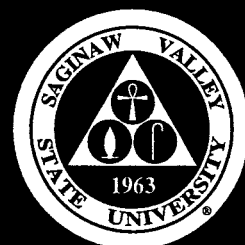


SVSU[®]

BOARD OF CONTROL
MINUTES

DECEMBER 12, 2003



SAGINAW VALLEY STATE UNIVERSITY
BOARD OF CONTROL
DECEMBER 12, 2003
REGULAR FORMAL SESSION
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MINUTES
BOARD OF CONTROL
Regular Formal Session
December 12, 2003
Board of Control Room, Third Floor, Wickes Hall

Present: Braun
Cotter
Gamez
Gilbertson
Karu
Law
Sedrowski
Sims
Yantz

Absent:

Others

Present: R. Awrey
L. Beuthin
J. Boehm
E. Hamilton
A. Hratchian
D. Martin
R. Maurovich
C. Maxwell
B. Mudd
J. Muladore
R. Portwine
C. Ramet
R. Schneider
W. Schaiberger
M. Shannon
J. Stanley
S. Strobel
R. Thompson
M. Thorns
M. Wilton
R. Yien
Press (1)

I. CALL TO ORDER

Chairperson Sims called the meeting to order at 1:35 p.m.

II. PROCEDURAL ITEMS

A. **Approval of Agenda and Additions to and Deletions from Agenda**

The agenda was approved as distributed.

* * *

Mr. William E. Schaiberger told the Board that he was an SVSU student. He asked why the Board did not pledge allegiance to the flag before its meetings.

President Gilbertson told Mr. Schaiberger that there is a process for requesting appearances before the Board, and that information regarding that process would be given to him.

* * *

B. **Approval of Minutes of October 13, 2003 Regular Formal Session of the Board of Control**

It was moved and supported that the minutes of the October 13, 2003 Regular Formal Session of the Board of Control be approved.

The minutes were unanimously APPROVED as written.

C. **Recognition of the Official Representative of the Faculty Association**

Professor Marcia Shannon, President of the Faculty Association, told the Board the faculty are spending a lot of time on final exams and on writing across the curriculum. Approximately 200 faculty have gone through additional training to get ready for the Blackboard 6 upgrade to enable them to perform on-line instruction correctly. Unit committee proposals, whereby faculty can apply

for release time or funds to conduct continuing research and projects, have been submitted. One hundred and twenty-nine course revisions, new courses or deletions of courses, or program revisions were considered and voted upon this semester by the Curriculum/Academic Policies Committee. The Graduate Committee worked on 23 different proposals. Faculty have been preparing for the upcoming North Central Association (NCA) visit. They have also been serving on over 100 evaluation teams; three faculty serve on each team, reviewing their peers' research projects and community involvement, and visiting classrooms to evaluate how well they teach. Over 60 faculty are collecting data on the effectiveness of the University's General Education courses to be submitted to the General Education Committee.

Trustee Yantz joined the meeting at 1:42 p.m.

D. Communications and Requests to Appear Before the Board

Staff Member of the Month

Matt Wilton, Staff Member of the Month for November, was presented to the Board. (See Appendix One: Wilton)

III. ACTION ITEMS

- 1) Resolution to Grant Undergraduate and Graduate Degrees

RES-1580 It was moved and supported that the following resolution be adopted:

WHEREAS, Saginaw Valley State University is granted the authority to confer undergraduate and graduate degrees as outlined in Section 5 of Public and Local Acts of Michigan 1965; and

WHEREAS, Operating Policy 3.101 Article III of the Board reserves to the Board the authority to grant degrees;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University approve the awarding of undergraduate and graduate degrees at the December 12, 2003 Commencement as certified by the faculty and Registrar.

President Gilbertson noted that 388 bachelor's degrees and 97 graduate degrees would be granted at the December Commencement.

The motion was APPROVED unanimously.

2) Resolution to Grant Honorary Degree to Mr. Lloyd J. Yeo

RES-1581 It was moved and supported that the following resolution be adopted:

WHEREAS, Lloyd J. Yeo served with distinction as a professional known for the highest standards of ethics and integrity; and

WHEREAS, Mr. Yeo has been active as a State and local leader, a supporter of business and civic organizations, and as a contributor to the arts; and

WHEREAS, Mr. Yeo has generously donated his time for more than twenty years to the United Way, serving as a campaign volunteer, a member of the Fund Distribution Committee, and treasurer of the Board of Directors; and

WHEREAS, Mr. Yeo's volunteer participation has included membership on the Board of Directors of the Saginaw Chapter of the American Red Cross and the Council of Michigan Foundations, service as president of the Wickson-Link Memorial Foundation, the Melvin and Hilda Zuehlke Charitable Foundation, the Kiwanis Club and Saginaw Club; and

WHEREAS, Mr. Yeo has received numerous awards and honors including the Robert H. Albert Community Service Award, the Harry L. Lund Volunteer Award, and the Whitney M. Young, Jr. Service Award, as well as other awards and commendations, all of which attest to his exemplary commitment to philanthropy and community leadership;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University approve the granting of the Honorary Doctor of Laws degree to Mr. Lloyd J. Yeo to be presented at the August 23, 2004 Commencement.

Chairperson Sims told the Board that Mr. Yeo had recently undergone back surgery and would not be able to attend Commencement on December 12, 2003, but that the honorary degree would be conferred upon him at the August 23, 2004 commencement.

President Gilbertson noted that Mr. Yeo is a fine community servant and leader, and that the University would be proud to confer this honor on him in August.

The motion was APPROVED unanimously.

3) Resolution to Approve Faculty Sabbaticals for 2004-2005

RES-1582 **It was moved and supported that the following resolution be adopted:**

WHEREAS, Saginaw Valley State University is committed to quality education and provides the faculty with opportunities to maintain and enhance their professional knowledge and expertise; and

WHEREAS, The University administration supports faculty sabbatical leaves as an integral part of the SVSU Faculty Development Program;

NOW, THEREFORE, BE IT RESOLVED, That the following faculty members be granted sabbatical leaves as specified below for the academic year of 2004-2005.

Dr. Robert Braddock	History
Dr. Jennifer Bridges	Physical & Health Education
Dr. Camille Cammack	Teacher Education
Dr. Sally Decker	Nursing
Dr. Eric DeVos	Psychology
Dr. John Grolle	History
Dr. Drew Hinderer	Philosophy
Dr. Dawn Hinton	Sociology
Dr. Deborah Huntley	Chemistry
Dr. John Jezierski	History
Dr. Averetta Lewis	Nursing
Dr. David Pape	Mechanical Engineering

Dr. Thomas Renna **History**

Dr. Sam Sarkar **Economics**

Dr. Paul Teed **History**

President Gilbertson told the Board the candidates for sabbatical leave had gone through an elaborate process whereby eligible faculty submit applications with proposed projects to the Professional Practices Committee (PPC). These projects are then reviewed by the respective deans, the Vice President for Academic Affairs, and the President. Faculty proposals are then reviewed by the Academic, Student Affairs and Personnel Committee before coming before the Board of Control.

Dr. Robert S.P. Yien, Vice President for Academic Affairs, noted that there are three different kinds of sabbaticals: a one-year leave with half pay; a one-semester leave with full pay; and a three-summers leave.

The motion was APPROVED unanimously.

4) Resolution to Approve Faculty Tenure

RES-1583 **It was moved and supported that the following resolution be adopted:**

WHEREAS, Faculty tenure provides continuous employment of a faculty member for at least a basic two-semester appointment during each fiscal year; and

WHEREAS, Tenure status is achieved when a faculty member is recommended by the Professional Practices Committee and by the Administration for continuous appointment henceforth;

NOW, THEREFORE, BE IT RESOLVED, That the following faculty members be granted tenure, as provided by the terms of the SVSU - Faculty Association agreement, effective July 1, 2004.

Dr. Reza Akbari

Asst. Professor, Mathematical Sciences

Dr. Paul Ballard	Assoc. Professor, Physical & Health Education
Ms. Shaun Bangert	Asst. Professor, Art
Dr. Marna Beard	Assoc. Professor, Educational Leadership & Services
Ms. Judy Berglund	Asst. Professor, Social Work
Dr. Joni Boye-Beaman	Assoc. Professor, Sociology
Dr. Patricia Calahan	Assoc. Professor, Teacher Education
Dr. Russell Clark	Asst. Professor, Electrical & Computer Engineering
Mr. Donald Earley	Asst. Professor, Occupational Therapy
Dr. Farid Hallouche	Asst. Professor, Computer Science
Dr. Susan Hillman	Assoc. Professor, Teacher Education
Dr. Thomas McManus	Asst. Professor, Educational Leadership & Services
Dr. Virginia Muller	Assoc. Professor, Teacher Education
Dr. Gloria Musial	Professor, Teacher Education
Dr. Sandra Nagel	Asst. Professor, Psychology
Dr. Elizabeth Rich	Asst. Professor, English
Dr. Pamela Ross McClain	Asst. Professor, Teacher Education
Dr. Danilo Sirias	Asst. Professor, Management & Marketing
Dr. Ann-Catherine Sullivan	Assoc. Professor, Teacher Education

Dr. Yien told the Board that faculty are eligible for consideration for tenure after five years of service.

President Gilbertson noted that a relatively large number of faculty members were eligible for tenure, because 26 new faculty had been hired in the late 1990s in response to the rapid growth of the University during that period of time. Those being recommended have been approved by their respective departments and deans, the Professional Practices Committee, the Vice President for Academic Affairs, and President Gilbertson.

The motion was APPROVED unanimously.

- 5) Resolution to Approve Confirmation of Board Members for Previously Authorized Charter Schools

RES-1584 **It was moved and supported that the following resolution be adopted:**

WHEREAS, The Saginaw Valley State University Board of Control, the school's authorizing agent, requires that University-Chartered Schools' Boards of Directors have a minimum of five members and a maximum of nine members; and

WHEREAS, Individual Charter Schools have a desire to replace Board members who have submitted their resignation; and

WHEREAS, Certain Charter Schools have a desire to have parents of students represented on their Board of Directors; and

WHEREAS, Certain Charter Schools desire to reappoint a board member whose term of office has expired:

NOW, THEREFORE, BE IT RESOLVED, That the individuals listed below be appointed by the Saginaw Valley State University Board of Control as new members of the Board of Directors of the following Charter Schools.

Chandler Park Academy, Detroit

Scott Boswell	Appointment	Term: 1/1/04 - 6/30/06
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Mr. Boswell earned his BS in Criminal Justice from Eastern Michigan

University. He currently works with the State of Michigan's Department of Corrections as a parole officer. Mr. Boswell brings experience in real estate and in motivating troubled youth to the Academy board.

Creative Learning Academy, Beaverton

Kelly Kalinowski Appointment Term: 1/1/04 - 6/30/06

Ms. Kalinowski earned her BSN from Liberty University in Lynchburg, Virginia. In her current position with Affordable Nursing, Inc., she supervises 62 employees as the Director of Nursing. Ms. Kalinowski brings effective communication skills and knowledge regarding safety of children and standards required by the state to the Academy board.

Shirley Kinney Appointment Term: 1/1/04 - 6/30/04

Ms. Kinney currently serves children in the Beaverton Schools as a bus driver. Ms. Kinney brings many years of working with children to the Academy board.

Grattan Academy, Belding

Tracy Ford Reappointment Term: 1/1/04 - 6/30/05

Ms. Ford is a former board member who inadvertently was not reappointed in June 2003.

HEART Academy, Detroit

Nadine Cook Appointment Term: 1/1/04 - 6/30/05

Ms. Cook earned her BA in sociology from Mercy College of Detroit, minoring in Health Care Administration. She currently works with St. John NorthEast Community Hospital in Detroit as Director of Community Relations. Ms. Cook brings to the Academy years of experience not only in the health care industry but also board protocol, roles and responsibilities, and strategic planning of boards.

Northwest Academy, Charlevoix

John Friedly Appointment Term: 1/1/04 - 6/30/05

Mr. Friedly earned his BA in Economics from Oakland University. John is the owner of Friedly and Associates, an independent computer business specializing in smaller server-based networks. The board believes his expertise in the computer industry will be an asset to their school, which specializes in technology and the arts.

Oakland International Academy, Farmington Hills

Saleem Khalid Appointment Term: 1/1/04 - 6/30/05

Mr. Khalid is co-founder/owner and President of Integrated Systems Design of Detroit as well as a consultant for Detroit Alliance for Fair Banking of Detroit. Mr. Khalid brings years of business experience to the Academy board.

Mr. Ronald Schneider, Director of School & University Partnerships, told the Board that the candidates had been screened by his office, criminal record checks had been done on them, and they had signed conflict-of-interest statements.

The motion was APPROVED unanimously.

6) Motion to Accept Updated Five-Year Plan

BM-998 It was moved and supported that the Board Accept the Updated Five-Year Plan. (See Appendix Two: Updated Plan)

President Gilbertson noted that the annual update on the Five-Year Plan is usually brought before the Board in May or June, but is on today's agenda so that the version shared with the North Central Association (NCA) Self-Study visiting team in March will be as up-to-date as possible.

Dr. Carlos Ramet, Executive Assistant to the President, reviewed the most recent changes

to the document.

The motion was APPROVED unanimously.

7) Resolution to Approve Fiscal Year 2005 State Appropriation Request

RES-1585 **It was moved and supported that the following resolution be adopted:**

WHEREAS, The fiscal year 2005 Budget Development Request required to be provided to the Michigan Department of Management and Budget must be approved by the Board of Control;

NOW, THEREFORE, BE IT RESOLVED, That the attached Budget Development Request for Saginaw Valley State University for fiscal year 2005 be approved as submitted to the State of Michigan. (See Appendix Three: Appropriation Request)

President Gilbertson told the Board that this document is just the first step in the development of the State's budget. SVSU's Budget Request asks for only an inflationary increase to its FY2004 funding level of \$3,890 per student.

The motion was APPROVED unanimously.

8) Resolution to Approve Fiscal Year 2005 Capital Outlay Budget Request

RES-1586 **It was moved and supported that the following resolution be adopted:**

WHEREAS, The Capital Outlay Budget Request for FY2005 indicates University priorities for capital projects; and

WHEREAS, This request must be approved by the Board of Control;

NOW, THEREFORE, BE IT RESOLVED, That the attached Capital Outlay Budget Request for Saginaw Valley State University for fiscal year 2005 be approved as submitted to the State of Michigan. (See Appendix Four: Capital Outlay)

President Gilbertson stated that the renovation and expansion of Pioneer Hall is the University's number one priority in the FY2005 Capital Outlay Budget Request.

The motion was APPROVED unanimously.

9) Resolution to Approve Auxiliary System Student Housing Rental Rates for FY2005

RES-1587 **It was moved and supported that the following resolution be adopted:**

WHEREAS, Occupancy levels, revenues and operating expenses have been projected for the Auxiliary Services-Bonded Facilities system;

NOW, THEREFORE, BE IT RESOLVED, That for fiscal year 2005 student housing rental rates for the First-Year Suites, Living Center North and South, Pine Grove Apartments, and the University Village per the attached schedule be approved. (See Appendix Five: Rental Rates)

Mr. James G. Muladore, Vice President for Administration & Business Affairs, gave a PowerPoint presentation on the University's Auxiliary System, which is composed of self-supporting units including Housing, Housing Maintenance, Campus Dining, the University Conference & Events Center, the Bookstore, Parking, and Access SVSU (formerly known as "The Card"). He discussed the major initiatives undertaken or planned and reviewed rate structures needed to improve services to students, faculty, staff, and the surrounding region. Efforts are being made in conjunction with the Conference & Events Center to better utilize the University's facilities during the summer months. Cost-savings opportunities and operational efficiencies are being identified.

It is projected that approximately 1,600 students will be living on campus in 2005, which is just 23 students fewer than the maximum adjusted capacity. The University's housing rates compare very favorably to both housing rates in the Saginaw/Bay City community as well as to housing rates at our peer institutions.

The motion was APPROVED unanimously.

10) Resolution to Commend the SVSU Football Team for an Outstanding 2003 Season

RES-1588 **It was moved and supported that the following resolution be adopted:**

WHEREAS, The 2003 Saginaw Valley State University Football Team completed the regular season with a record-setting 11-0 record, thereby winning the Great Lakes Intercollegiate Athletic Conference championship; and

WHEREAS, This year's team was the first SVSU football team to be named "Number One in the Country" by the American Football Coaches Association and is one of only two teams in the nation to have qualified for NCAA playoff games for each of the last four seasons; and

WHEREAS, For only the second time in the program's history, an SVSU football team advanced to the quarter finals of the National Collegiate Athletic playoff games, and in-so-doing generated great pride and excitement on campus and in the community.

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulate the team members, Coach Randy Awrey, and his coaching staff for attaining this high level of achievement, and commend the coaches and the team for their outstanding record. Their commitment to excellence and performance has brought national distinction to the University and to its athletic program.

Randy Awrey, Assistant Director for Special Projects/Head Football Coach, stated: "I'm very honored and privileged to be here representing our whole football team. I calculated that there are 154 people – including coaches, players, managers, trainers, and the student athletes themselves – involved in the program, and I'm representing that whole group. It takes a lot of good people working very hard and putting in a lot of time to accomplish what has been done this year. What you read on the sports pages on Sundays is nowhere near what really is going on in this program. We have a great group of young men with tremendous character. They are great ambassadors for our school and community. . . . They have broken all kinds of records, and have represented the University well both on and off the field. One of our players, Neil Baumgartner, is a perfect example of a 4.0 student, an All-American football player who wants to be a coach some day. The

players have all gone home for the vacation, but they'll be back in January to start again."

The motion was APPROVED unanimously.

IV. INFORMATION AND DISCUSSION ITEMS

11) **Public Safety Initiatives**

Craig Maxwell, Director of Public Safety, gave a PowerPoint presentation on his Department, which consists of two administrators, one support staff, eight officers and approximately 12 student employees. The officers are on duty Monday through Thursday from 7:00 a.m. to 4:00 a.m., and on Friday through Sunday from 8:00 a.m. to 4:00 a.m. SVSU's Public Safety officers are considered peace officers of the State and have the authority of police officers with the same powers and authority as deputy sheriffs in Saginaw county. The Department has undertaken initiatives to improve critical incident management and planning by revising the emergency response plan, routinely scheduling safety drills for fires and tornadoes, and participating in special weapons training. Discussions have taken place with the Kochville Township Fire Department about the possibility of building a facility to house a Township fire fighting vehicle on campus. This would shorten the response time for fire incidents on campus.

Mr. Maxwell reviewed the Department's participation in public outreach and community partnerships and professional staff development.

12) **Employment Compensation Services Report**

President Gilbertson reviewed the attached Employment Compensation Services Report. (See Appendix Six: ECS Report) He noted that Dr. Janalou Blecke had recently accepted the

position of Dean of the Crystal M. Lange College of Nursing & Health Sciences.

V. REMARKS BY THE PRESIDENT

President Gilbertson stated that the campus had been very busy, with solid enrollments, five building openings, a successful football team, and the 40th anniversary of the University.

VI. OTHER ITEMS FOR CONSIDERATION OR ACTION

13) Motion to Move to Informal Session to Discuss Personnel Evaluations

BM-999 **It was moved and supported that the Board move to Informal Session to discuss personnel evaluations.**

The motion was APPROVED unanimously.

The Board moved to Informal Session at 2:55 p.m., and reconvened in Formal Session at 4:15 p.m.

* * *

Dr. Robert L. Maurovich, Vice President for Student Services & Enrollment Management, discussed the status of headcount and student credit hours to date for Winter 2004.

Mr. Muladore updated the Board on the FY2004 Operating Budget. SVSU has been informed that an Executive Order appropriation reduction of 5%, or \$1,330,000, has been enacted. As a result of the current budget situation, there will not be a tuition rebate to students this winter semester.

Mr. Muladore stated that in accordance with a discussion at a prior Finance & Audit Committee meeting, a Request for Audit Proposals is being prepared. It is expected that this request

will be distributed to eligible audit firms early in January 2004.

The University also will be seeking proposals for banking services. A Request for Banking Services Proposal is expected to be issued in February 2004.

VII. ADJOURNMENT

14) Motion to Adjourn

BM-1000 **It was moved and supported that the meeting be adjourned.**

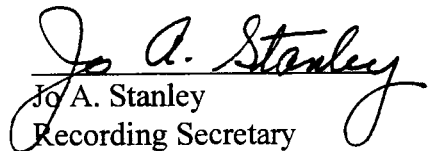
The motion was APPROVED unanimously.

The meeting was adjourned at 4:52 p.m.

Respectfully submitted:

Linda L. Sims
Chair

D. Brian Law
Secretary



Jo A. Stanley
Recording Secretary
Secretary to the Board of Control

Staff Member

OF THE MONTH

Matt Wilton

Director of Campus Dining Services • November 2003

Imagine making yourself a sandwich, grabbing a cold drink or cooking a bowl of pasta. Now visualize doing that more than 3,500 times. That provides a picture of the daily challenge for the dining services staff at SVSU.

In addition, the department also started the semester with the added responsibility of new dining outlets.

"We had quite a bit of growth this fall," said Matt Wilton, director of campus dining services. "The first six weeks were pretty tough, opening five operations."

Customers can now enjoy a coffee or smoothie from Java City, pick up packaged goods at the C-Store, and savor a sandwich in Zahnow Library or the Regional Education Center, which also has catering service. By contrast, dining services had only three operations last year: Doan and Science East cafés and Curtiss Hall catering.

"It's been quite a jump this year. We went from 155 service hours per week to over 330 hours," Wilton said. "Our staff has been instrumental in seeing that it's been a success."

Wilton added that the transition has taken place without adding any new management positions.

More growth may be on the way. Wilton says there have been discussions about bringing a national chain to campus.

The increased workload has not prevented Wilton or other staff members from pitching in for special events, such as the International Food Festival on Nov. 13.

"The event was on a Thursday. We came in on Sunday to work with students, and then it became more intense Monday, Tuesday and Wednesday," he said.

Wilton says countless hours of preparation are required for the event with teamwork from the Office of International Programs, as well as from dining services staff.

Wilton says despite the stress and sleep deprivation, the extra effort is worthwhile.

"It's a really rewarding experience watching the students interact. You see a lot of camaraderie taking place, and a lot of learning and education taking place in our kitchen," he said.

Wilton must also stay current with national dining trends to ensure customer satisfaction.

"The largest things being requested on campuses today are coffee shops, convenience stores and sandwich options."

Traditional college staples such as pizza and hamburgers are on the decline.

"A lot of people find those statistics interesting," Wilton said.

Dining services also receives feedback from the campus community, conducting satisfaction surveys twice each year. More than 1,100 people participated in an online questionnaire this fall.

Numbers do not define what is a typical experience, however.

"In this business, there is no such thing as an average day," Wilton said.

After more than 30 years together, Wilton says Aramark and SVSU are constantly working to improve.

"We know we're only as good as our last meal served. It's important to come in everyday and improve our performance."





Next

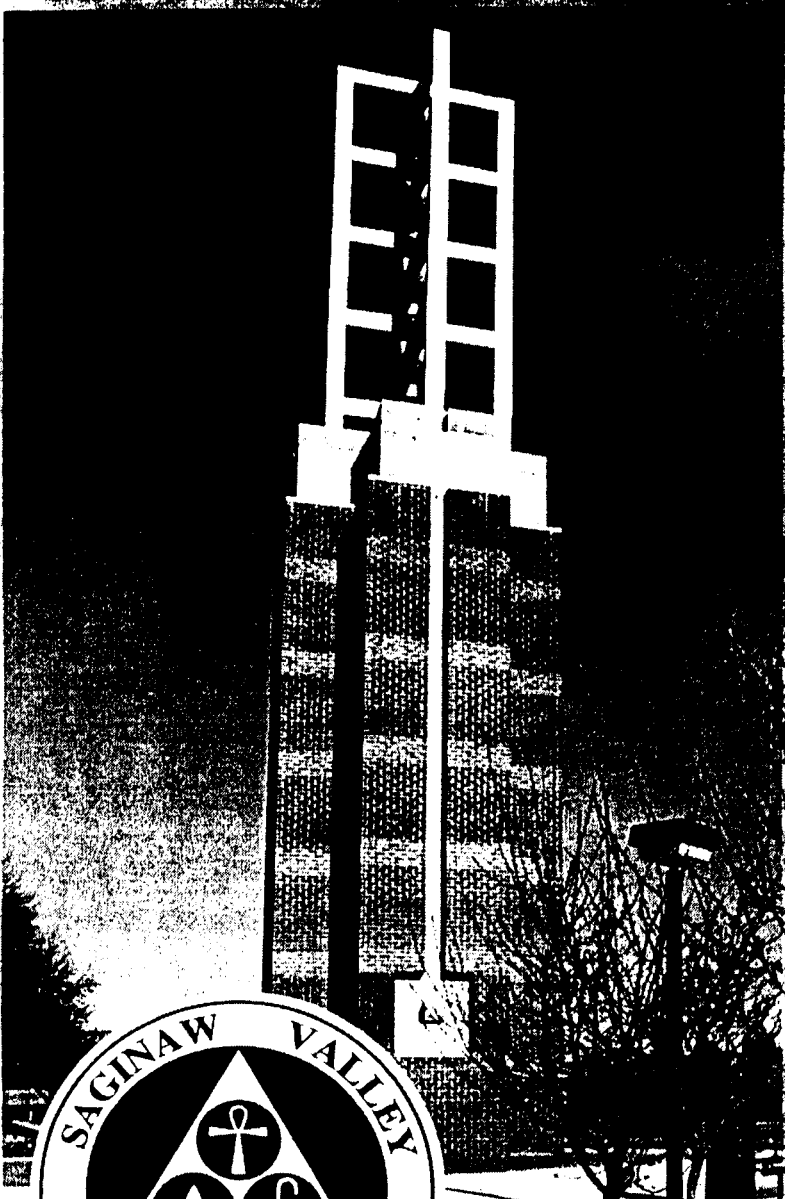
Steps

Mission

Vision

**2000
- 2005**

Goals



MISSION: The University produces value for the Region, State and Society by preparing highly qualified graduates who contribute to the betterment of a culturally diverse world and by providing intellectual and cultural opportunities that enrich the lives of people.

VISION: Saginaw Valley State University will provide academic and professional programs and services for its students at the highest levels of quality and value, and be recognized as among the finest teaching universities in the United States. Our graduates will rise to key positions in economic, political, cultural and civic leadership and will distinguish themselves and our University through their accomplishments and services. Our University will also be the premier cultural and intellectual center and resource for the schools, governments, businesses and people of the East-Central Region of Michigan.



SAGINAW VALLEY STATE UNIVERSITY

MISSION

& VISION

ACADEMIC IMPROVEMENT

Goal: The University will develop and deliver academic programs that provide the highest quality intellectual preparation for its students and which both motivate and enable those students to reach their full personal and professional potential.

Indicators:

- ▶ Accreditation reports from external evaluators
- ▶ Student retention data and alumni surveys
- ▶ Class size data
- ▶ Faculty-student research data
- ▶ General education program assessment data
- ▶ Undergraduate and graduate student surveys

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
1. Exemplary Teaching	A. Promote and recognize excellence in classroom instruction and teacher-scholar research	A1. Develop means of recognition and support for classroom teaching and teacher-scholar research, establishing criteria and benchmarks by 12/2001 (Academic Affairs, Colleges)	A1. SET faculty in general have more teacher/scholar research activities than their counterparts in other academic units. Recently, as a direct result of a U.S. Department of Education Title II grant, COE faculty have had a significant increase in the number of research activities with student participation. Support for faculty development in the form of awards made in FY 2002, for work to be conducted primarily in FY 2003, included 28 external grants totaling \$3.9 million; 53 faculty improvement pool awards totaling \$21,979 to support conference paper presentations; 8 sabbaticals granted for AY 2002-03 for a total of 72 hours of release time plus \$18,390 compensation for summer 2002 sabbatical time; 5 Foundation Resource Grants for a total of \$22,865 (primarily for activities during AY 2001-02) and 32 Unit Committee Awards for a total of 92 hours of release time and \$64,988. In addition, 28 faculty development awards (stipends and/or release time) to carry out the work of the Title II and PT3 grants were awarded primarily for AY 2001-02. The total dollar amount of these awards was \$193,500 and 62 hours of release time. Thirty-three additional awards of \$308,500 and 90 hours of release time were made for AY 2002-03.

ACADEMIC IMPROVEMENT (continued)

Goal: The University will develop and deliver academic programs that provide the highest quality intellectual preparation for its students and which both motivate and enable those students to reach their full personal and professional potential.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
1. Exemplary Teaching (continued)	B. Maintain small class sizes and commitment of full-time faculty to teaching	A2. Utilize retention data, student and alumni surveys, or focus groups to improve classroom instruction (Academic Affairs, Colleges)	A2. In fall 2002, alumni outcomes surveys were sent to 1,717 SVSU alumni. A total of 615 (35.82%) responded. More than 86% of the respondents indicated that they were “very satisfied” or “somewhat satisfied” in all categories (course content, faculty/student interaction, variety of instructional approaches, etc.). No specific action based on alumni outcomes surveys has yet been taken. In order to improve first-year student success, the University is developing a pilot program for faculty who teach basic skills writing courses or select general education courses so that a “college skills” module could be incorporated into the first-year classroom experience. In addition, the University was recently awarded a major three-year grant (\$116,580.13/yr) from the State of Michigan: Select Student Support Services is funded through the King,Chavez,Parks Initiative. The grant, titled College Transitions, will address a broad range of student transition issues in order to facilitate a successful academic transition from high school to university. It will focus on the achievement and retention of academically and economically disadvantaged students, with special emphasis on minority students.
		B1. Continue to expand workforce of full-time faculty in proportion to enrollment growth (Academic Affairs, Colleges)	B1. The number of authorized full-time faculty positions increased from 228 in FY 2000-01, to 235 in 2001-2002, to 242 in 2002-2003, and to 246 in 2003-04. In October 2003, four additional full-time faculty positions were authorized for FY 2004-05.

ACADEMIC IMPROVEMENT (continued)

Goal: The University will develop and deliver academic programs that provide the highest quality intellectual preparation for its students and which both motivate and enable those students to reach their full personal and professional potential.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>1. Exemplary Teaching (continued)</p> <p>2. Continuous Development of Faculty</p>	<p>C. Expand opportunities for collaborative faculty-student research</p> <p>A. Assure the continuous academic and professional growth of faculty</p>	<p>B2. Maintain small class sizes appropriate to course material and goals with overall institutional average of not more than 26 students per section (Academic Affairs, Colleges)</p> <p>C1. Establish appropriate benchmark and increase number of faculty-student research projects by 5% per year (Academic Affairs, Colleges)</p> <p>A1. Allocate 5% additional support each year for faculty development in discipline-based programs (President, Academic Affairs, Colleges)</p> <p>A2. Provide additional incentives/rewards for professional development and growth (Academic Affairs, Colleges)</p>	<p>B2. The average class size at SVSU during FY 2003-04 was under 24 and reflects a nearly constant average class size over a ten-year period. However, class size appropriate to course material and goals differs according to discipline.</p> <p>C1. Recommend deleting benchmarks since the number of faculty-student research projects is difficult to measure.</p> <p>A1. In addition to annual faculty sabbaticals and \$750 per full-time faculty for professional development activities, FY 2002 saw increases in support of faculty conferences from \$17,956 to \$21,978 (+22%) and of faculty development projects from \$67,688 to \$86,966 (+28%). In FY 2002, 28 external grants were awarded to faculty and academic staff, an increase from 21 in FY 2001. The total of external grant awards was \$3,909,606, an increase of 6.5%.</p> <p>A2. See above.</p>

ACADEMIC IMPROVEMENT (continued)

Goal: The University will develop and deliver academic programs that provide the highest quality intellectual preparation for its students and which both motivate and enable those students to reach their full personal and professional potential.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
2. Continuous Development of Faculty and Staff (continued)	A. Assure the continuous academic and professional growth of faculty (continued)	<p>A3. Provide a strong orientation for new faculty and staff (Academic Affairs, Colleges)</p> <p>A4. Improve systems for sustained support of adjunct faculty by 12/2001 (Academic Affairs, Colleges)</p>	<p>A3. The 7th Annual Faculty Summer Institute was held in August 2003. Participants have met three times during the academic year for continued dialogue. The Colleges of Education, Arts & Behavioral Sciences and Nursing & Health Sciences have established new faculty mentoring programs.</p> <p>A4. Full-time faculty in the Department of English continue to conduct workshops for adjuncts and began to develop common frameworks for teaching English 080, English 212, and English 300 in addition to the framework already in place for English 111. The College of Education has established a strong linkage between full-time faculty and adjuncts in all Teacher Education courses. In addition, each college schedules its own adjunct support activities.</p>
3. Exemplary Curriculum	A. Develop and implement an exemplary general education program which provides a strong foundation in the liberal arts and the development of academic and technological skills, and which is informed and supported by outcomes assessment processes and measures	A1. Develop and implement a strong general education program with outcomes assessment and benchmarks by 4/2002 (Academic Affairs, Colleges of ABS and SET)	A1. Task completed. In fall 2001, the new General Education Program was introduced with three goals for students: critical thinking, logical reasoning, and effective communication. In fall 2001, a standardized test (CAAP) was given to over 200 first-time-in-college (FTIC) students to assess the effectiveness of the program. The test has been used in subsequent years, with more than 800 students sitting for the CAAP text in fall 2003. SVSU students, when compared with other freshmen from four-year colleges, tended to perform slightly above the national mean in Writing Skills and Essay Writing tests and below the national mean in the Critical Skills test.

ACADEMIC IMPROVEMENT (continued)

Goal: The University will develop and deliver academic programs that provide the highest quality intellectual preparation for its students and which both motivate and enable those students to reach their full personal and professional potential.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
3. Exemplary Curriculum (continued)	B. Maintain rigorous and effective review processes to ensure well-conceived, coherent, and effectively delivered academic and professional programs	A2. Implement a revised institutional definition and delivery of basic skills instruction and assessment by 12/2002 (Academic Affairs, Colleges of ABS and SET)	A2. Reading and writing instruction has been standardized. Reading assessment has been based on widely accepted tests such as Daniel Reading Scores. Writing placement has been based on ACT verbal scores and SAT writing scores. Programmatic writing assessment has been developed, implemented, and used for course improvement each semester. A major revision of the Math Basic Skills program was ratified by the faculty in December 2002. In line with other state universities in Michigan, the requirement of proficiency in intermediate algebra will now be decided by individual academic units.
	B. Maintain rigorous and effective review processes to ensure well-conceived, coherent, and effectively delivered academic and professional programs (continued)	<p>B1. Achieve program-specific accreditation for the College of Business & Management by 6/2002 and maintain such accreditation for other appropriate academic or professional programs. (Academic Affairs, Colleges)</p> <p>B2. Review existing processes for curricular change by establishing a task force in 9/2000 and 4/2001 (President, Academic Affairs, Faculty Association)</p>	<p>B1. The College of Education received an exemplary report from the NCATE Board of Examiners, following the February 18-20, 2002 accreditation visit. The College of Business was given a one-year deferral by AACSB, following the accreditation visit on October 22-24, 2001. A second accreditation visit took place on February 3-4, 2003, resulting in a positive recommendation by the team. Accreditation was approved by the AACSB Board in April 2003.</p> <p>B2. Failed to obtain this objective in collective bargaining.</p>

ACADEMIC IMPROVEMENT (continued)

Goal: The University will develop and deliver academic programs that provide the highest quality intellectual preparation for its students and which both motivate and enable those students to reach their full personal and professional potential.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
		B3. Develop linkages in which key employers provide program feedback by 8/2002 (Academic Affairs, Colleges)	B3. The system of employer linkages varies by college and program. ABS houses three internship programs (Criminal Justice, Social Work, and Technical Writing) in which field representatives from employer-agencies provide to the professor regular feedback on student performance. In addition, the College's MLPA program operates with a community advisory board. The College of Business has established a family business advisory board and has surveyed members of the business community when revising the MBA program and the goals and mission statements. Education has formal partnerships with three public school districts and strong informal relationships with numerous school districts through its placement office. Moreover, Education has established two External Advisory Committees (in Macomb and in the Tri-City area) which meet twice a year. SET makes use of an assessment manual for continuous improvement in engineering and draws on employer surveys and direct meetings with supervisors of engineering graduates. Less formal arrangements exist for other science departments such as anecdotal feedback from the SET Corporate Education Advisory Council, comprised of some 25 community leaders. Nursing has established an Advisory Committee of nursing executives from regional health care facilities. It meets twice a year.

ACADEMIC IMPROVEMENT (continued)

Goal: The University will develop and deliver academic programs that provide the highest quality intellectual preparation for its students and which both motivate and enable those students to reach their full personal and professional potential.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
3. Exemplary Curriculum (continued)	<p>B. Maintain rigorous and effective review processes to ensure well-conceived, coherent, and effectively delivered academic and professional programs (continued)</p> <p>C. Assure a campus environment that promotes racial, ethnic, inter-disciplinary, and international integration of curriculum and co-curricular activities</p>	<p>B4. Develop additional needs-based graduate, post-graduate, international, cross-disciplinary, and certification programs (Continuing Education, Academic Affairs, Colleges)</p> <p>C1. Continually integrate racial, ethnic, interdisciplinary and international diversity within curricular and co-curricular activities (President, Academic Affairs, Colleges, Student Affairs, Enrollment Management, Minority Student Services, Equal Opportunity/Special Programs)</p>	<p>B4. Academic deans are a de facto advisory committee providing input for curriculum development. A task force for graduate programs has been established to develop sustainable benchmarks.</p> <p>C1. The Diversity Programs Office held numerous activities during 2003, including four diversity training workshops and eight visits by outside speakers. Average attendance at the training workshops was 50 participants; average attendance for the public lectures was 160. The Diversity Programs Office also established a Diversity Focus Chat Group, a Community Diversity Advisory Board, and a Cultural Diversity Initiative Committee. Classroom presentations were made in four of the five colleges and new information materials, including a Web Page, were developed. A survey on diversity was distributed in fall 2003 with results currently being tabulated.</p>
4. Sufficient Financial Support to Accomplish Goal	A. Continue efforts to establish more equitable, enrollment-driven basis for State appropriations	A1. Achieve annual State appropriations increases at inflationary rate multiplied by rates of enrollment increases (President, Governmental Relations, Board of Control)	A1. As a result of executive orders issued in December 2002 and in February 2003, the FY 2003 appropriation decreased 3.5% from the prior fiscal year. The FY 2004 appropriation increased by 0.9% over the reduced FY 2003 appropriation.

PROGRAM QUALITATIVE DISTINCTIVENESS

Goal: The University will enhance the value of all its programs by developing several qualitatively distinctive programs that achieve and deserve recognition as among the finest such programs offered by teaching universities [Comprehensive I] in the United States.

Indicators:

- ▶ External evaluation of DOE Partnership grant reports
- ▶ Credentials of endowed chair holders
- ▶ Annual evaluation of charter schools
- ▶ Fund-raising results
- ▶ Number of faculty external grants
- ▶ Number of faculty Fulbright Scholars
- ▶ Accreditation reports

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
1. Development of Distinctive Programs	A. Establish criteria for program distinctiveness, including program reputation, student admissions, management of resources, student career outcomes, and cross-cultural components	A1. Utilize the DOE Partnership Grant to achieve key institutional goals and to establish the University as a regional resource and a national teacher preparation model by 2001-2004 (President, Academic Affairs, Colleges, Sponsored Programs).	A1. All institutional goals relative to the U.S. Department of Education Title II Grant have been met. SVSU has become a regional center for K-12 teachers and administrators. The Fourth Annual Regional Educational Conference took place in March 2003.
		A2. Recruit outstanding endowed chair holders in Education, Global Business (by 12/2000), Engineering (by 12/2001) and Ethics (by 12/2002) (President, Academic Affairs, Colleges) Board of Control).	A2. With the hiring of the Finkbeiner Chair in Ethics in summer 2002, the task was completed and all six endowed chairs are currently filled. A Wickes Chair in International Business was also hired for fall 2003, filling an existing position which had been vacant.

PROGRAM QUALITATIVE DISTINCTIVENESS (continued)

Goal: The University will enhance the value of all its programs by developing several qualitatively distinctive programs that achieve and deserve recognition as among the finest such programs offered by teaching universities [Comprehensive I] in the United States.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
1. Development of Distinctive Programs (continued)	B. Designate, support and promote programs identified as distinctive or potentially distinctive	<p>B1. Establish a process to identify emerging, qualitatively distinctive programs (President and Vice Presidents)</p> <p>B2. Designate resources and facilities and develop Macomb as a distinctive extension of the University (President)</p>	<p>B1. A Center for Business and Economic Development (CBED) was established as a new distinctive program in the College of Business. James VanTiflin was hired as the Center's director and assumed duties in March 2003. CBED has established partnerships with CMU and economic development agencies in Midland, Saginaw, and Mt. Pleasant to examine opportunities for fuel cell research. CBED has also obtained funding to assist corn fuel research of two endowed chairs.</p> <p>B2. The Macomb Area Educational Center was completed as scheduled. A Director of Off-Campus Graduate Education was hired and the building was officially dedicated in February 2003. The Macomb Center has initiated a new marketing campaign for southeastern Michigan, has implemented an accessible on-line application process, and has engaged in distance learning opportunities with the main campus. In fall 2004, a new MAT program in Reading will be offered at the Center.</p>

PROGRAM QUALITATIVE DISTINCTIVENESS (continued)

Goal: The University will enhance the value of all its programs by developing several qualitatively distinctive programs that achieve and deserve recognition as among the finest such programs offered by teaching universities [Comprehensive I] in the United States.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
2. Sufficient Funding to Accomplish Goal	A. Obtain and allocate resources to recognize and support key academic, extracurricular, and service programs	B3. Develop and support a system of strong and creative charter schools (Board of Control, President, School-University Partnerships)	B3. During school year 2002-03, the Office of School/University Partnerships emphasized curriculum alignment and implementation. Enrollment continues to grow. In September 2003, there were 18 charters and close to 6,000 students—an increase of over 700 students from the previous school year. The College of Education continues a partnership with Cesar Chavez Academy to become a model charter school. MEAP test scores at Cesar Chavez Academy improved dramatically due to collaboration in curriculum alignment and classroom management. The same collaboration program is currently being implemented in Pontiac Academy for Excellence and Mosaica Academy.
		A1. Designate General Fund support for programs identified as distinctive by 7/2001 (President, Academic Affairs)	A1. Allocation of \$170,000 was made in 2001-02, 2002-03 and 2003-04.
		A2. Develop and achieve targeted private fund-raising efforts for distinctive programs by 6/2002 (President, SVSU Foundation, Sponsored Programs, Alumni Relations)	A2. The University is participating with Saginaw Community Foundation in Kresge II Partnership for Creating Community Capital. The goal is to raise \$1,000,000 for a Musical Artist-in-Residence Endowment to be matched with \$333,333 from the Kresge Foundation. Fund-raising initiatives are underway to finance construction of a new main entrance to the University. The SVSU Brick Campaign to increase unrestricted funds is also underway.

PROGRAM QUALITATIVE DISTINCTIVENESS (continued)

Goal: The University will enhance the value of all its programs by developing several qualitatively distinctive programs that achieve and deserve recognition as among the finest such programs offered by teaching universities [Comprehensive I] in the United States.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
2. Sufficient Funding to Accomplish Goal (continued)	A. Obtain and allocate resources to recognize and support key academic, extracurricular, and service programs (continued)	A3. Expand endowments to \$40,000,000 by 6/2005 (President, SVSU Foundation)	A3. The endowment market value as of 6/30/03 was \$21,851,345. From 2000 through 2002, the stock market experienced three consecutive years of negative return for the first time since 1939 through 1941. Poor investment returns and a fall-off of new contributions contributed to the stagnation of SVSU's endowment expected growth. While new cash/stock gifts and pledges of \$16,149,000 were received during the period 2000-2003, \$9,583,000 was designated for the successful "Creating the Future" campaign. Approximately \$3,040,000 was designated for endowment funds. It is not probable that the market can provide the level of returns that would be necessary over the next several years to enable achievement of the goal.
		A4. Revised action plan, per President (February 2003): Raise pledges and new gifts of \$2,000,000 for endowments by June 2005	A4. A potential \$1,333,333 in new endowment funding can be raised through a Kresge II/Saginaw Community Foundation initiative (Musical Artist-in-Residence). In addition, new planned estate gifts for endowments totaled approximately \$591,000 in 2003.

ENROLLMENT MANAGEMENT

Goal: The University will increasingly become an institution of choice for students while remaining an institution of opportunity.

Indicators:

- ▶ Annual enrollment data
- ▶ GPA and ACT data for entering freshmen
- ▶ Demographic data for student body
- ▶ Student retention data
- ▶ Alumni survey/focus group data
- ▶ Assessment of career planning and placement initiatives
- ▶ Assessment of effectiveness of Student Support Service programs

CRITICAL SUCCESS FACTORS

DIRECTION TOWARD GOAL

KEY ACTIONS

PROGRESS

1. Maintain Moderately Paced Enrollment Growth, Consistent with University's Mission

A. Expand markets for student recruitment

A1. Increase total University enrollment 3% each year, reaching total enrollment of 10,000 by 9/2005 (Enrollment Management)

A2. Graduate enrollment goal revised from 2,000 students by fall 2005 to 1,865 by fall 2005. (Enrollment Management, Academic Affairs, Colleges)

A3. Establish appropriate benchmarks for maintaining low tuition and fee rates (Board of Control, President, Enrollment Management)

B. Expand and improve campus facilities to accommodate enrollment growth

B1. Increase to 1,500 the number of students living on-campus, consistent with the availability of campus housing by 9/2004 (Student Affairs)

A1. The total enrollment for fall 2003 was 9,168 students, 21 fewer or down 0.23% from fall 2002 enrollment of 9,189. Despite an undergraduate enrollment increase of 175 students, or 12.63%, a decline occurred in the graduate, teacher certificate, and non-degree cohorts.

A2. The total graduate enrollment of 1,588 students for fall 2003 declined by 95 students from fall 2002 enrollment of 1,683, due primarily to fewer returning graduate students in all graduate programs.

A3. Current Michigan Council of Presidents data indicates that SVSU has the lowest tuition rate of the 15 publicly-supported State universities in Michigan.

B1. Due to student demand, the goal for on-campus housing was increased. Construction of the Living Center II project was completed in August 2003, allowing for maximum possible physical capacity of 1,770 residential students.

ENROLLMENT MANAGEMENT (continued)

Goal: The University will increasingly become an institution of choice for students while remaining an institution of opportunity.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
2. Recruitment of Well-Prepared Students	A. Increase recruitment and retention of high-achieving students	A1. Increase recruitment and enrollment of honors students, (i.e., with 3.5 GPA and above) to comprise 35% of FTIC class by 9/2005 (Enrollment Management, Admissions)	A1. For fall semester 2003, 37% of the first-time-in-college class had HSGPA's of 3.50 or higher, compared to 36% of the previous year's class. The freshman class of fall 2003 had 102 valedictorians and salutatorians, compared to 76 for fall semester 2002.
		A2. Increase average ACT score for entering FTIC class to exceed national average for public teaching universities by 9/2005 (Enrollment Management)	A2. The ACT Composite score for entering freshmen for fall 2003 was 21.28, compared to 21.01 for the freshman class of fall 2002. The national average composite score for fall semester 2003 was 20.8.
		A3. Provide additional enhanced learning opportunities for high achieving students – e.g., Roberts Fellowship Program, re-developed Honors Program (President, Academic Affairs)	A3. The University Foundation Scholarship Program enrolled 80 students in fall 2003, compared to 81 students in fall 2002.
	B. Increase recruitment and support for international and minority students	B1. Increase enrollment of qualified students from under-represented racial, ethnic, and cultural backgrounds to reflect population of East-Central Michigan region by 9/2005 (Enrollment Management, Admissions)	B1. From 1997 through 2001, 13.62% of high school graduates from Bay, Midland, Saginaw, and Tuscola counties were African American, Hispanic, and Native American students. For the same four-year period, 13.16% of SVSU's undergraduate enrollment from these counties was comprised of a comparable minority student grouping. This ratio has narrowed from the previously reported four-year period when the high school cohort was 13.82% and our enrollment was 13.09%.

ENROLLMENT MANAGEMENT (continued)

Goal: The University will increasingly become an institution of choice for students while remaining an institution of opportunity.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
2. Recruitment of Well-Prepared Students (continued)	B. Increase recruitment and support for international and minority students (continued)	B2. International student enrollment goal revised from 6% of total enrollment by 9/2005 to 5% of total enrollment by 9/2005 (International Programs, Enrollment Management)	B2. Fall semester 2002, 354 students, or 3.85% of the total enrollment, was comprised of international students. This represents a decrease of 29 students (-0.44%) from fall semester 2001 and is attributable to changed international circumstances, new INS visa processing requirements, and the phasing out of the Taiwan M.B.A. program. A Task Force on International Student Enrollment was convened and developed recommendations for adjusting international student enrollment goals. For fall semester 2003, 353 or 3.85% of the total enrollment was comprised of international students, a decrease of one student, or -0.28% from fall 2002.
3. Success of Students and Graduates	A. Improve opportunities, programs, personnel, and efforts to increase rates of student success, intellectual and personal growth	A1. Increase rates of student baccalaureate degree program completion 10% by 4/2005 (Enrollment Management, Academic Affairs)	A1. The retention rates for first-time-in-college freshmen who entered in fall 2002 and returned in fall 2003 increased over the fall 2001 first-time-in-college entering class. The long-term retention rate continues to increase and the graduation rate of students in their fourth to fifth year and in their fifth to sixth year continues to improve: 21.21% and 29.36%.

ENROLLMENT MANAGEMENT (continued)

Goal: The University will increasingly become an institution of choice for students while remaining an institution of opportunity.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
3. Success of Students and Graduates (continued)	A. Improve opportunities, programs, personnel, and efforts to increase rates of student success, intellectual and personal growth (continued)	A2. Establish a comprehensive career center that consolidates career research, development, advising, internships, and job placements by 7/2000 (Enrollment Management)	A2. Students served by the Office of Career Planning & Placement increased from 4,436 personal contacts in AY 2001-02 to 4,621 in AY 2002-03. Campus employment fairs have increased in student participation from 715 in 2001-02 to 976 in 2002-03. The number of jobs posted has increased from 3,378 in 2001-02 to 5,228 in 2002-03. The number of students who accessed SVSU's on-line system for employment opportunities or for placement information and assistance increased from 17,405 in 2001-02 to 18,062 in 2002-03. Internships and cooperative education placements decreased from 237 in 2001-02 to 214 in 2002-03; this was due to downsizing at the Dow corporations and at Delphi where the practice it is to limit cooperative education placements when layoffs or hiring freezes occur.

ENROLLMENT MANAGEMENT (continued)

Goal: The University will increasingly become an institution of choice for students while remaining an institution of opportunity.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
3. Success of Students and Graduates (continued)	A. Improve opportunities, programs, personnel, and efforts to increase rates of student success, intellectual and personal growth (continued)	<p>A3. Complete research on retention rates and assess effectiveness of Student Service's programs by 12/2001 (Enrollment Management)</p> <p>A4. Develop alumni surveys/focus groups by 6/2001 to improve program effectiveness (Colleges, Alumni Relations)</p>	<p>A3. Retention studies for the College Success Course Program continue to demonstrate that freshmen enrolled in such courses persist at higher rates than freshmen not enrolled in such courses: For freshmen who entered in fall semester 2002, CSC students persisted at a rate 9% higher than non-CSC students (71% to 62%). For students who entered in fall semester 1997, the persistence rate of CSC students was 19% higher than for non-CSC students (56% to 37%). The effectiveness of Student Service's programs was evaluated in the Student Satisfaction Survey in fall 2001, which reported satisfaction rates from 72-85%. When responses by "somewhat satisfied" students are included, those rates range from 91-95%. Only 0.42% to 6.27% of the responses were from "very dissatisfied" students.</p> <p>A4. A questionnaire was sent to 1,717 SVSU alumni; out of this group, a total of 615 (35.82%) responded. The survey demonstrated a high level of satisfaction with SVSU programs and services. Upwards of 86% of respondents indicated that they were "somewhat satisfied" or "very satisfied" in all categories (course content, quality of programs, variety of courses, etc.).</p>

ENROLLMENT MANAGEMENT (continued)

Goal: The University will increasingly become an institution of choice for students while remaining an institution of opportunity.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
4. Sufficient Facilities and Resources to Accomplish Goal	A. Continue efforts to obtain enrollment-based appropriations support and necessary facilities from State	<p>A5. Ensure a rich and vibrant extracurricular campus culture, including an infrastructure to support diversity of students served (Enrollment Management, Student Affairs)</p> <p>A1. Achieve annual State appropriations increases at inflationary rates times rate of enrollment increase (President, Government Relations)</p> <p>A2. Obtain funding for IF-4 College of Education building by 6/2001 and complete construction by 9/2003 (President, Government Relations, Administration and Business Affairs, Engineering Services)</p>	<p>A5. Student Center construction began in May 2002 and was completed in August 2003. Based on recommendations from a report on extracurricular activities, diversity initiatives such as guest speakers and classroom presentations on diversity were scheduled throughout the academic year. Outreach to minority students resulted in participation of 824 minority students in extracurricular activities in FY 2002-03.</p> <p>A1. As a result of executive orders issued in December 2002 and in February 2003, the FY 2003 appropriation decreased 3.5% from the prior fiscal year. The FY 2004 appropriation increased 0.9% over the reduced FY appropriation.</p> <p>A2. Funding sources for the University project match of \$10 million were obtained. The project was completed on schedule and the building was dedicated September 19, 2003.</p>
4. Sufficient Facilities and Resources to Accomplish Goal (continued)	A. Continue efforts to obtain enrollment-based appropriations support and necessary facilities from State (continued)	<p>A3. Expand private and general fund support for merit and talent-based scholarships by 20% for a total of \$3,000,000 by 9/2005 (Development, SVSU Foundation)</p>	<p>A3. Fiscal support for merit and talent-based scholarships continues to increase each year. For 2002-03, the General Fund-based scholarship was increased by 13.5% (\$478,148). For 2003-04, the scholarship budget increase was 16% (\$644,925). These funding increases are driven by freshman student enrollment increases of high ability students including Presidential and University scholars. Due to lower investment-based earnings, it is anticipated that private scholarship dollars will continue to be limited for 2004-05.</p>

TECHNOLOGY

Goal: The University will make a qualitative step forward in employing technology to enhance teaching and learning, improve institutional efficiency and expand access to educational opportunities, achieving a "state-of-the-art" level of technological capability among teaching universities [Comprehensive I] in the United States.

Indicators:

- ▶ Technology Infrastructure five-year plan
- ▶ Successful implementation of R-16 administrative system
- ▶ Assessment of classroom technology improvement and usage
- ▶ Number of academic programs that require extensive technology fluency
- ▶ Successful ongoing course delivery through alternative technology means

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
1. Integration of Technology in Teaching, Services, and Operations	A. Achieve and sustain access to and use of "state-of-the-art" learning resources	A1. Develop and implement a comprehensive technology infrastructure and instructional support system for faculty, staff, and students by 9/2001 (Information Technology)	A1. Completed upgrading of campus network to Internet-2 Standards by July 2001. This enables the network to support higher bandwidth needs for video conferencing, distance education and multi-casting (broadcasting on the Internet). Completed connecting to one K-12 Regional Educational Media Center (REMC) and Saginaw Public School System by September 2002. We will have direct connections to the following networks by April 1, 2004: Bay-Arenac ISD, Iosco-ESA, Midland-ESA. Blackboard being used by 29% of all course sections. By the end of winter semester 2004, ITS will develop a long-term plan for a stabilized level for academic and administrative technology support and equipment.
	B. Improve productivity and operational cost-effectiveness	B1. Implement R-16 administrative system upgrade by 5/2000 and plan for next phase of improvements by 5/2001 (Information Technology)	B1. Web Registration was successfully implemented in November 2002. Web Registration was so successful that telephone registration was decommissioned July 1, 2003, six months ahead of schedule. Release 17 (R-17) of the Colleague system was implemented in early February 2003 without incident; Replaced Colleague servers in early October 2003 without incident.

TECHNOLOGY (continued)

Goal: The University will make a qualitative step forward in employing technology to enhance teaching and learning, improve institutional efficiency and expand access to educational opportunities, achieving a "state-of-the-art" level of technological capability among teaching universities [Comprehensive I] in the United States.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
1. Integration of Technology in Teaching, Services, and Operations (continued)	C. Improve and expand "distance" learning opportunities	CI. Increase number of classrooms which meet or exceed appropriate classroom technological standards, including phone, computer, video/data projector screens, desktop cameras, and Internet connections by 2002 (President, Information Technology, Academic Affairs)	CI. During 2002-03, six smart podium classrooms and four basic classroom technology systems were installed. In addition, one smart podium was relocated to Pioneer. By fall 2003, 94% of all classrooms have state-of-the-art presentation technology. 31 microcomputer kiosks have been deployed in various locations around campus for student use.
2. Sufficient Resources to Accomplish Goal	A. Develop base of continuing financial support for technological improvements	A1. Establish funding source within the General Fund Budget to maintain and upgrade technology equipment and support personnel by 7/2001 (President, Information Technology)	A1. In 2003-04, general funding continued for the Academic Technology Plan. However, reductions were accomplished primarily by moving faculty from a three-year replacement cycle to a four-year replacement cycle. Similarly, the replacement cycle for the student teaching labs and open labs was moved from a three-year replacement cycle to a four-year replacement cycle.

CAMPUS CULTURE

Goal: The University will create and sustain a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

Indicators:

- ▶ Begin a comprehensive review of curricular and co-curricular activities
- ▶ Data on student participation in extracurricular activities and volunteer activities
- ▶ Completion of facilities
- ▶ Attendance at University events and assessment of campus program initiatives
- ▶ Number of nationally recognized artists/scholars performing and presenting
- ▶ Student assessment surveys

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
1. Quality of Campus Life	A. Improve and sustain a campus culture that values diversity and practices freedom of inquiry, respect and integrity in human relationships	<p>A1. Foster sense of community which supports and honors diversity (President, All)</p> <p>A2. Foster improved and expanded leadership growth opportunities within campus community (President)</p> <p>A3. Foster cross-disciplinary communication among faculty and staff (President, Academic Affairs)</p>	<p>A1. Based on recommendations from a report on extracurricular activities, diversity initiatives such as training workshops and visits by guest lecturers are held throughout the year. A Cultural Diversity Initiative Committee has been established to encourage faculty to incorporate diversity issues in relevant course content, and a Diversity Focus Chat Group meets on a monthly basis. A survey on diversity was distributed in fall 2003 with results currently being tabulated.</p> <p>A2. No new initiatives in AY 2002-03.</p> <p>A3. A series of dinners was conducted for faculty across departments during the academic year; Teaching Tables for faculty were continued, with focused discussions on the use of classroom knowledge, plagiarism, and teacher evaluation.</p>

CAMPUS CULTURE (continued)

Goal: The University will create and sustain a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
1. Quality of Campus Life (continued)	B. Expand and improve learning and career-focused volunteer activities	B1. Increase community and career-focused volunteer activities 25% by 5/2001 (Student Affairs)	B1. Student participation for 2002-03 totaled 715 (duplicated headcount). This level of participation represents an increase of 102 students (or 17%) above the participation total of 613 students in 2001-02.
	C. Expand and improve campus facilities	C1. Obtain funding for and complete construction of new student housing (to reach total capacity of 1,500) by 9/2004 (President, SVSU Foundation, Student Affairs, Administration & Business Affairs, Engineering Services)	C1. The objective of reaching total capacity of 1,500 students was achieved by fall semester 2001. Subsequently, additional student housing was approved by the Board of Control, and maximum possible physical capacity was increased to 1,770 in August 2003. Funding was provided by the proceeds of general revenue bonds issued in 2001.
		C2. Complete comprehensive review of campus recreational facilities by 1/2001, and expand as indicated by 9/2003 (President, Student Affairs)	C2. Bidding documents were completed for the Student Center and the Physical Fitness Center. The Student Center and the Physical Fitness Center were officially opened in September 2003.
1. Quality of Campus Life (continued)	D. Provide a rich diversity of artistic, scholarly, and other co-curricular events	D1. Increase participation in campus activities by 10% each year (Student Affairs, Academic Affairs)	D1. Student participation totaled 33,559 (duplicated headcount) in 2002-03. This level of participation represents a decrease of 3,214 students, or 9% below the participation total of 36,773 students in 2001-02. The higher participation rate in 2001-02 was due to a campus concert with no corresponding concert for 2002-03.

CAMPUS CULTURE (continued)

Goal: The University will create and sustain a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
		<p>D2. Develop improved links between faculty/staff and student organizations by 5/2001(Colleges)</p> <p>D3. Promote greater involvement of Board of Fellows in campus activities (President, Community Relations)</p>	<p>D2. Student Life Center staff increased the number of faculty and staff advisors for student organizations from 70 to 81. Center staff links to faculty and staff include maintaining personal contact with faculty and staff club advisors in relation to major student-sponsored campus events and fundraisers, communicating directly with faculty and staff advisors to solicit nominations for student organization awards, involving faculty and staff in student award ceremonies, and conducting a faculty and advisor training workshop.</p> <p>D3. The Board of Fellows continued to host the Student Community Recognition and Legislative Luncheons, serve on selection committees for All-University Awards, and participate in small group breakfast advisory sessions. Board members were asked to volunteer as guest lecturers in classes, with four members scheduled to make presentations in fall 03 or winter 04.</p>

CAMPUS CULTURE (continued)

Goal: The University will create and sustain a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
	E. Assure the continuous professional growth of staff.	E1. Develop new, systematic programs to encourage and support the professional development of Administrative/Professional and Support Staff at all levels. (Employment & Compensation Services, All)	E1. A Director of Staff Relations, Doug Dawson, assumed duties in March 2002. Staff Relations has since developed and implemented a class for Administrative Professionals titled "Performance Management." The class was attended by almost all AP's, supervisors/managers and directors/vice presidents. Staff Relations has also developed and partially implemented a training exercise on Customer Relations, which has been completed by ECS, the Controller's Office, and units within Student Services and Enrollment Management. In addition, a new performance management tool was implemented in 2002-03. The purpose of the appraisal form is to set goals for improvement, measure performance, and document a development plan to enhance future performance. All AP's and a significant number of support staff have utilized this tool. In fall 2003, Administration and Business Affairs offered an Employment Law Seminar for all supervisory staff.

PUBLIC SERVICE

Goal: The University will make significant and sustained contributions to the quality of life and become the premier cultural and intellectual center and resource for the schools, businesses, governments and people of the East-Central region of Michigan.

Indicators:

- ▶ Data on opportunities for non-degree students – annual Continuing Education report
- ▶ Results of opinion research on public perceptions at SVSU and planned strategies based on results
- ▶ Growth in Alumni Association membership
- ▶ Expansion of Charter School program
- ▶ Number of student internships and field placements
- ▶ Data on faculty and staff involvement in the region

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
1. Continuing Education Programs	A. Improve and expand lifelong learning opportunities for the full range of University constituents	A1. Increase professional and personal enrichment opportunities for non-degree-seeking students by 5% each year (Continuing Education) A2. Develop assessment measures to gauge programs' effectiveness by 6/2001 (Continuing Education)	A1. During FY2003, the number of professional development programs increased from 252 to 282, or 12% over the previous year, and the number of attendees increased from 5,295 to 6,862-- an increase of 30%. A2. Every Continuing Education course or program now has an assessment component to ascertain its effectiveness.

PUBLIC SERVICE (continued)

Goal: The University will make significant and sustained contributions to the quality of life and become the premier cultural and intellectual center and resource for the schools, businesses, governments and people of the East-Central region of Michigan.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
2. External Reputation	<p>A. Provide more opportunities for community and campus collaboration</p> <p>B. Expand community opportunities for cultural and intellectual campus events</p> <p>C. Forge stronger partnerships with businesses and schools</p>	<p>A1. Based on results of a public opinion poll, strategies for improving the consistency and effectiveness of a clearly defined institutional message are being implemented (President, University Communications)</p> <p>B1. Target date for increase of Alumni Association membership to 3,000 revised from 6/2001 to 6/2005 (SVSU Foundation)</p> <p>C1. Develop and implement a system of model charter schools (School-University Partnerships)</p>	<p>A1. Policies for the use of University logos and icons have been determined. The University motto "Creating the Future" and the themes "quality" and "vitality" have been established and communicated through a Media Day presentation and with "At a Glance" information fold-outs. Target audiences, geographic areas, and additional communication methods are being identified and prioritized through surveys.</p> <p>B1. Current active membership was 1,200 in 1999; 1,589 in 2000; 1,683 in 2001; 1,680 in 2002. As of October 2003, current active membership was 1,624, with anticipated year-end giving projected to increase 2003 total considerably.</p> <p>C1. During school year 2002-03, the Office of School/University Partnerships emphasized curriculum alignment and implementation. Enrollment continues to grow. In September 2003, there were 18 charters and close to 6,000 students; an increase of over 700 students from the previous school year. The College of Education continues a partnership with Cesar Chavez Academy to become a model charter school. MEAP test scores at Cesar Chavez Academy improved dramatically due to collaboration in curriculum alignment and classroom management. The same collaboration program is currently being implemented in Pontiac Academy for Excellence and Mosaica Academy.</p>

PUBLIC SERVICE (continued)

Goal: The University will make significant and sustained contributions to the quality of life and become the premier cultural and intellectual center and resource for the schools, businesses, governments and people of the East-Central region of Michigan.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
	D. Strengthen and expand SVSU's reputation and image through applied research within the region	<p>C2. Initiate Center for Business & Economic Development (CBED).</p> <p>D1. Increase cultural opportunities for the larger community (President)</p>	<p>C2. Mr. James VanTiflin was selected as Executive Director for the Center and assumed duties in March 2003. The Director has established communication links with all economic development agencies in the region, with local area Chambers of Commerce, and with many local government offices. CBED has also established a partnership with CMU and with economic development agencies in Midland, Saginaw, and Mt. Pleasant to study opportunities for research in fuel cell technology.</p> <p>D1. Significant increase in cultural events on campus during current year. Key activities include Dow Symposium ("1963: A Turning Point" for the University's 40th anniversary); new faculty-led international awareness series (symposium on the European Union is scheduled for winter 2004); continuation of the Rhea Miller Concert Series and various student performances.</p>



SAGINAW VALLEY STATE UNIVERSITY



Eric R. Gilbertson, President
(989) 964-4041
E-mail: erg@svsu.edu

October 27, 2003

Ms. Mary A. Lannoye
State Budget Director
Office of the State Budget
Office of Education and Infrastructure
George W. Romney Building, 6th Floor
111 South Capitol Avenue
Lansing, Michigan 48913

Dear Ms. Lannoye:

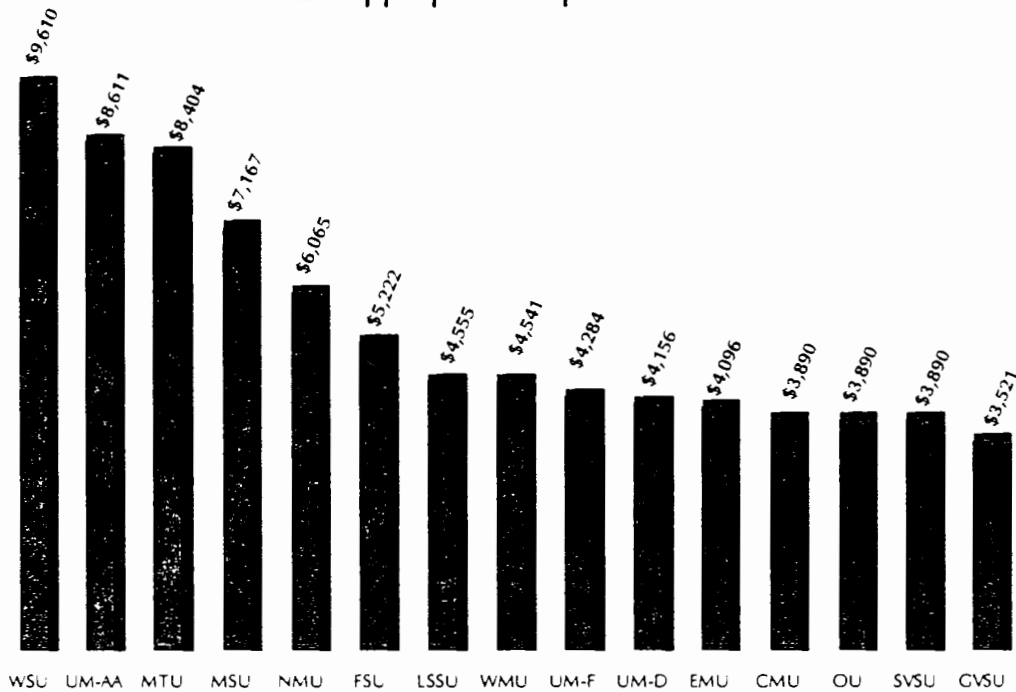
Saginaw Valley State University's fiscal year 2005 budget development request is provided in response to your September 18, 2003 letter. The University is well aware of the condition of the State's economy and the economic constraints that have occurred in recent years and are anticipated again next year. SVSU, therefore, requests only an inflationary increase to its FY2004 funding level of \$3,890 per student. In anticipation of continued enrollment growth, funding at this level will be necessary for the University to maintain existing operations and minimize tuition rate increases.

Critical issues identified in prior years' requests which impact the development of our operating budget – enrollment growth, declining state support relative to our total budget, technology investments and deferred maintenance – continue to challenge us.

SVSU's support of the State's policy of encouraging affordable and accessible higher education opportunities for Michigan students is evident by reviewing our enrollment history. The University has realized enrollment growth in 39 of its 40 years of existence. This current fall semester credit hours increased 3.64% from the prior year.

SVSU, like OU and CMU, is appropriated in FY2004 less per fiscal year equated student than all other state universities in Michigan, with the exception of one university.

State Appropriations per FYES FY04



SVSU's tuition and fee cost remains the lowest in the Michigan public university system.

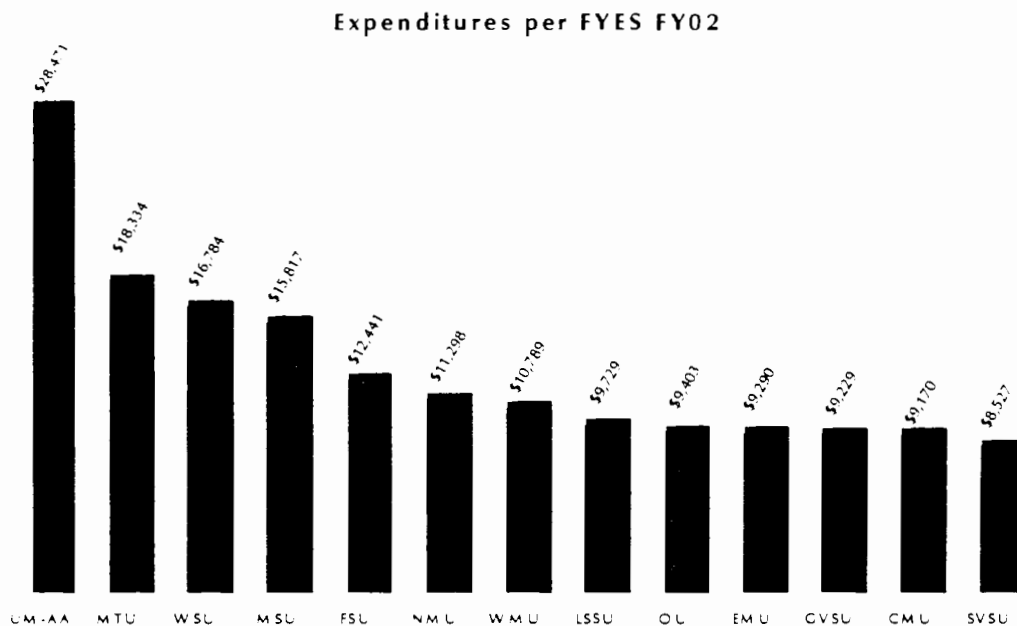
Undergraduate Resident Tuition & Required Fees
at Michigan Universities
FY2004

<u>Rank</u>	<u>Institution</u>	<u>Amount</u>
1	UM-Ann Arbor	\$8,481
2	Michigan Tech	7,440
3	Michigan State	7,044
4	Ferris State	6,044
5	Um -Dearborn	5,839
6	Eastern Michigan	5,627
7	Wayne State	5,608
8	Western Michigan	5,535
9	Oakland	5,530
10	Grand Valley State	5,461
11	Lake Superior State	5,454
12	UM-Flint	5,274
13	Central Michigan	5,218
14	Northern Michigan	5,110
15	Saginaw Valley State	4,798

As a result, the University does not have a sufficient resource base from which to hire needed additional faculty or provide other required services necessitated by growth. Without additional resources to support growth, there is ultimately a limitation on both the number of students who can attend SVSU and the availability of desired classes.

Cost Containment

In your budget letter, you have asked us to comment on cost containment measures implemented by the University in FY2004 and anticipated for FY2005. SVSU's operating expenditures are less per fiscal year equated student (FY2002 data) than any of the other state universities.



We believe that this low expenditure level per student substantiates the University's cost containment efforts and provides a credible productivity measure as well. Although we have implemented cost containment measures in the past, the University's low resource base and resulting low expenditure levels have not allowed nor justified significant cost reduction efforts. The University, however, in response to current state economic conditions resulting in appropriation reductions, implemented measures that reduced or avoided nearly \$1.2 million of expenditures for FY2004. These measures are categorized below:

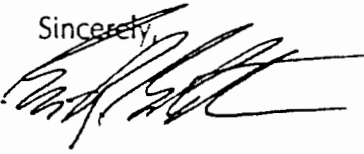
- ▶ Eliminated planned inflationary adjustments for departmental operating budgets.
- ▶ Reduced operating budgets for selected departments.
- ▶ Eliminated or reclassified several faculty and staff positions.
- ▶ New facilities operated without addition of custodial and maintenance staff.
- ▶ Initiated comprehensive utility conservation program.
- ▶ Reduced Information Technology budget.
- ▶ Re-engineered various work processes.
- ▶ Continued collaborative efforts with other universities in areas such as purchasing and insurance.

Appendix Three: Appropriation Request

Cost containment measures for FY2005 will include a continuation of some of the above identified measures. Additionally, SVSU has negotiated competitive utility contracts and changed insurance carriers for several fringe benefit programs which will result in further budget savings.

Much more could be accomplished with a per-student funding level more equivalent to our peers. Our ranking as the lowest cost public university in Michigan reflects commitment to tuition restraint. The growth of Saginaw Valley State University, however, has not been recognized in the appropriation process. Regardless, we believe that basic fairness requires an inflationary increase to SVSU's current appropriation funding level of \$3,890 per student. Funding at this level will allow SVSU to continue providing access to high quality academic programs at a reasonable cost to the students it serves.

Sincerely,



Eric R. Gilbertson
President

Attachments

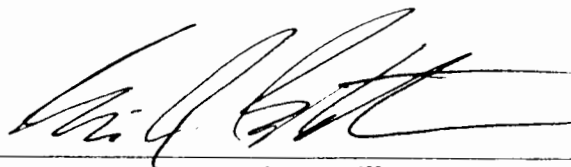
ERG/JGM/mjc

Saginaw Valley State University

University Center, Michigan

Capital Outlay Request

2005

A handwritten signature in black ink, appearing to read 'Eric R. Gilbertson', is written over a horizontal line.

**Eric R. Gilbertson
President**

November 7, 2003

|
Mission Statement

MISSION: The University produces value for the Region, State and Society by preparing highly qualified graduates who contribute to the betterment of a culturally diverse world and by providing intellectual and cultural opportunities that enrich the lives of people.

VISION: Saginaw Valley State University will provide academic and professional programs and services for its students at the highest levels of quality and value, and be recognized as among the finest teaching universities in the United States. Our graduates will rise to key positions in economic, political, cultural and civic leadership and will distinguish themselves and our University through their accomplishments and service. Our University will also be the premier cultural and intellectual center and resource for the schools, governments, businesses and people of the East-Central Region of Michigan.

II Instructional Programming

Degree Listing

Bachelor of Applied Studies
Bachelor of Arts
Bachelor of Fine Arts
Bachelor of Science
Bachelor of Business Administration
Bachelor of Professional Accountancy
Bachelor of Science in Electrical Engineering
Bachelor of Science in Mechanical Engineering
Bachelor of Science in Nursing
Bachelor of Social Work
Master of Arts/Communication and Multimedia
Master of Arts/Leadership and Public Administration
Master of Education
Master of Arts in Teaching
Master of Business Administration
Master of Science in Nursing
Master of Science/Technological Processes
Education Specialist

With the completion of Regional Education Center (Instructional Facility No. 4) in 2003-2004, Saginaw Valley State University has adequate classroom space on its campus for current academic programs and major academic initiatives except for a facility to support engineering program initiatives. A total of no fewer than one-third of the counties in the state of Michigan looks to the University for educational opportunities, including technology advances. The University has a comprehensive academic and capital plan to prepare itself for this broader role in the region.

As far as anticipated needs for space and renovations for the comprehensive plan, the emphasis should be on:

- Updating classrooms and laboratory spaces.
- Space for multi-use rooms for faculty and students, engineering and computer laboratories.

The next building that would require state funding, Pioneer Hall Renovations and Expansions, will accommodate distance-learning/computer-assisted instruction, and provide flexible engineering laboratories with advanced technological capabilities.

III Staffing and Enrollment

Full and Part Time Enrollment by College

Fall Semester 2003

<u>College</u>	<u>Full Time</u>	<u>Part Time</u>	<u>Total</u>
College of Arts & Behavioral Sciences	1,025	432	1,457
College of Business & Management	532	266	798
College of Education	2,185	2,022	4,207
College of Science, Engineering & Technology	695	333	1,028
Crystal M. Lange College of Nursing & Health Sciences	385	195	580
Others			
Non-Degree	37	157	194
Undeclared	755	149	904
Totals	5,614	3,554	9,168

The University anticipates an annual headcount enrollment growth of three percent each year during the next five years. Based on a headcount enrollment for the Fall Semester of 2003 of 9,168 students, the projected enrollment for each of the next five years would be:

Fall Semester 2004	9,443
Fall Semester 2005	9,726
Fall Semester 2006	10,018
Fall Semester 2007	10,318
Fall Semester 2008	10,628

The University has achieved moderately high enrollment growth during the past five years at both the undergraduate and graduate levels. The enrollment from Fall Semester 1999 through the Fall Semester of 2003 has increased by 785 students which represents a 9.4 percent increase.

Fall Semester 1999	8,383
Fall Semester 2000	8,622
Fall Semester 2001	8,936
Fall Semester 2002	9,189
Fall Semester 2003	9,168

This increase in enrollment has placed a demand on University resources in terms of staffing and facilities. In addition, this growth has been most pronounced at the graduate level and among several of the undergraduate programs of study (e.g., Education). Consequently, the University has experienced one of its most prolific periods of expansion with the addition of new faculty and staff positions and the construction of new buildings on the campus.

Off Campus Sites

Official Fall 2003 enrollment is 9,168. Of that total, 1,128 students access all or part of their enrollment through the off-campus sites. These include:

Cass City	218
St. Clair Community College	120
Macomb Graduate Education	776
Graduate Education Professional Development	<u>14</u>
Total	<u>1,128</u>

Faculty/Staff Student Credit Hour Ratio

Fall Semester 2003

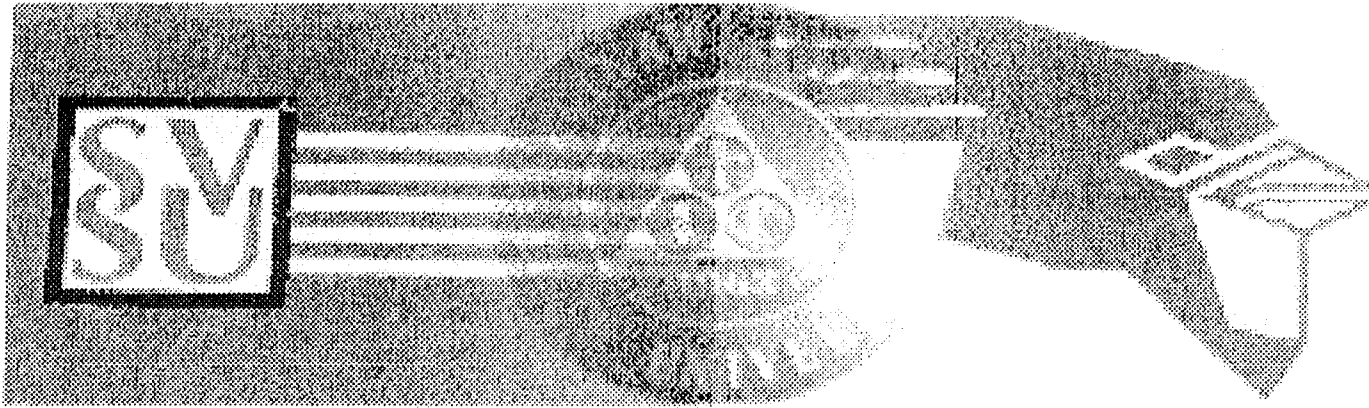
	<u>FTE</u>	<u>Credit Hours</u>	<u>Ratio: CH/FTE</u>
College of Arts & Behavioral Sciences			
Faculty	138	43,499	315
Administrative/Secretarial	9.0		4,833
College of Business & Management			
Faculty	32.8	8,075	246
Administrative/Secretarial	9.0		897
College of Education			
Faculty	74.3	18,401	248
Administrative/Secretarial	31.0		594
College of Science, Engineering & Technology			
Faculty	83.0	22,129	267
Administrative/Secretarial	13.5		1,639
Crystal M. Lange College of Nursing & Health Services			
Faculty	16.0	2,880	180
Administrative/Secretarial	6.0		480

Average Class Size

Semester	# of Students/Class
Fall 2003	22.8

The University intends to maintain the above ratio into future years.

IV
Facility Assessment



**Facilities Assessment and
Deferred Maintenance Capital Planning Report**
November 2000

Saginaw Valley State University

V Capital Outlay Plan

**Saginaw Valley State University
5 Year Capital Outlay Plan**

	Project Period	Project Cost Estimate	Funding Sources			
			General Fund	State of Michigan	Self Supporting	Other
<u>Academic and Other Facilities</u>						
Pioneer Hall Expansion and Remodeling	2005-2007	\$ 14,000,000	\$ 3,500,000	\$ 10,500,000		
Instructional Facility No. 5: Campus Technology Center	2007-2009	50,000,000		50,000,000		
<u>Major Maintenance & Renovation</u>						
Doan Center Renovations	2005-2006	2,200,000			2,200,000	
Campus Infrastructure and Improvements (Roads, Utilities, Landscaping)	2005-2009	2,500,000				2,500,000
		<u>\$ 68,700,000</u>	<u>\$ 3,500,000</u>	<u>\$60,500,000</u>	<u>\$ 2,200,000</u>	<u>\$ 2,500,000</u>

**SAGINAW VALLEY STATE UNIVERSITY
FY 2005 CAPITAL OUTLAY PROJECT REQUEST
PIONEER HALL RENOVATION AND EXPANSION
Priority Rank #1**

Does Authorization for this Project exist in any Public Act?	Yes	No X
Is the Project for Instructional Purposes?	Yes X	No
Is the Project a Renovation or New Construction?	Yes X	No
Are a Professional Program Statement and/or Schematics available?	Yes	No X
Are required Match Resources currently available?	Yes	No X

A. Project Description Narrative

Pioneer Hall, built in 1978, houses the University's mechanical and engineering programs. The renovation portion of the project will provide needed improvements to the mechanical and electrical systems, and electronic teaching capabilities throughout the building. The work will also align the facility with current building codes by providing fire sprinklers, enclosing stairs and updating the fire alarm system.

The expansion will add technical laboratory spaces that will be flexible in nature and will be equipped with state of the art equipment. Additional classrooms, offices for faculty and student study spaces are also planned for this project.

The total floor space of the existing building is 45,000 gross square feet. The renovations are expected to average \$80 per square foot. The additional new space will add 25,000 gross square feet of floor area with the total development cost of about \$250 per square foot. The estimated total development cost for the entire project is \$14,000,000.00.

Appendix Four: Capital Outlay

Construction on the project could begin as early as May of 2005 and be completed by August of 2007. The project will need to be done in phases due to continued use of the facility during the time of construction.

The estimated annual operating cost increase to the University's budget, due to this project is estimated at \$68,750.00. No increase in tuition rates or fees is anticipated because of this project.

B. Other Alternatives Considered

In a sense, the proposed project is an alternative solution. Two-thirds of the completed facility will consist of renovated space. This approach will allow us to update a facility in need of modernization while saving money and natural resources.

The engineering program benefits greatly from "hands on" experience and group collaboration. Long distance learning would not be a viable option in this case. The unique requirements of engineering laboratories, in terms of special requirements and utility availability, preclude the use of other spaces on campus. There are no nearby off-campus facilities to lease that could benefit this program.

If this project is not funded, the engineering program will continue to exist albeit in an inadequate facility with increasingly outdated facilities and equipment. This program exists in a facility that has not been significantly updated or retooled in more than 25 years, long before the existence of many of the electronic tools and modern equipment needed to solve today's problems.

C. Programmatic Benefit to State Taxpayers and Specific Clientele or Constituencies.

The mechanical and electrical engineering programs at SVSU are very dynamic and have been growing steadily. By the very nature of these programs, flexible laboratory spaces that have up to date electronic capabilities and utility systems, are very much needed. Completion of this project will enhance the University's ability to prepare engineers, who are capable of using

the latest methods and equipment to solve today's engineering problems. These new engineers will help support the economy of the east-central portion of Michigan and beyond by assisting the highly technical industries of this new age.

Students will be able to work in an atmosphere where classrooms are not crowded as many of them in this facility are today. Also, they will be learning in an environment that has the latest electronic teaching capabilities and the modern equipment that will allow the students to explore their world and their limits of learning with powerful new tools.

D. Match Resources

University capital provided by general revenue bonds, private contributions, and/or other unrestricted university funds.

**Capital Outlay Project Request
FY2005
Pioneer Hall Renovation and Expansion
Project Budget**

Design, Testing, Inspection and Miscellaneous	\$1,300,000
Renovations of 45,000 sq. ft. @ \$80/sq. ft.	3,600,000
New construction of 25,000 sq. ft. @ \$250/sq. ft.	6,250,000
New Equipment and Technology	1,300,000
Furniture	200,000
Contingency	<u>1,350,000</u>
Total	<u><u>\$14,000,000</u></u>

Appendix Four: Capital Outlay

Line Item Construction Program Summary

Saginaw Valley State University

<u>Rank</u>	<u>Project Description</u>	<u>Gross Square Feet</u>	<u>Total Project Cost</u>	<u>State Funds</u>	<u>State Funds Expended to Date</u>	<u>Estimated Construction Start</u>	<u>Estimated Construction Complete</u>	<u>Status</u>
1	Pioneer Hall Expansion & Renovation	70,000	\$14,000,000	\$10,500,000	--	Apr-05	Aug-07	A
2	Instructional Facility #5 Technology Training Center	150,000	\$50,000,000	\$50,000,000	--	Apr-07	Aug-09	A

Codes for Status Column:

- A= Not Yet Authorized
- B= Planning – Program Statement
- C= Schematic/Preliminary Plans
- D= Final Design
- E= Under Construction

**SAGINAW VALLEY STATE UNIVERSITY
AUXILIARY SYSTEM
UNIVERSITY HOUSING & MEAL CONTRACT RATES**

	2003-2004		2004-2005	
	Rate	Increase	Rate	Increase
<u>First Year Suites & FTO in Living Centers</u>				
Traditional	\$5,685	2.9%	\$5,850	3.68%
Thrifty	\$5,295	2.9%	\$5,400	1.96%
Plus	6,100	2.9%	6,400	4.92%
Single Room Premium	1,120	2.8%	1,300	16.07%
 <u>Living Center North and South</u>				
Double/Triple Efficiencies	3,530	2.9%	3,400	3.68%
Apartments 4-5 Bedroom	3,915	2.9%	3,995	2.04%
<u>Special/Optional</u>				
Apartments 2-Bedroom	4,955	2.9%	5,100	2.93%
Super Single Efficiency Premium	1,530	2.7%	1,550	1.31%
 <u>Pine Grove Apartments</u>				
Double Bedroom	3,530	2.9%	3,400	3.68%
Single Bedroom	3,915	2.9%	4,145	5.87%
Family	5,860	2.9%	6,035	2.99%
 <u>University Village</u>				
Single Efficiencies	4,535	3.0%	4,800	5.84%
Single Bedroom Townhouses	3,915	3.0%	4,145	5.87%
Total Weighted Percentage Increase Based on Fall 2004 Budget Occupancy Projections			3.04%	

Current Positions Filled

June 2003 through November 2003

ADMINISTRATIVE/PROFESSIONAL

John Armstrong – Hired as Director of Off Campus Programs (replacement). Dr. Armstrong earned his Doctorate of Education from Wayne State University in 2000. Prior to joining SVSU, Dr. Armstrong was Superintendent of L'Anse Creuse Public Schools. He also worked as Adjunct Professor for SVSU.

Marcus Bennett – Hired as Residence Hall Director (replacement). Mr. Bennett earned his Bachelor's Degree from Wingate University. Prior to this position Mr. Bennett was Community Manager for the SVSU Housing Office.

Dena Chilson – Hired as Blackboard Support Specialist (replacement). Ms. Chilson earned her Master's Degree from Winthrop University in 1999. Prior to joining SVSU, Ms. Chilson was the Middle School Resource Room Teacher and Research Room Program Coordinator at Mosaica Academy, Saginaw.

Melissa Cribley-Wahl – Hired as Staff Development Specialist (new). Ms. Cribley-Wahl earned her Master's Degree from Saginaw Valley State University in 2000. Prior to joining SVSU, Ms. Cribley-Wahl was Coordinator of New Teacher Services for Saginaw Township Community Schools.

Drago Dumbovic – Hired as Head Women's Soccer Coach (replacement). Mr. Dumbovic is currently Director of Curriculum and Head Coach of Drago's Soccer Academy of Excellence and Partner of DragoSportsPlex LLC in Midland.

Mary Ebelt – Hired as Employment and Compensation Services Assistant (replacement). Ms. Ebelt earned her Bachelor's Degree from Saginaw Valley State University in 1981. Prior to joining SVSU, Ms. Ebelt was self employed as a Test Administrator. She previously worked for SVSU as Director of Continuing Education and Public Services.

William Eickhoff – Hired as Police Officer (replacement). Mr. Eickhoff is a graduate of Oakland Police Academy and is MCOLES certified. Prior to joining SVSU, Mr. Eickhoff was an Armed Security Guard for Great Lakes Protection.

Matthew Giddings – Hired as AIS Programmer/Analyst (replacement). Mr. Giddings earned his Bachelor of Science Degree in Computer Science from SVSU in 2001. Prior to this position, Mr. Giddings worked as a Student Computer Programmer at SVSU.

Thomas Graves – Hired as Assistant Men's Basketball Coach (replacement). Mr. Graves earned his Bachelor of Science Degree in Secondary Education from Northern Michigan University in 1988. Prior to joining SVSU, Mr. Graves was Complex Manager for Pro Golf Discount Golf Complex, Midland.

Dawn Iseler – Hired as Assistant Director, University Housing Operations (new). Ms. Iseler earned her Bachelor's Degree from Saginaw Valley State University in 2002. Prior to this position, Ms. Iseler was Administrative Secretary, University Housing Operations at SVSU.

Maureen Kozumplik – Hired as Administrative Assistant to the Vice President for Academic Affairs (replacement). Ms. Kozumplik earned her Bachelor's Degree from Saginaw Valley State University in 1998. Prior to this position, Ms. Kozumplik was Administrative Secretary, College of Arts and Behavioral Sciences at SVSU.

Sabrina Lane – Hired as Head Women's Softball Coach (replacement). Ms. Lane earned her Bachelor's Degree from Gannon University in 2001. Prior to joining SVSU, Ms. Lane was Softball Coach for Edinboro University, Pennsylvania.

Coraltilla Lavendar – Hired as Resident Hall Director (replacement). Ms. Lavendar earned her Master's Degree from Richard Devos Graduate School. Prior to joining SVSU, Ms. Lavendar was a Substitute Teacher for the Saginaw Public Schools.

Diana Lawson – Hired as Harvey Randall Wickes Endowed Chair in International Business (replacement). Dr. Lawson earned her Ph.D. from Kent State University in 1993. Prior to joining SVSU, Dr. Lawson was Interim Dean, College of Business, Public Policy and Health at the University of Maine Business School.

Michael Major – Hired as Head Women's Tennis Coach (replacement). Mr. Major earned his Bachelor's Degree from Saginaw Valley State University. Prior to joining SVSU, Mr. Major was a French and U.S. History Teacher at John Glenn High School, Bay City. He is also the Tennis Clinic Instructor for Saginaw Township Parks and Recreation.

Erin Mindykowski – Hired as Assistant Director of Admissions (replacement). Ms. Mindykowski earned her Bachelor's Degree from Saginaw Valley State University in 2002. Prior to this position Ms. Mindykowski was a Student Assistant to the Vice President for Academic Affairs at SVSU.

Sara Olsztyn - Hired as Residence Hall Director (new). Ms. Olsztyn earned her Bachelor's Degree from Saginaw Valley State University in 2003. Prior to joining SVSU, Ms. Olsztyn was a Street Team Coordinator for Citadel Communication Corporation, Saginaw.

Jill Rozek – Hired as Assistant Director, University Communications (replacement). Ms. Rozek earned her Bachelor's Degree from Ferris State University in 1999. Prior to joining SVSU, Ms. Rozek was a Graphics Designer for Bolger & Battle Inc., Midland. She also worked as an Adjunct Professor at SVSU.

Nikki Ryker – Hired as Administrative Assistant, Institutional Research (replacement). Ms. Ryker earned her Master of Arts from Central Michigan University in 2003. Prior to joining SVSU, Ms. Ryker worked as a Research Project Coordinator and Temporary Faculty Member for Central Michigan University.

Nicholas Taylor – Hired as Assistant Director of Admissions (replacement). Mr. Taylor earned his Bachelor of Arts in Secondary Education from SVSU in 2003. Prior to SVSU, Mr. Taylor worked as Y-Winner Sports Coordinator and Red Cross Life Guard for the YMCA, Saginaw. He also worked as a Substitute Teacher for the Westwood Heights School District, Flint.

Ryan Thompson – Hired as Sports Information and Promotions Director (replacement). Mr. Thompson earned his Bachelor's Degree from Grand Valley State University in 1999. Prior to joining SVSU, Mr. Thompson was Sports Information Director for Northwood University, Midland.

Dawn Thompson-Flood – Hired as Substance Abuse Educator (replacement). Ms. Thompson-Flood earned her Master's Degree from Wayne State University in 2003. Prior to joining SVSU, Ms. Thompson-Flood was a School Social Work Intern for Grosse Ile School District.

Josh Webb – Hired as University Buyer (replacement). Mr. Webb earned his Bachelor of Arts in Economics and Management from Albion College in 1996. Prior to joining SVSU, Mr. Webb was a Buyer for Dynamic Personnel, Saginaw.