to communicate with alumni for mentoring, career navigation and networking.
- Initiated the Alumni Legacy Program designed for students (first time in college or transfer) whose parents, step-parents, or guardians are graduates of SVSU.
- Initiated the SVSU License Plate campaign “Drive with Red Pride.” Currently over 2,750 SVSU License Plates are in circulation state wide, a 240% increase from 2013.
- Alumni engagement and participation increased 12% through attendance at alumni/campus events and program initiatives events with 1,000 alumni returning to SVSU (i.e., Alumni Authors, Cardinals Come Home Days, Dinner with 50, Homecoming and Alumni Celebration).
- Heroes in Education promotion: direct mail campaign and graphics for the College of Education display
- Developed an Alumni Legacy flag to send out to all award recipients in 2021
- Outreach to 18,500 alumni who are impacting the Great Lakes Bay Region. Direct mail piece promoted our license plate program; premier networking platform SVSUConnect; Legacy award opportunity; Refer-A-Cardinal program; The Garber Concierge Program and SVSU items from the Bookstore. The piece included SVSU’s Points of Pride, and encouraged engagement on campus with an invitation to mentor a student.
- SVSU-logoed face coverings created for distribution to SVSU alumni at events during the pandemic
- Commencement Support: Demonstrated SVSU’s commitment to graduates by producing virtual ceremonies in 2020 and hosting an outdoor ceremony in 2021
- Developed digital content SVSU graduates could easily share to their social media accounts
- Photography and video to live-stream outdoor ceremony and post photos to social media. Various web pages and online resources created to inform students and families throughout the process
- Continued support of the SVSU “Drive with Red Pride” campaign with the creation of flyers, digital graphics and a new large wall display outside of the alumni office in Wickes Hall

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

Future Initiatives

- Expand the benefit offerings to alumni.
- Strategically engage alumni through social media.
- Improve communication channels to alumni (new ideas include using podcasts and CRM techniques)
- Develop a mentor program through SVSUConnect.

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

Measures of Success

- Surpassed the goal of 2,500 members in SVSUConnect. As of February 2021, over 6,700 members, 1,986 networking connections and more than 75% of alumni willing to be mentors.
- As of February 2021, 17 alumni affinity groups were established.
- Legacy scholarship 5-year analysis shows the largest cohort with 169 FTIC, and 35 UT entered in Fall of 2021. We now have 959 total students who have received a Legacy Scholarship. Among those who applied, the yield rate increased to 52%.
- Social media accounts have become a more structured environment wherein alumni can seek both news and celebrations regarding their various achievements. The SVSU Alumni Association Instagram and Facebook pages have reported significantly higher engagements in 2021 when compared to numbers from previous years; Facebook reached 132,727 users and Instagram reached 4,714 users (Up 48% and 15% respectively).
- The annual Legacy Golf outing had a record number of participants with 37 foursomes participating. Attendees praised updates to the program, including new on-course activities, and food and dining.
- Record attendance for the “Homecoming Alumni Tailgate” (over 500 tickets sold). New additions of food trucks, a family play area, and parade viewing section all contributed to this success.
- Creation of a new metric dashboard has allowed us to begin to track new license plates that originated through promotion strategies. Over 70 have been originated since the end of May 2021 when this tracking system began. Overall, 1,863 new plates have been generated across Michigan. Currently, we have over 2,750 alumni and/or spouses who “drive with Red Pride.”
- In May, we were able to host the first outside Commencement Ceremony for the winter class of 2021. Three ceremonies spread over the course of one day allowed SVSU to celebrate our graduate’s success with them, in contrast to many of our sister institutions who did not.

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy 4. Strengthen and centralize external and internal communications.

Ongoing Tactics

- **CAMPUS AMBASSADORS TRAINING:** Preparing to introduce a Cardinal Ambassador training program to the campus community this spring, following pilot sessions in the fall. This initiative provides comprehensive training to help faculty and staff understand what an ambassador is, how to be an ambassador, and learn more about SVSU's strengths and unique value propositions. There will be two phases to the program. Ambassador 101 includes training based on content selected to help participants more effectively market SVSU. Ambassador 102 includes a program with actions to support recruitment needs and provides rewards such as shirts and wearables.
- **NEW PROJECT INTAKE SYSTEM:** TeamDynamix intake system implemented to aid with trafficking, monitoring, and tracking of all service requests submitted by SVSU faculty, staff, and students to University Communications.
- **STRENGTHENED ON-CAMPUS PARTNERSHIPS:** Strategic relationships among Admissions, Graduate Programs, Financial Aid, Campus Financial Services Center, and Orientation Programs to better coordinate marketing, communications and processes across all channels. Weekly team meetings with all departments to discuss 'search' and 'yield' strategies throughout the cycle.
- **COVID-19 RESPONSE PLAN:** Developed the NEST plan (New Expectations for a Safer Tomorrow) to create a culture of health and safety throughout the campus. Communication vehicles included a new web site, NEST bulletin weekly emails, Practice 5 signage, social media posts, chatbot, text messages, handouts and guides, peer-to-peer videos, virtual townhalls, webinars, posters, banners, graphics, reporting dashboard, COVID phone hotline, face coverings, vaccine clinics and other support. Adapted to changing community health guidelines and continuously communicated up-to-date expectations, testing information, campus policies, mask requirements, quarantine, and exposure information. NEST Plan website with FAQs, informational videos, case dashboard and testing scheduler. Created an SVSU-specific Guidebook app that integrates updates and information from the NEST Plan. Assisted with communication and implementation of vaccine and booster events on-campus. Built online calendar(s) for COVID-19 testing along with the various submission forms related to vaccination status, vaccination card upload, booster card upload.

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

- ON-CAMPUS DIGITAL MESSAGING: Consistent use digital messaging system on campus TV monitors to improve quality standards and content oversight.
- COMPREHENSIVE SOCIAL MEDIA STRATGY: Plan includes content publishing, monitoring/listening, audience engagement, success measurements/dashboard, targeted advertising, and evaluation of various channels.
- INTERNAL TRAINING FOR WEB EDITING: Established website governance (web editor communication group) to share knowledge, tips and answer questions. Web editor training documentation created for campus community to use to help with more efficient editing of web pages.
- SVSU PORTAL: New my.svsu.edu intranet portal launched, replacing an outdated service. Additional advancements will occur as product enhancements are released.
- STORYTELLING STRATEGY: Building an initiative to raise awareness of SVSU through stories about its people – students, alumni, and faculty/staff. The stories will be told through features/profiles, social media posts, and videos. The SVSU Newsroom website is being updated to facilitate use and distribution. A form on the alumni website invites graduates to share their stories, and the form will be shared with a wider audience as refinements are made. Led by University Communications and Alumni Relations, the initiative will employ students as “storytelling interns,” providing them with income and experience.

Future Initiatives

- Evaluate SVSU website hosting platform needs, focusing on flexible layout/editing, easy to use, strong governance, mobile-first usability, meeting accessibility requirements, fast content delivery (CDN) and response time.
- Develop website strategic plan for external and internal audiences and review feasibility of svsu.edu becoming externally focused with SVSU portal serving as intranet hosting internal audience web content.
- Implement mobile-first academic program template with option to utilize variants across departments (short term focus)
- Continue Emgage (my.svsu.edu portal) improvement rollouts as they are released. Develop core my.svsu.edu portal communications team.

Goal 3: SVSU is widely known across Michigan as a sought-after institution of higher learning.

Measures of Success

- Positive feedback from internal and external stakeholders regarding NEST communication and strong sense of shared responsibility for health and safety.
- Collaborated with Human Resources to create an HR newsletter for employees
- SVSU portal launched with core content (examples include: Human Resources, Business Services, links/resources for students, faculty & staff and admitted students)
- SVSU web editor team established and collaborating to source training documentation, share information and ask questions.

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy 1. Develop flexible economic planning to accommodate the uncertain enrollment environment.

Ongoing Tactics

- Developed a multi-year budget model to better identify and address operational challenges facing a 7,500-student campus.
- Over the prior several years, began alignment of the University workforce in recognition of reduced enrollments initially experienced in FY13. As of FY22, the workforce has been reduced by 68 full-time equivalents (FTE) or 9%.
- Revised Auxiliary Operations business model and implemented a new housing strategy fall 2018, shifting a substantial percentage of freshmen housing to single-occupancy at a marketable rate.
- Developed and refined the 5-year Capital Project Funding Plan to ensure adequate resources for deferred maintenance, technology, auxiliary-related and major capital initiatives.
- Continuing to allocate financial resources to strategic initiatives.
- Continuing to manage endowment investments to achieve asset growth and distribution goals.

Future Initiatives

- Continue consultation with investment banker Barclay's and our financial advisor Blue Rose on additional refunding opportunities.

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Measure of Success

- **Positive budget operating margins that contribute to adequate reserve levels and retirement of outstanding debt.**

Target - Capital Projects Reserve = \$66M by 6/30/2026; Increase Operating Reserves by 5% annually; Outstanding debt reduced to \$70M by 6/30/2023; Net Tuition Revenue Growth.

- ❖ Completed FY16 thru FY2021 with positive operating margins, which contributed to achieving operating reserves targets.
- ❖ Continue to surpass the earlier Capital Projects Reserves target of \$45M.
- ❖ On target to reduce outstanding debt to \$70M by 2023.
- ❖ Increased University reserves from \$61.8M at 6/30/2016 to \$121M as of 6/30/2021. The University's cash & investments position also increased from \$82.2M at 6/30/2016 to \$141.3M as of 6/30/2021.

- **Growth in endowment market value.**

Target - Endowment value increases from \$73 million to \$100 million by 2020; Increase endowment distributions at the rate of annual inflation in support of University initiatives.

- ❖ Increased Endowment net assets by 50.5% from \$73.6M at 6/30/2016 to \$110.8M at 6/30/2021. Endowment investment performance over the previous 10-year period has been in the top 10% of all U.S. endowments, and has continued to outperform peer endowments.

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy 2. Ensure the campus includes state-of-the-art facilities and infrastructure.

Ongoing Tactics

- Completed several Major projects: Melvin J. Zahnow Library renovation, Scott L. Carmona College of Business facility, Living Centers South & North renovations, energy conservation projects (Phases I-IV), natural gas line replacement, and Campus WIFI upgrade.
- Submitted a State of Michigan Capital Outlay project request for the Brown Hall renovation to replace aging infrastructure, re-design of labs and classrooms to develop an active, technology-rich learning environment.
- Established a working group to perform a comprehensive review of campus energy practices and to develop a successor strategy for future energy conservation projects. Reclaimed the position of lowest cost energy campus among all Michigan Public Universities.
- Continue to review campus safety and security initiatives.
- Re-focused Information Technology's Strategic Plan in May 2017 to better align with the University's Strategic plan initiatives and to support separate technology infrastructure needs as well.
- Enterprise Resource Planning – Engage technology research firm to assist with market review of potential new administrative software system.

Future Initiatives

- Brown Hall renovation, various auxiliary facilities projects, administrative information system (ERP replacement), Science West.

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Measure of Success

- **Continued capital investment.**

Target - Adequate funding for new projects and deferred maintenance needs.

- ❖ Long-term Capital Project Funding Plan maintaining designated funding for deferred maintenance and major future project needs.

- **Recognition by independent organizations for operational and financial excellence.**

Target - Positive audit, credit ratings and peer organization reviews.

- ❖ Recognized by The Chronicle of Higher Education Great Colleges to Work For in 2016 thru 2020 for Facilities, Workspace & Security.
- ❖ Ranked #1 in Michigan by Niche.com for best college dorms.

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy 3. Create a culture that embraces operational efficiency, best practices and continuous quality improvement.

Ongoing Tactics

- Created and utilized metrics and dashboards to monitor University operations.
- The Business Process Improvement Group continuing to employ LEAN Office Principles to improve quality, eliminate waste, reduce lead time and better utilize existing resources. Expanded the group membership into LEAN Office consultant teams, addressing multiple projects simultaneously.

Future Initiatives

- Develop a cost/benefit analysis methodology to assess designated University operations.
- Business Process Improvement Group focus on expansion of information, education, and training university wide to further expand LEAN Office Principles.

Measure of Success

- **Controlling operating costs per Fiscal Year Equivalent Students (FYES).**
Target - Maintain lowest "Expenditures per FYES" as compared to peer Michigan public universities.
 - ❖ FY2021 per HEIDI data, SVSU had the second lowest expenditures per FYES among the Michigan public universities at \$17,975 compared to the average was \$23,823 and a high of \$48,539 for the same year.
 - ❖ Negotiated new contract for campus electricity costs through 2036 and increasing power provided through sustainable sources.
- **Recognition by independent organizations for operational and financial excellence.**
Target - Positive audit, credit ratings and peer organization reviews.
 - ❖ Achieved no auditor findings or questioned costs during the annual financial audit processes for University operations, SVSU Foundation and Federal Awards for past several years.
 - ❖ Maintained Moody's and Standard & Poor's investment grade of 'A1' and 'A' ratings respectively. Standard & Poor's recent ratings review noted an indicative 'A+' rating for SVSU, a potential future upgrade based upon continued and sustained financial performance.

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy 4. Establish institutional data governance policies and practices for the University's enterprise information management that aligns with University goals.

Ongoing Tactics

- A Data Governance Council was formed and subsequently created a strategic plan with a key success measurement to achieve <5% error rate on official reports.
- Completed the integration of ASR Student Success Analytics for Colleague Reporting & Operating Analytics (CROA) to assist with officials, data cleanup and data longitudinal reporting.
- Annual meetings with key departments to facilitate data clean-up and accuracy.
- Completed and published two working data dictionaries.

Future Initiatives

- Create and administer an Office of Institutional Research Data/Satisfaction Survey.
- Create a protocol for sourcing data appropriately university-wide.
- Perform vendor database cleanup.
- Engage consultant to perform readiness check related to potential enterprise resource system evaluation.

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy 1: Create and support an organizational structure and culture that reflects SVSU's commitment to community engagement.

- Established SVSU Center for Community Engagement in 2016, since its inception, achieved the following:
 - Coordinated numerous community engagement initiatives on campus.
 - Established faculty- and student-led community engagement committees.
 - Expanded scope of the Center for Community Engagement by coordinating campus civic engagement initiatives through the Cardinal Vote Initiative, the American Democracy Project and the Henry Marsh Institute for Public Policy (HMIPP).
 - Evaluated progress annually to prepare for 2025 Carnegie Community Engagement Reclassification.
- Evaluate community engagement data as part of the annual program assessment report for academic and support offices.
- Participated in the National Survey for Student Engagement (NSSE) in Winter 2017 and Winter 2019 to evaluate engagement activities in relationship to Michigan Public Universities and universities nationally. Will explore NSSE participation in 2023.
- In 2021, the Center for Community Engagement was expanded into the Center for Community Engagement and Experiential Learning to include Study Abroad and Undergraduate Research Programs.
- Prior to the COVID pandemic, between 150-200 SVSU student participated in Alternative Breaks trips each year.
- 2019-2020 Two students (Nathan Naples and Simone Vaughn) won the Commitment to Service Award from Michigan Campus Compact.
- Prior to the Covid pandemic, SVSU students reported participating in 15,000 to 20,000 hours of community service per year. (In fall of 2021, there were over 4,000 volunteer hours logged by students.)
- Approximately 84% of SVSU students report being engaged in field-based learning.

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy 2: Integrate community engagement activities into academic programs and research.

- The Center for Community engagement coordinates service activities through Cardinal Volunteers .
- SVSU serves as a host for the Directors of Volunteers in Agencies (DOVIA); a collective of over 40 volunteer directors/coordinators in the Great Lakes BayRegion.
- Established open forum for faculty and staff to share best practices in service learning and community-based research.
- Established internship, co-op and employment opportunities through collaboration between the Office of Career Services, academiccolleges and employers.
- The Center for Community Engagement developed and implemented Cardinals Vote; a non-partisan initiative to encourage SVSU student.
 - SVSU students voting doubled during the 2018 election compared to the 214 election (from 18.4% to 36.8%) due in part to the Cardinals Vote program. Voting registration also increased from 30.6% to 54.8%.
- Added service-learning as a course designation for courses that involve significant community service
- Approximately 600 students participate in co-op/internships per year.
- Since 2016, faculty and staff have received approximately 200 external grants totaling nearly 20 million dollars to support community-based projects.

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

- Academic units developed/maintained a variety of community engagement initiatives including, but not limited to the Bay County Health Clinic, the Saginaw Bay Environmental Science Institute, Cardinal Solutions, the Community Writing Centers, and the Business, Arts, Theatre and Sociology (BATS) group.

Strategy 3: Create and expand mutually beneficial partnerships that impact our community.

- Established the SVSU Riverfront location
 - Participants include the Social Work department, OLLI, Continuing Education, Henry Marsh Institute, MMTC, Marshall Fredericks Museum, Community groups including NAACP and the American GI forum.
- Participated in high impact regional projects led by SVSU each academic year. These regional projects include, but are not limited to the Great Lakes Bay Talent Initiative (Discover Great Lakes Bay), the East Central Michigan Region MiSTEM Network, FIRST Robotics, Steven's Center for Family Business, Osher Lifelong Learning Institute (OLLI), Great Lakes Bay Youth Leadership Institute, Martin Luther King Jr. Celebration, and Battle of the Valleys. During the two pandemic years, the Student Association raised over \$60,000 for the Bay Area Women's Shelter and the Children's Grief Center of the Great Lakes Bay Region
- Enhanced STEM@SVSU programming focusing on collaboration with K-12 education, universities and businesses to address regional needs pertaining to developing STEM talent, including Dow's continued funding of the Director of STEM position at SVSU and the Chief Science Officer Program.
- The Public Affairs Council (PAC) focused on connecting faculty and staff through sponsorships and partnerships across the region to better connect the University resources to the community.
- SVSU Foundation grants and private support impact Community service through support of Programs of Distinction including Wolohan Fellows, Kantzler Fellows, Vitito Fellows, Garber Business Edge and Roberts Fellows.

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy 4: Increase awareness internally and externally of community engagement activities.

- Developed a website for Community Engagement at SVSU
- Developed a social media presence to highlight community engagement activities at SVSU.
- Hosted the inaugural SVSU Community Engagement Conference in 2019 involving representatives from across the Great Lakes Bay Region. Planning an April 2022 Community Engagement Conference.
- Created an interactive map to illustrate the scope and reach of SVSU community engagement activities.



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