

SAGINAW VALLEY STATE UNIVERSITY

BOARD OF CONTROL

**NOVEMBER 9, 1987
Special Meeting**

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RES-764	RESOLUTION REGARDING DESIGN, CONSTRUCTION AND SITE DEVELOPMENT FOR A ROAD AND A RETENTION POND IN THE AREA NORTH OF WICKES HALL AND THE DOROTHY (HONEY) AND NED ARBURY FINE ARTS CENTER APPROVED	2
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MINUTES
BOARD OF CONTROL
SAGINAW VALLEY STATE UNIVERSITY
SPECIAL MEETING
9:00 a.m.
Large Seminar Room
Administrative Services Building
November 9, 1987

Present: Braun
Curtiss
Gilmore
Klykylo
Ryder
Saltzman
Woods

Absent: Lofton
Munoz

Others
Present: Beutler
Dickey
Fallon
Frahm
Hanes
Ryder
Stanley
Woodcock
Yien
Press

I. CALL TO ORDER

Chairperson Saltzman called the meeting to order at 9:05 a.m.

II. ACTION ITEMS

1. Resolution Regarding Design, Construction and Site Development for a Road and Retention Pond in the Area North of Wickes Hall and the Dorothy (Honey) and Ned Arbury Fine Arts Center

RES-764 It was moved and supported that the following resolution be adopted.

WHEREAS, The State of Michigan has made allotments to SVSU totalling \$359,000 available for design, construction and site development for a road and retention pond in the area north of Wickes Hall and the Dorothy (Honey) and Ned Arbury Fine Arts Center, and

WHEREAS, Bids will be opened this afternoon, November 9, 1987, at 2:00 p.m. for this project,

NOW, THEREFORE, BE IT RESOLVED, That the President and the Vice President for Administration and Business Affairs are authorized to sign contracts up to \$359,000 for this project.

President Ryder asked Mr. Jerry A. Woodcock, Vice President for Administration and Business Affairs, to comment.

Mr. Woodcock reported that the State of Michigan had allotted Saginaw Valley State University a total of \$359,000 which is available for the design, construction and site development of a road and retention pond in the area north of Wickes Hall and the Dorothy (Honey) and Ned Arbury Fine Arts Center. Since the contract for that work will exceed \$250,000, the maximum amount of delegated contractual authority, Board

action will be required, thus the need for a special meeting of the Board.

Mr. Woodcock added that the bids for that project were initially to be opened at 2:00 p.m. on Thursday, November 5, 1987. However, it was necessary to defer the opening of the bids until 2:00 p.m. on November 9, the day of the special meeting. Therefore, two options were available: the Board could reconvene after the afternoon's joint meeting with Delta, and specifically approve the contract with the successful bidder; or, the Board could authorize the administration to enter into the contract. If the second option were taken, the Board would not need to reconvene.

Dr. Ryder noted that normally under state contracts of any substantial size the state handles everything and we don't really become involved. However, in this case we are handling the project ourselves. Board policy states that the administration cannot sign a contract for more than \$250,000 without the authorization of the Board, which is why the matter was being brought before the Board. He reiterated that the Board had two options. The first was that the Board could actually look at the bids which had been submitted and make the decision on the specific contractor. The other option would be that the Board could authorize the administration to make the decision. The resolution that Mr. Woodcock had distributed previously during the meeting would authorize the President and the Vice President

for Administration and Business Affairs to sign contracts for this project up to \$359,000.

Mrs. Woods questioned whether the Board had the option of reconvening the special meeting in the afternoon. Dr. Ryder replied that the Board could recess until after the joint meeting with Delta. Recommendations would then be available on the specific bidders which the Board could study, and then act.

Dr. Gilmore asked how many bids were expected. Mr. Robert D. Hanes, Director of Engineering Services, replied that six bids were expected to be received before 2:00 p.m. this afternoon.

Dr. Ryder noted that the administration would be happy to use whichever option the Board preferred. He stressed that the matter had been brought before the Board because the administration was not authorized to sign contracts which exceed \$250,000 without Board of Control approval.

Mr. Braun stated that he would view the matter as a pretty perfunctory thing; that he did not see the necessity for reconvening.

Mr. Woodcock added that the resolution that delegates a \$250,000 limitation on the administration's contractual authority was intended to give the Board the opportunity to be aware when commitments of that magnitude were being considered.

The resolution was **APPROVED** unanimously.

2. Resolution to Authorize a contract to provide an Alternate Primary Electrical Service to the SVSU Campus.

RES-765 It was moved and supported that the following resolution be adopted.

WHEREAS, SVSU has experienced electrical outages in the past which have caused various degrees of difficulties; and,

WHEREAS, Such outages can occur in the future and have even a greater impact upon our ability to function; and,

WHEREAS, In working with Consumers Power Company and the State of Michigan a plan to correct this situation has been developed; and,

WHEREAS, The State of Michigan has already provided funding of \$250,000 in the 1986-87 Capital Outlay Budget for the project; and,

WHEREAS, The possibility of additional funding exists next year or else other Institutional funds will be utilized; and,

WHEREAS, The importance of a stable source of electrical power to the SVSU campus is of the highest importance;

NOW, THEN BE IT RESOLVED, That the President and/or the Vice President for Administration and Business Affairs are authorized to enter into agreements with Consumers Power Company up to \$280,000 in order to provide an alternative primary electrical service.

Dr. Ryder stated that the resolution was self-explanatory.

Mr. Curtiss asked what the likelihood was that the \$30,000 would be included in the capital outlay budget next year. Mr. Hanes replied that it was very likely; that last year the state had put in a formula basis for each university for additional remodeling and special maintenance. If SVSU receives the appropriate rate out of that formula, it will be covered. Dr. Ryder added that, unfortunately, the \$20 million that was in that

pot was among the monies that were vetoed by the Governor in the budgetary process. However, there is an initiative to get at least \$2 or \$3 million back. There is a reasonably good chance this will occur. It is considered a high priority item by the Bureau of Facilities.

Mr. Curtiss asked whether we had a source for the additional \$30,000 from other college funds if the capital outlay funds are not forthcoming next year. Mr. Woodcock replied that if the funding does not come next year, it could come the subsequent year. In the meantime we will be carrying the amount as a receivable in our plant fund. If at the end of two years we do not have the money, it would need to be dealt with. SVSU does have a capital equipment, repair, maintenance and acquisition reserve account which was established for emergency repair and replacement of equipment and other capital items on campus. There is approximately \$100,000 in this account, which could be used as a fall back position if necessary.

The resolution was APPROVED unanimously.

III. INFORMATION AND DISCUSSION ITEMS

3. Review of Itinerary for the Day

Dr. John A. Fallon, Assistant to the President and Secretary to the Board of Control, reviewed the Board's itinerary for the rest of the day.

9:30 - 9:50 a.m.

Business and Facilities Committee

BOARD OF CONTROL
Special Meeting

November 9, 1987

1987-270

	and Academic and Student Affairs Committee Meetings
10:00 - 11:30 a.m.	Finance and Audit Committee and Personnel Committee Meetings
11:45 a.m.	Depart by bus for Delta College
12:00 Noon	Lunch with Delta College Board of Trustees and Administrators
12:45 - 1:30 p.m.	Joint Board meeting
1:30 - 2:15 p.m.	Tour of Delta's Computer Numerical Control Laboratory
2:15 p.m.	Adjournment


IV. ADJOURNMENT

Chairperson Saltzman adjourned the meeting at 9:20 a.m.

Respectfully submitted:

Mrs. Florence F. Saltzman
Chairperson

Mr. Hugo E. Braun
Secretary


Mrs. Jo Stanley
Recording Secretary

MINUTES

BOARD OF CONTROL

SAGINAW VALLEY STATE UNIVERSITY

AND

BOARD OF TRUSTEES

DELTA COLLEGE

JOINT MEETING

12:45 p.m.

Delta College Campus -- Conference Rooms A,B, and C
November 9, 1987

Present: SVSU

Braun
Curtiss
Gilmore
J. Ryder
Saltzman
Woods

DELTA

D. Carlyon
Diebel
Hargreaves
Jaffe
Miller
Neely
Rowley
Slachta

Absent: Klykyllo
Lofton
Munoz

Anderson
Selby

Others

Present: Dickey
Fallon
Frahm
L. Ryder
Saft
Stanley
Thompson
Woodcock
Yien
Radio (1)
Press (3)

B. Carlyon
Crovello
Fettig
Jonker
Ketchum
Krafft
Krawczyk
Ramseyer
Wells

I. CALL TO ORDER

Mr. Paul A. Rowley, Chairman of Delta's Board of Trustees, called the meeting to order at 1:00 p.m. He welcomed everyone present and asked them to introduce themselves.

II. INFORMATION AND DISCUSSION ITEMS

1. Review of Current and Past Cooperative Activities

President Ryder stated that the relationship between Delta College and Saginaw Valley State University is probably the closest in the state between a community college and a four-year college. This is a relationship which has improved over the years. SVSU depends heavily upon Delta for transfer students.

President Carlyon added that the range of activities the two institutions work on together is probably not understood by many. The level of coordination and cooperation is the highest in the state. The yearly schedules are now nearly identical. The cooperation is of great value to students.

President Ryder mentioned the cooperation with Channel 19 and Tobico Marsh. Mrs. Saltzman noted that several people have served on both the Saginaw Valley State University Board of Control and the Delta College Board of Trustees. (See Appendix 1: Cooperation)

2. Review of Institutional Missions

President Ryder stated that many people ask why we need two educational institutions located so close to each other. He added that we do not duplicate each other. Delta stresses two basic areas--occupational and transfer. SVSU does not stress the occupational area, so the two institutions complement each other.

President Carlyon noted that this is one of the primary population centers of the state. Therefore, it is logical that the two institutions be so close together. He added that both mission statements are fairly clear and concise. (See Appendix 2: Mission Statements.)

3. Review of Data on Transfer Students and Guest Students

Mr. Richard P. Thompson, Dean of Students at SVSU, stated that the number of transfer students from Delta has increased steadily over the years. He added that 50-55 percent of our new student enrollment is transfer students. Approximately half of these are from Delta.

Mr. Paul Saft, SVSU's Registrar, reviewed material pertaining to transfer and guest students from Delta College to SVSU. (See Appendix 3: Transfer.)

4. Review of Tuition Rates

Mr. Jerry A. Woodcock, Vice President for Administration and Business Affairs at SVSU, reviewed the tuition rates at both institutions. (See Appendix 4: Tuition.)

President Carlyon reported that Delta receives approximately one third of its funding from each of three sources: students, the state, and millage.

President Ryder noted that while some colleges and universities have not raised their tuition rates in the past, they have increased their fees instead. It is important that we don't price students out of the market, and yet maintain the quality of the education that we offer.

5. Review of Sources of Institutional Revenue

Mr. John Krawczyk, Vice President of Finance and Treasurer at Delta, reviewed the comparative revenue of the two institutions. (See Appendix 5: Revenue.) He noted that the funding sources are much alike, with Delta's property tax portion being the main difference. He added that colleges must keep trying to get more funding so that tuition rates can be kept affordable.

6. Review of Economic Development Initiatives

President Carlyon asked Mr. Jack Jonker of Delta's Office of Corporate Services to comment. Mr. Jonker stated that their Corporate Services Office has a wide variety of activities; 65 percent of their work is with General Motors. Three of their programs are credit producing (See Appendix 6: Corporate Services).

President Ryder commended Delta on their public service to

the area and gave a brief overview of SVSU economic development initiatives. (See Appendix 7: Overview.) He then described the Research Excellence Fund.

III. ADJOURNMENT

Chairman Rowley invited everyone to tour Delta's Computer Numerical Control Laboratory. He suggested that the two institutions act as a catalyst to bring factions in the area together. He asked that SVSU ask Delta over to see our new facilities.

Chairman Saltzman thanked Chairman Rowley and stated that she enjoyed coming to Delta and hoped that the joint meetings would continue.

Chairman Rowley adjourned the meeting at 2:15 p.m.

Respectfully submitted:

Mrs. Florence F. Saltzman
Chairman

Mr. Hugo E. Braun



Mrs. Jo Stanley
Recording Secretary

COOPERATION BETWEEN DELTA COLLEGE AND SAGINAW VALLEY STATE COLLEGE

BACKGROUND

For the past ten years, President Donald Carlyon of Delta College and President Jack Ryder of SVSC, with the backing of each Board of Trustees have directed and guided cooperation between these two public institutions of higher education. Cooperation is considered essential to ensure the delivery of high quality education and services to the Saginaw Valley and surrounding area, while obtaining the best possible cost benefit ratio.

COOPERATIVE GUIDELINES

The faculty and administrative staffs are guided by these three guidelines:

1. Delta College and Saginaw Valley State College have missions which service clientele of differing educational interests and needs.
2. The colleges are independent organizations working within their own mission; where that mission overlaps, the coexistence of programs and services should be acknowledged as justified when they are serving desirable and legitimate constituent needs.
3. In all areas of similar programming and services, the degree of sharing, cooperation, and competition should be determined according to the optimal benefit in service and in resource utilization for the people of the Saginaw Valley.

Indicators of Successful Efforts

Because of time restraints, only brief titles and descriptions are listed below. However, each item demonstrates the success the two colleges have achieved.

1. Valley Library Consortium - two College libraries function, from the student viewpoint, as one library.
2. Physical Plant/Equipment - sharing of specialized equipment
3. Campus Police - share communications systems and provide emergency backup
4. Television Courses - Channel 19 of Delta is also available and used by S.V.S.C.
5. Common Academic Calendars - permits students to take courses at both colleges or transfer easily.
6. Articulation Agreements - facilitate student transfers and the availability of four year programs to build on the first two years at Delta. (Also with highschools)
7. Communications/Meetings between: Boards of Trustees (yearly), Executive Administrative Staff (at least yearly), Deans/Directors Group (twice a year), Administrators (as needed), Official Liaison (monthly or as needed), shared on-campus publications.
8. Computers - special joint computer committee and current development of common disaster backup plan.
9. University Center Postal Station - located at Delta College and serves as common post office; intercampus mail travels at a low cost and written communications is encouraged.
10. Delta/SVSC Cooperative Ventures Committee - identified and recommended for further study recommendations for Academic Areas, Administrative Areas, and Student Service Areas.

11. Off-campus Centers - we coordinate the offering of courses.
12. Staff Development - administrators, faculty, and staff from the two colleges are benefiting from sharing developmental opportunities.
13. Joint Purchasing - volume prices on paper items
14. Dormitories - SVSC students have been housed in Delta's dormitory when space was available, and also the opposite.
15. Placement Offices - work cooperatively to assist students with their job search
16. Tobico Marsh and Jennison Nature Trail - serviced for students and the public by Delta and Saginaw Valley State College
17. Public Transportation - Cooperation in bringing about the best possible service for all students.
18. Adverse Weather College Closings - Responsible representatives communicate readily prior to either college's decision on these matters.

SUMMARY

Delta College and S.V.S.C. have demonstrated their ability to cooperate or compete, when necessary, so that students of this area and the State of Michigan are provided high quality, cost-effective higher education.

Delta College is a community college with the mission to provide comprehensive post-secondary programs and services that are accessible to its constituents. To this end Delta is committed to leadership in meeting the educational and training needs of the community, to the delivery of high quality instructional and support programs to a broad range of students, and to equal access to educational opportunity through open admissions.

Delta is dedicated to an open relationship with business, industry, and the professions as well as other institutions or groups where cooperative efforts may be mutually beneficial.

Delta is committed to the social, cultural, and economic development of the college district.

PROGRAM GOALS

The mission of Delta College is manifested through goals which include but are not limited to provision of high quality programs and services leading to:

1. Post-secondary associate degrees, certificates, and other credentials of educational achievement.
2. Lower division preparation for college and university transfer.
3. Occupational entry preparation.
4. Occupational upgrading and retraining.
5. General education.
6. Educational partnerships with business, industry, government, and other institutions.
7. Education for personal growth.
8. Support for student needs and informed choice in academic, personal, and career decisions.
9. Support for special student groups, e.g., handicapped, limited English speaking, gifted and talented, minorities.
10. Basic skill development and remediation.
11. Instructional resources and support to enhance teaching and learning.
12. Collaboration with secondary schools, other colleges and universities.
13. Enrichment of wellness (such as intellectual, physical, emotional, social, recreational, cultural, occupational, and spiritual well-being).
14. Development of community resources, community leadership, and public service.

OPERATIONAL GOALS

Operational goals exist at Delta College to provide direction to the college as it manages its resources to implement program goals in an effective and efficient manner.

Operational goals of Delta College are:

1. To maintain an effective organizational and governance structure which supports the college program goals and fosters open communication between students, faculty, administration, staff and Board of Trustees.
2. To provide equal employment opportunity and equal educational opportunity to all. In addition, the college is committed to an affirmative action program.
3. To provide the means for implementing systematic assessment, evaluation, and planning of college programs and services, with high scholarly and professional standards.
4. To provide for professional and curricular response to technological, economic, and social change.

Board Action 2532 - May 13, 1986

SAGINAW VALLEY STATE COLLEGE MISSION STATEMENT

Saginaw Valley State College was founded in 1963 primarily to meet higher education needs in east-central Michigan. The College offers a comprehensive array of traditional baccalaureate degrees. The same general education requirements support all of the undergraduate curricula. Master's degrees also are granted in fields for which there is substantial regional demand.

Approximately one-half of SVSC's students are in the traditional age range; the others are older students, most of whom are preparing for occupational advancement or leadership roles in their community. Nearly ninety percent of all students are commuters; many combine part-time study with full-time or part-time employment. The resident students live in convenient apartment-like dormitory suites or housekeeping apartments.

The primary mission of SVSC is to promote the intellectual and personal growth of students. A highly-qualified faculty, most of whom hold terminal degrees, teach in both day and evening classes. Classes are designed to be relatively small. Support services and cocurricular offerings are planned to meet the needs of both residential and commuting students. Periodic program review is used to monitor the quality and the impact of formal and informal learning opportunities.

As an important part of its mission, the College fosters research and creative activities. The goals of the research program are to extend knowledge, inspire superior teaching, and contribute to the intellectual life and social well-being of the region.

Community service is another element of the College mission. SVSC sponsors continuing education courses, conferences, workshops and technology transfer efforts. Cultural events, many campus activities and the College library are open to the public. The library serves as the administrative center of a regional consortium formed to encourage resource-sharing. SVSC faculty and staff cooperate with area businesses and civic organizations in ways that contribute to the economic and cultural vitality of the region.

Two commitments are common to the instructional, research and community service components of the College mission. First, SVSC actively cooperates with area community colleges to assure broad access to education and efficient use of resources. Second, SVSC is dedicated to helping students and area citizens acquire the knowledge and skills they need to function effectively in the increasingly interdependent nations of the world.

DELTA COLLEGE
OFFICE OF THE REGISTRAR
ACADEMIC YEAR 1986-87

The number of transcripts requested by Delta students and sent to Saginaw Valley State College was 1,201.

The number of Saginaw Valley State College students who were guests at Delta during this same academic year was 210.

**Saginaw Valley State College
Office of the Registrar**

**Fall 1986 Transfer Students
From Delta College to SVSC**

Total students transferring from all institutions = 606
Total students transferring from Delta College = 248 40.9%

Transfer credits from Delta College

1 - 30 cr	67	27.0%
31 - 62 cr	181	73.0%

Grade point average from previous institutions

under 3.00	142	57.3%
3.00 & over	106	42.7%

Grade point average at SVSC = 2.91
SVSC undergraduate grade point average = 2.95

Semester of progress

currently enrolled - Fall 1987	157	63.3%
last enrolled - Summer 1987	3	1.2%
- Winter 1987	36	14.5%
- Fall 1986	52	21.0%

Average age at transfer = 29 years
Average SVSC undergraduate age = 28 years

Sex of transfer students		SVSC undergraduates	
Male	99	39.9%	43.8%
Female	149	60.1%	56.2%

**Saginaw Valley State College
Office of the Registrar**

**Fall 1986 - Summer 1987 Guest Students
From Delta College to SVSC**

	Fall '86	Winter '87	Summer '87	Total 86-87
Number of students	17	13	7	37
Academic credits	38	42	25	105
Academic grade point	3.05	3.52	3.08	3.25
Marching Band credits	7	0	0	7
Withdrawn credits	14	2	0	16

COMPARATIVE INSTITUTIONAL TUITION RATES
DELTA COLLEGE AND SAGINAW VALLEY STATE COLLEGE

DELTA COLLEGE

In-District	34.25/credit
In-State	59.00/credit
Out-of-State	78.00/credit

SAGINAW VALLEY STATE COLLEGE

In-State (undergraduate)	54.50/credit
In-State (graduate)	79.00/credit
Out-of-State (undergraduate)	111.00/credit
Out-of-State (graduate)	155.00/credit

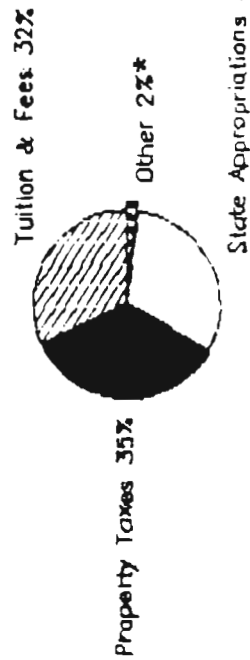
Revenue Sources as % of Total Revenue

DELTA COLLEGE & SAGINAW VALLEY STATE COLLEGE

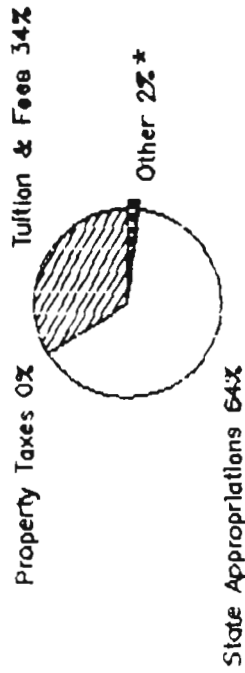
General Fund and Current Fund

1985--86 Fiscal Year

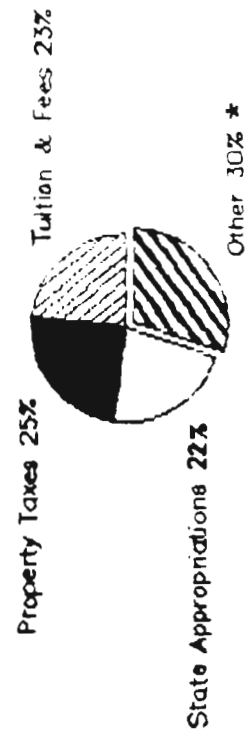
General Fund - Delta
1985-86



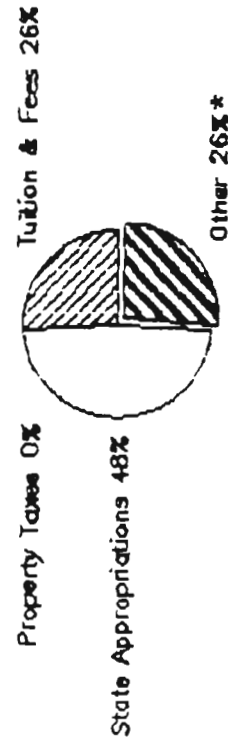
General Fund - SVSC
1985-86



Current Fund - Delta
1985-86



Current Fund - SVSC
1985-86



*Federal, state, gifts, grants, contracts, investments, auxiliary

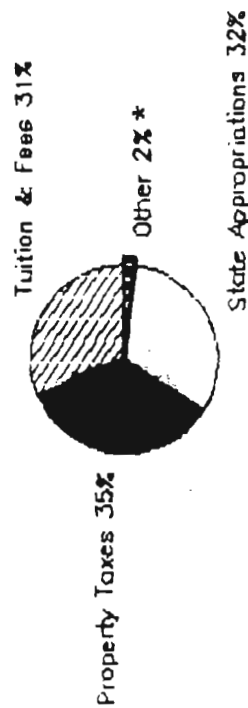
Revenue Sources as % of Total Revenue

DELTA COLLEGE & SAGINAW VALLEY STATE COLLEGE

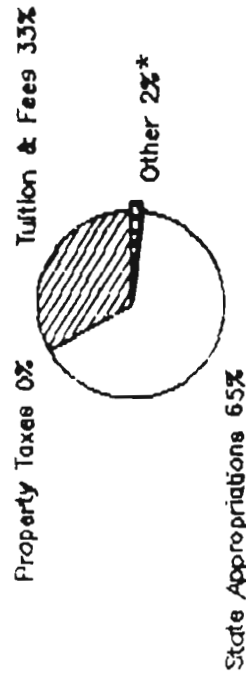
General Fund and Current Fund

1986-87 Fiscal Year

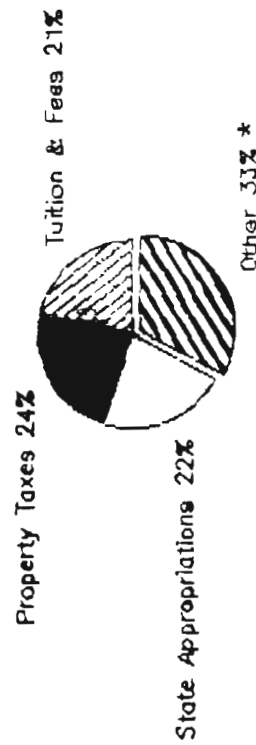
General Fund - Delta
1986-87



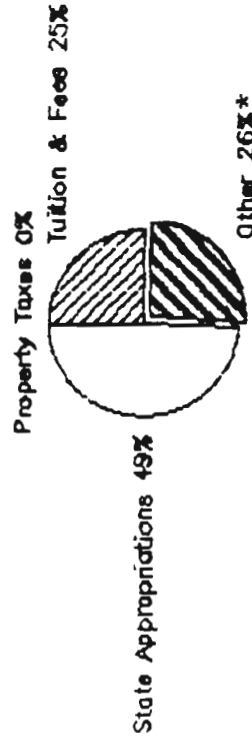
General Fund - SVSC
1986-87



Current Fund - Delta
1986-87



Current Fund - SVSC
1986-87



*Federal, state, gifts, grants, contracts, investments, auxiliary

CORPORATE SERVICES
DELTA COLLEGE'S THIRD EDUCATIONAL
DELIVERY SYSTEM

Delta College has been providing educational/training services to the business, professional and industrial sector for many years. In the early 1980's, however, it became apparent that if Delta was going to continue to be involved with business-industry training in a significant fashion, past practices would have to be altered.

We needed to examine our ideas about how, when, and where we were going to provide educational services as well as who would offer the instruction. More specifically, our procedures governing faculty selection and assignment, faculty professional development, course content, time schedules, scheduling of facilities (on campus or other location) and methods of instruction, all needed to be reviewed in terms of determining our capacity for providing corporate instructional services.

It was decided that the most efficient and effective way to accomplish a shift in emphasis to meet industry needs was to create a new entity within our institution that would be dedicated to serve business and industry on the terms they required. This creation would be considered an expansion of services provided by the College and would be identified as the Office for Corporate Services. The principle objective of the Office was "to expand the activities and services of our institution beyond those presently provided." This expansion would not impact on the operational budget of the College, but would function on a break-even or better basis.

Today the Office for Corporate Services is truly a unique operation at Delta College. Unique because it is capable of rendering a variety of services to business and industry that could not have been provided via the more traditional instructional delivery systems. Some of these special services are identified below:

1. Provide specialized instructional services to the business and industrial community on a 12-month basis.
2. Provide instructional staff to industry where they will be qualified by the industry personnel on course or subject matter. The staff is then assigned in-plant instructional responsibilities by industrial managers.
3. Provide instructional staff to corporate training centers located in Michigan and, in some specialized situations, to other states.
4. Provide space, managerial support and service instructors to operate and maintain corporate training centers for industry.

5. Provide specialized instructional services to various sites in major population centers throughout the state of Michigan.
6. Provide employment services to support industries' need for specialized, short-term training requests.
7. Provide the automotive supplier industry with quality improvement programming in an effort to help them retain or improve their quality ratings.
8. Provide industry with short-term specialized welding instruction and supporting welding services.
9. Provide industry with skilled trades training and apprenticeship training. (Apprenticeship training is offered only as an on-campus activity.)
10. Serve as a conduit to transfer automotive technology from the corporate sector to the educational community.
11. Serve as a field site to validate new technology training programs.
12. Serve as a site to develop strategy and analysis for new training experiment ventures.

As these examples clearly illustrate, what we do is not complicated; we listen to the needs of industry, understand how they want their services delivered and we comply. If we lack the subject matter expertise, we cooperatively make arrangements for industry to transfer their knowledge to us and we in turn train their workforce. Wherever possible, we offer our newly acquired knowledge to the academic community in an effort to close the obsolescence gap that exists between the industrial and education communities.

A steady flow of administrators from colleges across the country have visited our College to gain insights as to how and why the Office for Corporate Services functions so effectively. These visitors seem to be very impressed with one of the few mandates imposed on our staff. No Corporate Services staff member is authorized to say "no" to any industrial request for service. A belief and an expression of confidence exists that the collective brainpower of the corporate staff is creative enough to find solutions to difficult assignments. There are two other features that have been recognized as being unique in the Office for Corporate Services.

- 1) Every corporate activity is considered a partnership with the corporate partners having decision-making input.
- 2) Every corporate activity is managed under a team concept with appropriate corporate staff as members of the team.
- 3) Every corporate activity is thoroughly evaluated to the satisfaction of all attendant parties.

The future growth potential for the Office for Corporate Services is unlimited. Only two of six major target training markets have been served to date. They are the manufacturing industry and the service industry. Only segments of these markets are currently using our services which are growing at an explosive rate. Future training markets that can offer exciting challenges are 1) the banking industry, 2) real estate, insurance and retailing, 3) health and health-related industries, and 4) the public service industry.

As you can see, there exists a fairly high level of ambition when it comes to the mission of Corporate Services. The intent to penetrate the new markets listed above is a major commitment of the Office for Corporate Services. We anticipate the same explosive growth of our training and service programs in these new markets because of the proven successes we have recorded in the manufacturing and service markets.

These are indeed exciting times.

OVERVIEW OF SVSC ECONOMIC DEVELOPMENT INITIATIVES

Center for Economic and Business Research

The Center of Economic and Business Research (CEBR) was established in 1979. The objectives and activities of the Center are as follows:

Objectives

1. To provide economic and business information for the existing and potential business and government.
2. To conduct applied research on focused areas.
3. To encourage and help the business faculty conduct research.

Activities

1. The Center has been publishing the SVSC Economic and Business Review for eight years so far. We published Volume 8, No. 2. The Review publishes economic and business information. This provides information for decision makers in local businesses and potential businesses coming from the outside and for governments. Many local businesses and governments have been using the information. We also receive quite a few inquiries for local economic and business conditions from such cities as Chicago, New York, Toronto, and Akron.

The Review also publishes articles pertinent to area business and government leaders to provide a conducive business environment.

2. The Center is working on the establishment of a data bank. The data bank will include economic and business information at various levels such as national, state and local. The publication of the Review and data bank is to provide information for decision makers in this area and for potential businesses. When they make good decisions, the people in our area benefit and the local economy prospers.
3. The Center conducts focused researches on various areas. We have published two monographs and one supplement of the Review.
 - a) The Bankrupt: An Analysis and Profile of the Bankrupts in Northeastern Michigan, Monograph No. 1 (1985)
 - b) The Tri-County Wage and Benefit Survey, SVSC Economic and Business Review, Vol. 5, Supplement, Winter, 1984.

- c) Recent Structural Changes of the Industries in Saginaw, Bay, Midland and Genesee Counties: Comparisons with the U.S.A. and the State of Michigan, Monograph No. 2 (1987).
- *d) If we are able to secure funds the Center will construct an Input-Output (I-O) model for Tri-County. The Center prepared a proposal to obtain funds. The objectives of the project are:

To evaluate the impact of the manufacturing industry on the local economy.

To identify industries whose growth is important for greater income and employment opportunities.

To identify which industries could be successful in the area.

To discover if there is a missing industry that would complement the existing industrial base in such a manner to increase the productivity of all firms ("The missing link" Theory).

To identify policy measures which might be helpful for the policy makers.

Business and Industrial Development Center

The Business and Industrial Development Institute (BIDI) of Saginaw Valley State College (SVSC) is a campus-based, economic development office which was formed in 1981 with a special appropriation from the Michigan Legislature. In 1984, BIDI became a Michigan Small Business Development Center, and has remained an MI-SBDC since that date with ongoing funding from the U.S. Small Business Administration.

Since its inception, BIDI has become well known throughout east central Michigan as a result of the wide variety of conferences for small business which it offers on a regular basis. BIDI has also been active in promoting the transfer of "dormant" or abandoned technology from major corporations to regional business for the purpose of product diversification or process improvement. More recently proprietary technology resulting from SVSC research and from private inventors has also been included in this effort.

In general, BIDI's early efforts were hampered by the very limited availability of suitable technology for commercial development. This problem was overcome by a recent event. BIDI now has an agreement with the Southwest Research Institute of San Antonio, Texas whereby BIDI will attempt to transfer their technology to Michigan corporations. Approximately 100 separate

technologies are being processed by BIDI for this purpose.

Currently available technologies fall into the following classifications:

- Microencapsulation
- Engines and Fuels
- Bioengineering
- Electromagnetic Measurement
- Non-destructive Testing
- Chemistry and Environment
- Various Mechanical Devices
- Computer Science and Automation
- Instrumentation, Geoscience, Electronics
- Radio Location and Direction Finding

The BIDI office is well staffed with researchers who can deal with scientific, engineering, marketing and financial questions arising as technologies are assessed for their commercial or competitive value. In general, this information research service is provided by BIDI to potential licensees for no fee.

It has been BIDI's experience that most patented technology requires further development before it can be commercialized by a licensee. In many cases at least some of this development is necessary prior to licensing so that a proper assessment of value is in hand before license negotiation. If a potential licensee is unable to conduct this technical assessment, arrangements can be made through BIDI to have this work done on a contractual basis. This same developmental service is also available, of course, after licensing has taken place.