Year-to-Date Executive Summary

February 2019

SVSU SAGINAW VALLEY STATE UNIVERSITY
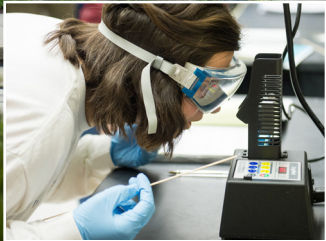
Guiding Principles

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 that lead to student success, improved retention and enrollment stability.

1. **Determine future size of the university and achieve enrollment goals for long term sustainability.**

   --Target Date: Jun-17 & Ongoing

   <u>Tactics</u>
   - In 2017, 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.
   - 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.
   - Restructured recruiting territories to expand imprint in the highly populated areas across the southern region of Michigan.
   - Expanded transfer agreements by working within the Michigan Transfer Initiative and developed transfer pathways for psychology, biology, business and criminal justice.
   - Launched a *new* Customer Relation Management system which enhanced and expanded our communication strategies, including text messaging and social media.

   <u>Future Initiatives</u>
   - Evaluate and revise College of Business & Management programs to ensure relevance to prospective students. Continue to promote the 2020 facility expansion and enhanced pedagogy directed at improving enrollments.
   - Develop partnerships with regional districts to promote certificates and programs to address critical teacher shortages. Promote new programs in the College of Education, including the Accelerated Certification with Residency and the Early Childhood Education program.
   - Employ a full-time recruiter for graduate programs and diversify international recruiting.
   - Expand statewide transfer pathways to include mechanical engineering, computer science, social work and communication.

   > <u>Measure of Success</u>
   > - **Achieve First Time in College (FTIC) enrollments consistent with desired targets.**
   >   *Target - Increase 10% by Fall 2018.*
   >   - ❖ Improved admissions procedures, restructured financial aid 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.
   >   - ❖ Overall, gains were achieved in graduate student enrollments through new programs, although international enrollment continues to prove challenging.
   >
   > - **Expand enrollments in College of Business & Management (CBM) and College of Education (COE) undergraduate and graduate programs.**
   >   *Target - 20% increase in CBM and COE enrollments by 2020.*
   >   - ❖ Enrollments within the College of Business & Management and College of Education have experienced a decline, falling 10% and 12%, respectively.

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

2. **Improve retention, persistence and graduation rates.** *-Target Date: Dec-19*

Tactics

- 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.
- Continued roll-out of 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. Also, received a grant for the Michigan Veterans Affairs Agency to support the development of transfer equivalencies for military training courses and SVSU academic courses.
- 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. Examples of expanded programing include the MLK Day of Service, a reception to honor graduating multicultural students, and other programs in support of multiculturalism, diversity and inclusion.

Future Initiatives

- Implement an effective early warning system for first-year students.
- Incorporate best teaching practices into freshmen courses with higher failure rates through the Center for Academic Innovation (CAI) faculty development programming.
- Create and establish student financial literacy programming focused on planning for college costs in their first and second years of attendance.
- Review university (enrollment and orientation) policies that may impact institutional retention efforts.
- Embed tutorial services in select freshmen courses, especially those with higher failure rates.
- Increase opportunities for student involvement in activities outside the classroom.

Measure of Success

- **Increased first- to second-year retention rates.**
  Target - Greater than or equal to 78% by 2018.
  - ❖ Increased first- to second- year retention rates by 8% from 70% to 78% over the prior four years. Achieved target for the Fall 2017 cohort.
  - ❖ 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 - Greater than or equal to 45% by 2021.
  - ❖ Six-Year Graduation Rate rose from 38% for the 2010 cohort to 43% for the 2012 cohort. The overall retention and four- and five-year graduation rates consistently improving, suggesting the six-year rate will continue to increase and will remain on track to reach the 45% graduation rate by 2021.

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

3. **Deliver a portfolio of high-quality programs.**

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--Target Date: Ongoing & Annually

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<u>Tactics</u>

- Since 2016, the following accreditations were successfully completed:

  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)
  - Music Education (NASM)
  - English Language Program (CEA)

  New Accreditations/Certifications Received
  - 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.

- 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 (Beginning Fall 2019)
  - Master of Social Work (M.S.W.)
  - Master of Science in Computer Science/Information Systems (M.S.)
  - Accelerated Certification (ACR) Teacher Education program

  Revised Graduate Programs
  - Education Specialist (Ed.S.)
  - Master of Arts Instructional Technology and E-Learning (M.A.)

  New Undergraduate Programs
  - Bachelor of Public Health
  - Bachelor of Rehabilitative Medicine
  - Bachelor of Arts in Early Childhood Education

  New Articulation Agreements
  - Graphic Design 2+2 with Shenyang Aerospace University

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

- o Early Childhood Education 2+2 with Changchun Normal University
- o General Business 2+2 with Ming Chuan University
- o Political Science 3+1 dual degree program with Universidad Argentina de la Empresa
- o Bachelor of Arts - Early Childhood Education 2+2 with Henry Ford Community College
- o Developing a partnership for the DNP program with Jinan University in China
- o 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.
- o In fall 2018, 94 students 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.

- Since 2016, our students and programs have been recognized nationally in the following areas:
  National Recognitions Received
  - o Early Childhood Education
  - o Elementary Education
  - o Reading Education
  - o Special Education

  National Awards Received – Student Involved
  - o Cardinal Formula Racing
  - o Moot Court
  - o Theatre
  - o Ethics Bowl
  - o Forensics
  - o Cardinal Sins
  - o SVSU Robotics Club
  - o Vocal Performance

Future Initiatives
- Develop interdisciplinary programs that meet critical needs such as cybersecurity, data analytics and environmental sciences.
- Develop select certificate programs to provide appropriate opportunities for professional development for those who need additional education but not advanced degrees.
- Re-evaluate goals for online education and increase online offerings as appropriate.

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

Measure of Success
- **Increased strategic use of online & hybrid courses and programs to increase enrollment and reduce time to graduation.**
  Target - 15% of total sections by 2020. MBA fully online by 2018.
  - ❖ Master of Business Administration (M.B.A.) fully online in 2017, added health care concentration.
  - ❖ Surpassed target in 2017-18, achieving 15.4% of all courses offered in an online or hybrid format.
  - ❖ 56.6% increase in spring/summer online/hybrid classes offered since 2015, with 44% of spring/summer classes offered online during 2017-18.
  - ❖ Other online/hybrid programs include R.N to B.S.N. and new Master of Public Administration (M.P.H.)

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

--Target Date: Ongoing

Tactics
- 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 – FY18:
  - o Faculty-led Research: 70 awards were granted = $413,000
  - o Student-led Research: 31 awards were granted = $114,000
  - o Student-travel Grant: 64 awards were granted = $65,000
- Developed "Cardinal Plans" for selected majors designed to guide students towards holistically optimizing their experience to include academic, co-curricular, global and professional opportunities. Rolling out fall 2019.
- Joined the statewide LEAP initiative to address this strategy.
- Established new student exchanges and articulations with international institutions that provide global experiences like Shenyang Aerospace.
- Sent over 875 students to 41 nations through faculty-led study abroad, short term or semester-long exchange programs since 2015, an increase of 325 students and 4 nations in AY2017-18 alone.
- 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.
- Began participation in the American Democracy Project from the American Association of State Colleges and Universities to impact civic learning and community engagement.
- 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:
- Develop systematic way of tracking student participation in high impact practices for all colleges.

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

- Revise general education student learning outcomes and develop common assessment rubrics to improve assessment of the general education goals of critical thinking, logical reasoning and effective communication.

<u>**Measure of Success**</u>
- **Ensuring that all students experience high impact educational practices.**
  Target - 100% of undergraduates by 2021.
  - ❖ 100% of students engage in communication intensive coursework.
  - ❖ 100% of academic departments offer service learning opportunities.
  - ❖ High levels of participation in other high impact educational practices including internships/co-ops, undergraduate research, study abroad, service learning.

5. **Promote innovation and excellence in teaching and scholarly activities, achieving national and international recognition.**
   --Target Date: Ongoing

<u>Tactics</u>
- Awarded 19 Dow Professorship Grants totaling $97,769 since 2015. Grants were provided through the Center for Academic Innovation (CAI) to support innovations in teaching.
- Offered Teaching and Learning Symposiums for fifth year in a row with over 100 faculty attending annually.
- In 2018, developed and awarded two Department Innovation Grants of $5,000 each to support innovative teaching at the department level.
- Provided support for faculty research and professional development totaled 255 release hours and $371,000 since 2015.
- Recognized by The Chronicle of Higher Education Great Colleges to Work For in 2016, 2017 & 2018 for Teaching Environment (innovative and high-quality teaching) and Tenure Clarity & Process.
- Center for Academic Innovation (CAI) 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.

<u>Future Initiatives</u>
- 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.

<u>Measure of Success</u>
- ❖ Faculty in all five colleges have engaged in professional development through the Center for Academic Innovation.
- ❖ Faculty and staff in all five colleges have received external research grants, totaling $17.5M.

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

1. **Create a culture for professional development.**

   --Target Date: Jun-17 & Ongoing

   Tactics
   - 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.
   - 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.
   - 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.
   - Continued Inclusion Advocates Training:
     - Inclusion Advocates Training, as of October 2018: Over 180 administrators, faculty and staff have participated since its inception.
   - 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.
       - Developed and distributed a Title IX educational video for all students, faculty and staff.
       - Updated and distributed over 3,000 sexual misconduct and domestic violence informational resource cards to faculty, staff and students.

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

- SVSU Dining Service and Athletic Department employees and volunteers received Title IX education and awareness training.
- 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.

Future Initiatives
- Review 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.
- Continue to provide Bringing in the Bystander training for faculty, staff and students.
- Seek additional funds to support additional certified investigators.
- Implement Cornerstone platform for improved strategic alignment, delivery, tracking and accountability of professional development activities in connection with overall performance management.

Measures of Success
- **Increased overall professional development opportunities and participation in areas identified by a SVSU Needs Assessment.**
  Target - Significant improvement in the SVSU Needs Assessment by 2020.

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2. **Increase cultural understanding, tolerance, equity and inclusion for all members of the SVSU campus community.**
   -Target Date: Sep-17 & Ongoing

Tactics
- Reviewed and established key benchmarks from 2014 Climate Survey with focus on areas of improvement.
- Sponsored 24 Cultural Competency Dialogues in 2017-18:
  - Over 382 individuals participated with focused sessions held for resident assistants, law enforcement, and senior level administrators.
  - Based on cultural competency dialogue feedback:
    - 326 individuals who participated in the cultural competency dialogues provided feedback.
    - 65% of the participants reported good or excellent understanding of the topic prior to the dialogue and 96% reported good or excellent understanding after the dialogue.
    - 81% 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.
- Sponsored 5 Cultural Competency Dialogues in fall 2018. The sessions attracted 138 participants with 62 (45%) participants providing the following feedback:

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

- 60% of the participants reported good or excellent understanding of the topic prior to the dialogue and 95% reported good or excellent understanding after the dialogue.
- 98% 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 92% reported that they would share the information.
- 80% reported their supervisor supports them using the information and 81% 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".
- Received the Higher Education Excellence in Diversity (HEED) award by Insight into Diversity in 2018 (second time since 2015).

Future Initiatives
- Coordinate the Campus Climate Survey for 2019.
  - Thus far, have contracted with Rankin & Associates to conduct the campus climate survey and established a Climate Survey Committee comprised of faculty, staff and students.
- Continue to offer Cultural Competency Dialogues.

Measures of Success
- **Increased overall opportunities and participation in cultural competency activities in areas identified by the 2014 Climate Survey.**
  Target - Significant improvement in the Climate Survey by 2020.

  Benchmark - 24% (n=555) - Respondents who indicated they personally experienced exclusionary, intimidating, offensive, and/or hostile conduct.

25% (n=395)	Women
20% (n=140)	Men
22% (n=428)	White
20% (n=20)	Multi-Racial
35% (n=82)	People of Color

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

   -Target Date: Sep-17, Ongoing & Annually

Tactics
- Updated the Diversity dashboard to include filtering capabilities by division.

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

- Established a committee to review best practices and formulating recommendations to elevate faculty diversity and inclusion.
- Completed the Inclusion Advocates Training in October 2018.

Future Initiatives
- Continue to monitor and update Diversity dashboard.
- Update Inclusion Advocacy (IA) practice, training, and training materials to include additional components such as unconscious bias education and training.
- Develop a cost/benefit analysis for updating Inclusion Advocacy Initiatives to support the committee's recommendations.
- Continue to target diverse marketing to advertise for faculty positions.

Measures of Success
- **To continue to strive for a highly talented, diverse faculty and staff workforce.**
  Target - To achieve at or above percentages of the workforce data compared to the region and peer Michigan Public Universities.
  - ❖ SVSU has 50.2% female and 14.8% minorities to total workforce as compared to the region at 49% and 14.7% respectively as of 2017. SVSU slightly behind 4-yr public universities in Michigan as counts reach 53% female and 19.8% minority respectively.
  - ❖ Preliminary counts for 2018 demonstrate increases of 51.7% female and 15.1% minority.

- **Increased diversity of the student body.**
  Target - Increased diversity of select population groups: Combined African American and Hispanic populations from 12% to 15% by 2020.
  - ❖ African American and Hispanic populations combined for fall 2018 was 12.0%.

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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.**

--Target Date: Jul-17

Tactics
- 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 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

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

- 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.

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.
- Compute employee turnover rate by work group and identify appropriate benchmarks.
- Acquisition of 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.

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

   --Target Date: Dec-17 & Ongoing

   Tactics
   - Utilized the Student Insights Reports from 2015-2019 and results of the Dartlet External Perception Research in 2015 and 2018 to improve communication strategies and SVSU's standing with Michigan high school seniors.
   - Produced print advertisements within over 50 regional publications targeting specific student demographics and/or community events to augment the broader marketing campaign.
   - Hosted FIRST in Michigan Robotics Championship - showcasing SVSU to more than 4,000 high school students and their families in 2017, 2018 and 2019 and conducted a multi-media campaign targeting participants promoting SVSU Science, Technology, Engineering and Math (STEM) programs and scholarship opportunities.
   - Strengthened the Public Affairs Council (PAC) to enhance our external image and align our internal communications through the development of subcommittees including: Community Engagement, Hospitality, Speakers' Bureau and Distribution resulting in more than 70 annual sponsorship requests, non-profit board participation, speaking and community engagement opportunities from regional organizations.

   Future Initiatives
   - Partnering with Carnegie Dartlet to conduct additional market research in 2019 to begin hyper-targeting campaign messages to be geared specifically to the interests of prospective students.
   - Strengthen the University's brand and identity standards.

   Measures of Success
   - **Increase SVSU's reputation standing relative to competitors.**
     Target - Move toward median or above the peer institutions in Dartlet's external survey by Fall 2018.
     - ❖ SVSU's overall score experienced a slight increase, however, SVSU has narrowed the gap in terms of overall reputation with competitors Eastern Michigan University and Oakland University relative to 2015. Grand Valley State University experienced a gain in reputation and Central Michigan University was statistically unchanged.
     - ❖ As of fall 2018, 35 participants from FIRST in Michigan Robotics Championship enrolled at SVSU and eight students received the SVSU FIRST Robotics Scholarship. To date, 74 Robotics participants have applied to SVSU for fall 2019.
     - ❖ SVSU has been awarded numerous community-based and higher education awards and recognitions over the past 3 years.

2. **Develop and implement a strategic, integrated marketing plan.**

   --Target Date: Dec-16 & Ongoing

   Tactics
   - Completed and implemented the integrated "WE" marketing campaign in 2016 in the Great Lakes Bay Region, Flint and limited markets in South East Michigan across multiple media channels (outdoor, digital, TV, and radio). Emphasis was on increasing brand awareness.
   - In its second year, the marketing campaign included increased emphasis on:

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

- o Key academic programs
- o Campaign elements supported by social media and news content
- o New TV commercial
- o Expanded reach in metro Detroit market (Macomb & Livingston Counties)
- o Produced promotional videos highlighting the five academic colleges each video reaching at least 15,000 viewers on Facebook.
- o Promoting SVSU's affordability, nearly 2,000 personalized financial aid award notifications were mailed to prospective students, a collaborative effort of University Communications, Undergraduate Admissions, Office of Scholarship & Financial Aid and Information Technology Services
- o Introduced new student recruitment materials including initiatives targeting high school juniors and high- achieving, motivated high school students
- In its third year, expanded marketing to reach Lansing (full campaign) and Grand Rapids (digital media) for the first time, reaching a much larger audience, also focused on feeder high schools to place outdoor advertisements.
- Focused messaging on:
  - o academic & program strength
  - o community & alumni engagement
  - o distinctive opportunities for financial support and our attributes of being a "best value" school
  - o College of Business & Management and the 2020 facility expansion in fall 2018, and
  - o College of Education programming in winter 2019
- Developed our first in-house commercial for Graduate Programs with an integrated digital ad campaign reaching the Great Lakes Bay Region and Flint area.
- Expanded recruitment materials (85) to impact enrollments, designing and producing in-house to allow more spending on media buys.
- Developed a new landing page for the 4 new student success videos called Cardinal Close-ups and 2 Cardinal Profiles in 2018.

Future Initiatives
- Development of radio ads targeting specific graduate programs.
- Production of "Cardinal Tales" student success stories promoted through social media, web and aligned with the Marketing Campaign.
- Fine tune Marketing Campaign messages and mediums to respond to research findings.

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

Measures of Success
- **A marketing plan that contributes to increased SVSU public awareness.**
  Target - Move toward median rankings in Student Insights Report by Spring 2018.
  ❖ In the Student Insights survey, SVSU's statewide perception score has improved to 2.19, which matches our highest score last achieved in 2013. Our perception score rose above Eastern Michigan University, Ferris State University and University of Michigan – Flint in 2018. Our overall market position index improved by 6.7% compared to 2017.
  ❖ Since launching the marketing campaign in 2016, the following gains have been reported via Student Insights:
    ▪ SVSU's advertising recall has climbed from 21% in 2016 to 39% in 2018.
    ▪ Michigan high school students are more aware of and think more highly of SVSU; 43% of students were aware of SVSU and reported a favorable perception of SVSU in 2018 compared to 38% in 2016.
  ❖ Fall 2018 experienced the largest number of first time in college (FTIC) applications in SVSU history at 7,133 student applications, in part due to the performance of the marketing campaign.
  ❖ Graduate Programs website traffic increased by 872% after the launch of the graduate commercial and digital ad campaign.
  ❖ Initiated the first digital-only advertising campaign in the Grand Rapids market. Results from the first few months demonstrated a click-through rate of 0.27%, roughly triple the national benchmark for higher education.
  ❖ As of November 1, more than 1,100 users took action after clicking on a digital ad, including 535 who clicked on the "Apply to SVSU" button.

3. **Increase alumni engagement with SVSU.**

--Target Date: Jun-17 & 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 1,900 SVSU License Plates are in circulation state wide, a 240% increase from 2013.
- Alumni engagement and participation increased 5% 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).

Future Initiatives
- Expand the benefit offerings to alumni.
- Strategically engage alumni through social media.
- Implement Young Alumni Council.
- Develop a mentor program through SVSUConnect.

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

- Focus on engaging alumni in programming and initiatives through affinity groups.
- Implement new processes to gather current data about alumni.
- Develop additional marketing strategies and enhanced scholarship processes to increase legacy student enrollments.

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Measure of Success
- **Increased alumni engagement with SVSU.**
  Target - 2,500 alumni enrolled in SVSU Connect, 20 affinity groups established and a 10% increase in the Legacy enrollments by June 2017.
  - ❖ Surpassed the goal of 2,500 members in SVSUConnect. As of February 2019, over 4,600 members, with 225,000-page views, 1,986 networking connections and more than 75% of alumni willing to be mentors.
  - ❖ As of February 2019, 14 affinity groups established.
  - ❖ The Legacy Program continues to grow with the fall 2018 freshman class at 125 enrollments, just slightly below the 128-enrollment target. The fall 2018 class demonstrated an 8% increase from the previous year. The legacy cohort had a 48% yield rate in comparison to 28% for the FTIC class.
  - ❖ Social media engagement through Facebook increased to 2,880 followers.

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4. **Strengthen and centralize external and internal communications.**

--Target Date: Dec-17 & Ongoing

Tactics
- Developed several marketing-focused websites including SVSU Go, college landing pages homepages, 31 academic majors, SVSU Stories, walking tour upgrade to replace existing virtual tour.
- The University Communications team collaborated with Trapani Communications to complete a Strategic Communications Plan that was adopted in September 2018.
- Assumed management of Visix digital messaging system (campus monitors) to improve quality standards and content oversight.
- Implemented a comprehensive social media strategy that includes content publishing, monitoring/listening, audience engagement, success measurements/dashboard, targeted advertising and evaluation of channels.
- Formed the Integrated Communications Planning Group with representation across multiple university divisions, completed a comprehensive strategic plan for the website and mySVSU intranet site.
- Initiative to enhance website governance and content cleanup successfully assigned each university website a priority service category and eliminated 10% of content in T4 consisting of defunct webpages and media files.
- Procurement of Monsido website quality assurance product that in seven months has aided in a 45% reduction of content with quality assurance issues and an 85% reduction in web accessibility issues.
- Implementation of various feedback mechanisms: open house survey, website feedback tab, randomized Customer Centric Index online survey of website users, usability survey conducted by Cardinal Solutions. The usability study report resulted in a new academic program website template.
- Development of an RFP for an intranet-in-a-box solution that led to the selection of Emgage's intranet product.

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

- Restructuring of website governance, forming a new Web Operations department at year end 2018.

Future Initiatives
- A Crisis Communication Plan that will serve as an annex to the existing Emergency Operations Plan has been developed and is in the final review with the executive leadership team.
- Phase 1 re-launch of mySVSU using Emgage's intranet-in-a-box solution in mid-August 2019.
- Launch of all academic program marketing pages using new template.
- Continue to enhance website search engine rankings, ensure content quality assurance, and reduce accessibility issues utilizing Monsido.
- Produce enhanced website graphic and content standards documentation.
- Creation of documented social media graphic standards and the formation of a social media users group consisting of select university social media power users and influencers.
- Continue to improve and expand SVSU's video offerings to the public, primarily prospective students with Cardinal Tales, Commencement Promotion and Career Services Employer/Alumni videos. Develop a strategic delivery plan and success metrics.

Measures of Success
- **Improved web site performance and efficiency and increased social media followers through the revitalization and centralization of web management processes and content.**
  Target - Increase new web visitors and search engine traffic by 7%, increase social media followers by 10% by June 2017.
  - ❖ Grew social media following by 22% since 2016 and expanded channels from four to seven.
  - ❖ New website visitor sessions grew 5.8% and organic search engine traffic grew 10.5% from June 2016-June 2017.

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

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

   --Target Date: Jun-17 & Ongoing

   <u>Tactics</u>
   - Developed a multi-year budget model to better identify and address operational challenges facing an 8,500-student campus.
   - Over the prior several years, began alignment of the University workforce in recognition of reduced enrollments initially experienced in FY13. As of FY18, the workforce has been reduced by 39 full-time equivalents (FTE) or 5%.
   - 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 10-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.

   <u>Future Initiatives</u>
   - Continue to consult with Barclay's and our financial advisor on additional refunding opportunities.
   - Continue to review opportunities for a Public Private Partnership (P3) Arrangement.

   <u>Measure of Success</u>
   - **Positive budget operating margins that contribute to adequate reserve levels and retirement of outstanding debt.**
     Target - Capital Projects Reserve = $45M by 6/30/2023; Increase Operating Reserves by 5% annually; Outstanding debt reduced to $72M by 6/30/2023; Net Tuition Revenue Growth.
     - ❖ Completed FY16, FY17 and FY18 with positive operating margins, which contributed to achieving operating reserves targets.
     - ❖ Continue to surpass the Capital Projects Reserves target of $45M.
     - ❖ Continue to achieve planned reduction of outstanding debt from $117.3M at 6/30/2016 to $102.9M at 6/30/2018. On target to reduce outstanding debt to $72M by 2023.
     - ❖ Increased University reserves from $61.8M at 6/30/2016 to $81.01M as of 6/30/2018. The University's cash & investments position also increased from $82.2M at 6/30/2016 to $91.1M as of 6/30/2018.

   - **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 17.2% from $73.64M at 6/30/2016 to $86.29M at 6/30/2018. Endowment investment performance over the previous 10-year period is ranked 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.

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

--Target Date: Dec-17 & Ongoing

Tactics
- Melvin J. Zahnow Library Renovation completed in 2017, on-time and under budget.
- Received funding authorization from the State of Michigan for the Scott L. Carmona College of Business & Management Project. Groundbreaking and construction commenced fall 2018 with a planned completion date of December 2019.
- 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 conversation 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.

Future initiatives
- Complete design and financial planning for construction of the Alumni House and related Wickes Hall renovations.
- Improve processes to incorporate stakeholder feedback on facilities and infrastructure.

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, 2017 & 2018 for Facilities, Workspace & Security.
  - ❖ Ranked #1 in Michigan by Niche.com for best college dorms.

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

--Target Date: FY18 & 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. Currently re-aligning and expanding the group membership into LEAN Office consultant teams, addressing multiple projects simultaneously.

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

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.
  - ❖ SVSU continues to maintain the lowest expenditures per FYES, at $16,615 for FY18, among the Michigan public universities with the closest rate greater than $1,000 more per student and the average was $22,856 for the same year.
  - ❖ Negotiated new contract for campus electricity fixing costs through 2044 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.

4. **Establish institutional data governance policies and practices for the University's enterprise information management that aligns with University goals.** *--Target Date: Mar-17 & Ongoing*

Tactics
- A Data Governance Council was formed in 2017 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.
- Began auditing and training 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.

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

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

   --Target Date: Dec-16 & Ongoing

   Tactics
   - 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.
   - Collected and evaluated 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 of engagement activities in relationship to Michigan Public Universities and universities nationally.

   Future Initiatives
   - Create internship and community engagement course designations in academic catalog.
   - Develop a graduate certificate program honoring community engaged students.
   - Develop process and procedural guidelines for participation in community engagement activities.

   > **Measure of Success**
   > - ❖ Established an on-campus location and an annual operating budget for the Center for Community Engagement.
   > - ❖ Increased staffing to support the mission and vision of the Center for Community Engagement including the hiring of the assistant director and Faculty Fellow for the Center for Community Engagement.

2. **Integrate community engagement activities into academic programs and research.**

   --Target Date: Jul-17 & Ongoing

   Tactics
   - Utilizing NSSE comparative data, established benchmarks and targets for freshmen and senior participation in Service Learning, Internship and Community Service.
   - Developed process for funding service learning projects for SVSU's Programs of Distinction.
   - Coordinated service activities between Cardinal Volunteers and the Center for Community Engagement.
   - Hosted Directors of Volunteers in Agencies (DOVIA); a collective of over 40 volunteer directors/coordinators in the Great Lakes Bay Region.
   - 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 though collaboration between the Office of Career Services, academic colleges and employers.
   - The Center for Community Engagement developed and implemented Cardinals Vote; a non-partisan initiative to encourage SVSU student

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

voter registration. This resulted in the registration of 577 students.
- Academic units developed/maintained a variety of community engagement initiatives including, but not limited to the United States Department of Arts and Culture (USDAC) Outpost, 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.

Future Initiatives
- Develop service learning and community-based research toolkit for faculty and staff.
- Develop new service learning opportunities for first year students.
- Explore new community-based research opportunities for faculty.

Measure of Success

	Targets (at or above)		AY 2016/17 Benchmark	
	% Senior Participation	% Freshman Participation	% Senior Participation	% Freshman Participation
Service Learning	60%	45%	59%	40%
Internship	75%	NA	84%	NA
Community Service	50%	40%	50%	47%

- ❖ Students participated in 3,670 unique co-op and internship experiences during 2017-18
- ❖ Since 2016, students have participated in 36,603 hours of community service activities regionally, nationally and globally through our Cardinal Volunteers program.
- ❖ Based off the Independent Sector's value of a volunteer hour in Michigan (N=$23.91), the economic impact during this time was $875,178.

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

--Target Date: Dec-18 & Ongoing

Tactics
- 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, the Urban and Civic Partnership Scholarship Program and Battle of the Valleys.
- Enhanced STEM@SVSU programing 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. SVSU now serves as the fiscal entity for the Region 10 MiSTEM initiative.
- Established committees within the Public Affairs Council (PAC) to better connect the University resources to the community.

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

Future Initiatives
- Develop new partnerships and initiatives which impact the needs of our community.
- Develop a comprehensive evaluation tool to assess the impact of the partnerships.

Measure of Success
- **Enhance impact of regional, national and global partnerships.**
  - ❖ Since 2016 - Approximately $15 million of external funding and $200,000 of internal funding was provided to conduct projects related to community engagement initiatives.

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4. **Increase awareness internally and externally of community engagement activities.**

--Target Date: Jun-17 & Ongoing

Tactics
- Developed a website for Community Engagement at SVSU
- Developed a social media presence to highlight community engagement activities at SVSU.
- Created an interactive map in February 2017 used to illustrate the scope and reach of SVSU community engagement activities. The map is updated annually and includes:
  - o economic impact of student outreach activities by location.
  - o number of student internship and co-op opportunities by location

Future Initiatives
- Further develop an interactive website for Community Engagement at SVSU to highlight community engagement at SVSU across all units.
- Develop a marketing strategy to promote Community Engagement at SVSU.

Measure of Success
- **Increased number of students/faculty/staff participating in service learning, community-based research and outreach.**
  - ❖ Community engagement activities identified and promoted both internally and externally via our University Communications.
  - ❖ The Presidents Weekly Update features faculty, staff and/or students participating in community engagement work.

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