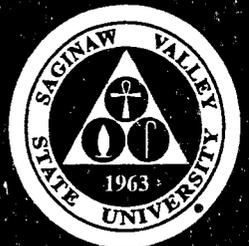


SVSU.

BOARD OF CONTROL
MINUTES

FEBRUARY 12, 2007



SAGINAW VALLEY STATE UNIVERSITY
BOARD OF CONTROL
FEBRUARY 12, 2007
REGULAR FORMAL SESSION
INDEX OF ACTIONS

RES-1728	RESOLUTION TO APPOINT NOMINATING COMMITTEE FOR MAY BOARD ELECTIONS APPROVED	2
RES-1729	RESOLUTION TO APPROVE CONFIRMATION OF BOARD MEMBERS FOR PREVIOUSLY AUTHORIZED CHARTER SCHOOLS APPROVED	2
RES-1730	RESOLUTION TO REAPPOINT AUDITORS FOR FISCAL YEAR 2007 APPROVED	3
BM-1053	MOTION TO MOVE TO INFORMAL SESSION TO DISCUSS COLLECTIVE BARGAINING AND PERSONNEL EVALUATIONS APPROVED	7
BM-1054	MOTION TO ADJOURN APPROVED	7

MINUTES
BOARD OF CONTROL
Regular Formal Session
February 12, 2007
1:30 p.m.

Board of Control Room, Third Floor Wickes Hall

Present: Abbs
Gamez
Gilbertson
Law
Sedrowski
Wilson
Yantz

Absent: Braun
Karu

Others

Present: D. Bachand
S. Barbus
L. Beuthin
R. Blockett
J. Boehm
D. Branson
B. Burns
A. Dey
L. Farynk
J. Hemingway
J. Latocki
R. Maurovich
S. Mellendorf
J. Muladore
C. Ramet
K. Schindler
R. Schneider
M. Simon
J. Stanley
A. Suszek
G. Thompson
M. Thorns
C. Waligora
M. Watson
Press

I. CALL TO ORDER

Chairman Yantz called the meeting to order at 1:31 p.m., with Trustees Abbs, Gamez, Law, and Sedrowski present.

II. PROCEDURAL ITEMS

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

There were no additions to or deletions from the agenda.

The agenda was APPROVED as distributed.

B. Approval of Minutes of December 15, 2006 Regular Formal Session of the Board of Control

It was moved and supported that the minutes of the December 15, 2006 Regular Formal Session be approved.

The minutes were unanimously APPROVED as written.

C. Recognition of the Official Representative of the Faculty Association

Professor Gary Thompson, President of the Faculty Association, told the Board about the recent passing of Hamza Ahmad, Professor of Mathematics at SVSU, and Molly Ivins, who was considered by many to be a great contemporary voice on current affairs.

(Trustee Wilson joined the meeting at 1:33 p.m.)

D. Communications and Requests to Appear Before the Board

Scott Mellendorf, Staff Member of the Month for January, and Dave Branson, Staff Member of the Month for February, were presented to the Board. (See Appendix One: Mellendorf, and Appendix Two: Branson.)

President Gilbertson introduced Mike Watson, SVSU's new Director of Athletics.

Chairman Yantz noted that Trustee Wilson and Lucille Beuthin, Vice President for Public Affairs/Executive Director of Development & the SVSU Foundation, had been honored as "Women of Distinction" by the Girl Scouts of Mitten Bay at their Annual Dinner on February 7th.

III. ACTION ITEMS

1. Resolution to Appoint Nominating Committee for May Board Elections

RES-1728 It was moved and supported that the following resolution be adopted:

WHEREAS, Saginaw Valley State University Board of Control bylaws stipulate that a nominating committee shall be appointed by the Board to recommend candidates for each office;

NOW, THEREFORE, BE IT RESOLVED, That Jerome Yantz, Leola Wilson, and David Abbs be appointed to serve as the Saginaw Valley State University Board of Control nominating committee.

Chairman Yantz stated that he would like to appoint Trustees Wilson, Abbs, and himself to a Nominating Committee to recommend candidates for the May Board election of officers.

The motion was APPROVED unanimously.

2. Resolution to Approve Confirmation of Board Members for Previously Authorized Charter Schools

RES-1729 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 Board 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.

Detroit Community Schools, Detroit

Clifford Russell Appointment Term: 2/12/07 – 6/30/07

Mr. Russell earned his B.A. in Broadcast Communications from Wayne State University. He is currently the television show host of American Black Journal for Detroit Public Television. Mr. Russell believes his experience working in and with the public will be a great asset to the Detroit Community board.

Sunrise Education Center, Tawas City

Timothy Burg Appointment Term: 2/12/07 – 6/30/09

Mr. Burg is a graduate of Michigan State University/College of Veterinary Medicine. He presently owns and operates his own clinic in Tawas City. Mr. Burg has 16 years experience as a school board member with the Tawas Area Schools. He feels this experience as well as his business management and public relations skills will be an asset to the Sunrise Education board.

The motion was APPROVED unanimously.

3. Resolution to Reappoint Auditors for Fiscal Year 2007

RES-1730 **It was moved and supported that the following resolution be adopted:**

WHEREAS, It is a good management practice to have conducted an annual independent financial audit; and

WHEREAS, The Finance and Audit Committee has considered the reappointment of Andrews Hooper & Pavlik, P.L.C. for fiscal year 2007;

NOW, THEREFORE, BE IT RESOLVED, That the CPA firm of Andrews Hooper & Pavlik, P.L.C. be reappointed to conduct the financial audit for fiscal year 2007.

James Muladore, Vice President for Administration and Business Affairs, told the Board that 2007 is the fourth year of a five-year appointment cycle. Andrews Hooper & Pavlik would complete the 2008 audit – subject to Board approval – but the University would issue a Request for Proposals (RFP) for the next cycle.

The motion was APPROVED unanimously.

IV. INFORMATION AND DISCUSSION ITEMS

4. Enrollment Report

Dr. Robert Maurovich, Vice President for Student Services and Enrollment Management, reviewed the attached Enrollment Report. (See Appendix Three: Enrollment Report.)

Mr. Muladore reviewed the attached University Housing Occupancy Report. (See Appendix Four: Housing.)

5. Report on Student “Alternative Breaks”

Janelle Hemingway, Director of the Student Life Center, told the Board that the Alternative Breaks take place during traditional holiday and Spring Break times when the students are out of class. The teams consist of ten to twelve students per trip, and they are led by two student site leaders. The groups travel to other communities to engage in direct service, activism, leadership and academic development. The Alternative Breaks program at SVSU was completely student-initiated in 2004-2005, and continues to be student-organized with very close guidance and support from the

Student Life staff, led by the Assistant Director, Carly Waligora.

This year, there will be two winter holiday trips and four spring trips, each of which will be focused on important social justice themes, such as literacy, poverty or health. The teams work directly with a non-profit agency in the community they are visiting. The students are thoroughly trained and prepared for the trip, to ensure that they have a positive experience, and the educational component is stressed.

Two years ago, an Alternative Break was held in Louisiana, where students planted bald cypress trees in the swamps. Other students worked with a cerebral palsy assistance company in Tennessee and helped build wheelchair ramps for people who could not get out of their homes without them. Last year, a group went to South Carolina and worked with a home for young women who had been sexually abused. In New York City, a team worked with "God's Love We Deliver," helping in soup kitchens and delivering meals to people who were terminally ill. Another team went to Guyana, South America, building homes in conjunction with Habitat for Humanity.

This year, two winter trips have already taken place. One team went to Washington D.C. over Winter Break and worked with "Martha's Table," an organization that delivers meals to the homeless. They also operate a second-hand store, a soup kitchen, and a daycare center for children of parents searching for jobs. In Zolfo Springs, Florida, twelve students built habitats for animals that were destroyed by Hurricane Rita.

The healthcare trip this spring will go to Lake Charles, Louisiana, to work on hurricane relief in conjunction with the United Way and MTV. Another group will go to Bedford, New Hampshire,

to work with the Girl Scouts of Swiftwater Council, helping put on after-school programs encouraging girls to become interested in Math and Science. The third team will go to Tallequah, Oklahoma, to work with the Head Start Program at the Cherokee Nation reservation, teaching children the basics of reading and writing and other subjects.

The international trip this year will be to the Dominican Republic and will deal with diversity and culture. The students will be working in an orphanage and in local schools, teaching basic English skills to young children.

Ms. Hemingway noted that the students pay a small fee as a deposit to go on an Alternative Break. The Student Life Center supplements their budget to some extent, but the students must work for months raising funds for their trips.

6. Annual Report on Strategic Plan

Dr. Carlos Ramet, Executive Assistant to the President, updated the Board on the progress made over the last year in several key areas, as outlined in the attached strategic plan, *Continuing Excellence: 2004-2008*. (See Appendix Five: Strategic Plan.)

Dr. Mamie Thorns, Special Assistant to the President for Diversity Programs, discussed the activities and accomplishments of the Saginaw County Youth Leadership Initiative.

V. REMARKS BY THE PRESIDENT

President Gilbertson asked Dr. Stephen Barbus, Dean of the College of Education, to report on the Michigan Math and Science Teacher Leadership Collaboration. Saginaw Valley State University, along with Grand Valley State University, the University of Michigan at Ann Arbor, and

the University of Michigan at Dearborn, has been granted a \$2.13 million award over three years from the Michigan Department of Education to develop teacher specialist leaders. SVSU is the fiscal agent for this award.

Dr. Barbus also reviewed the activities of the Gerstacker Endowed Fellowship Program.

President Gilbertson updated the Board on the legislative process, the SVSU Choir trip to Japan, and the Roberts Fellows trip to China. He noted that Student Association elections are coming up soon.

VI. OTHER ITEMS FOR CONSIDERATION OR ACTION

7. Motion to Move to Informal Session to Discuss Collective Bargaining and Personnel Evaluations

BM-1053 **It was moved and supported that the Board move to Informal Session to discuss collective bargaining and personnel evaluations.**

The motion was APPROVED unanimously.

The Board moved to Informal Session at 2:50 p.m. and reconvened in Regular Formal Session at 3:08 p.m.

Discussion was held on the agenda for the Board Retreat in April.

VII. ADJOURNMENT

8. Motion to Adjourn

BM-1054 **It was moved and supported that the meeting be adjourned.**

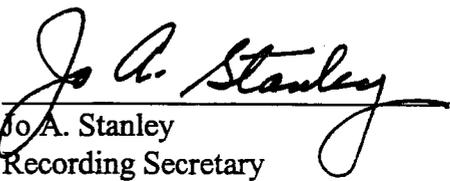
The motion was APPROVED unanimously.

The meeting was adjourned at 3:24 p.m.

Respectfully submitted:

Jerome L. Yantz
Chairman

K.P. Karunakaran
Secretary



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

Scott Mellendorf

Reference, Internet and Off Campus Services Librarian • January 2007

The stereotypical librarian was a bookworm as a child and a college lit major who wanted to be surrounded by volumes. Scott Mellendorf is a former factory worker who enjoys auto racing. In 1987, he made the "big step" of giving up his factory job because he knew if he did not, he would be "punching a clock forever" — something he "didn't want to do."

Mellendorf enrolled at SVSU with thoughts of becoming a teacher. While going to school, he began working in Zahnow Library.

"I became really interested in the computer and technology end, which was really growing. That kind of attracted me to it," he said. "I was there at the growth of all of it."

Mellendorf recalls the days of literally hearing students connecting to the Internet via modem. Today, he instructs students not to rely on search engines when looking for academic sources.

"That's very difficult because Google has the one search box," he said. "We show them how to evaluate resources and try to steer them to our library databases."

Technology also has dramatically increased the number of students who utilize interlibrary loan.

"That's an area that has really changed in the past few years," Mellendorf said. "As you're doing the research now, it's a click away."

Information may be easily accessible electronically, but students still seek printed material. "Absolutely, we're surprised by how often they look for books."

But this is not your parents' library where students read in solitude. Mellendorf says it often serves as a meeting place for group projects. "The library has become a social place to do research," he said.

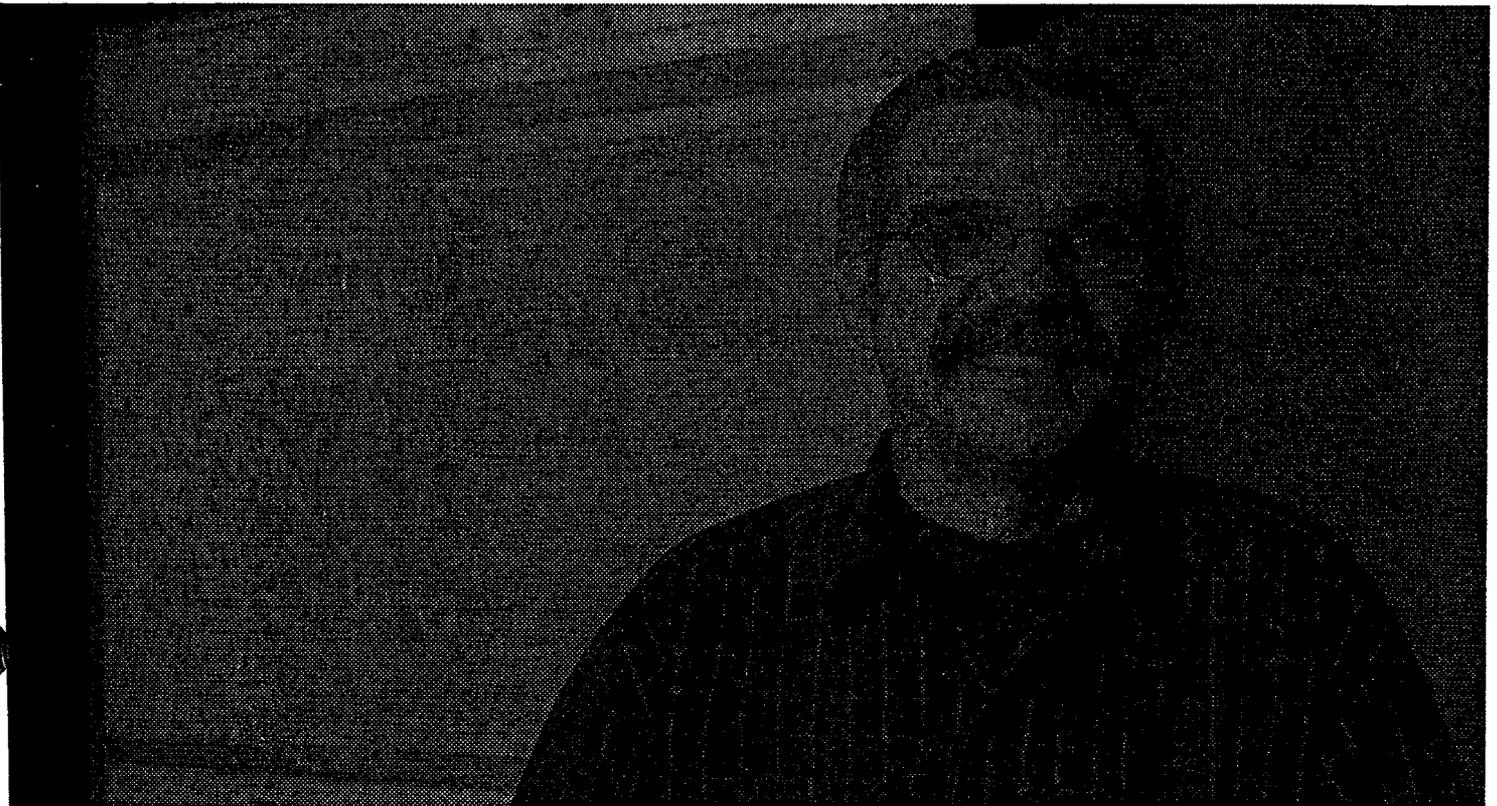
Mellendorf "thoroughly enjoys" his time spent at the reference desk and answering e-mail questions from students. He also coordinates off campus services, visiting the Macomb REC and other sites to inform students about the resources available to them, such as the library's Web site and toll-free telephone number.

A recent grandfather, Mellendorf drives the speed limit during his daily commute from Cass City, but he has been known to fulfill his need for speed.

"We have a family-run short track race team," he explained. "My Dad is the mechanic and my son is the driver, though I have driven a few times. We have a lot of fun during the summers."

Mellendorf appreciates the support he receives from his colleagues and is glad he changed careers.

"I'm very proud to represent the University and the Library."



Dave Branson

Coordinator of Information Technology Services Support Center • February 2007

If you want a sense of the acceleration of the Information Superhighway, spend a few minutes talking to David Branson.

"When I got in here in 1999, the Web was still in its infancy," he said.

Today students treat the Internet like oxygen. They expect it to be there and they "need" it to survive.

"If they don't get Internet, they are unhappy," Branson said. "The major things I find myself dealing with are related to Internet connectivity," he said. "We deal a lot with students, making sure that they have their connectivity so they can do what they're supposed to be doing."

Not that academic pursuits are always their first priority.

"They're more interested in instant messaging and Facebook," Branson said.

Students are growing more accepting of restrictions and the need for virus protection, according to Branson.

"They're not any more patient, but they're getting better," he quipped.

Still, many fail to recognize the ramifications of their actions.

"People are naive," he said. "They just don't understand when they're connected to the network what can happen to their computer and what they're doing to others. We try to

make it easy for them while also protecting them at the same time, and we have to protect the campus network. It would only take one student who showed up with a machine that was infected with viruses to knock out an entire dorm."

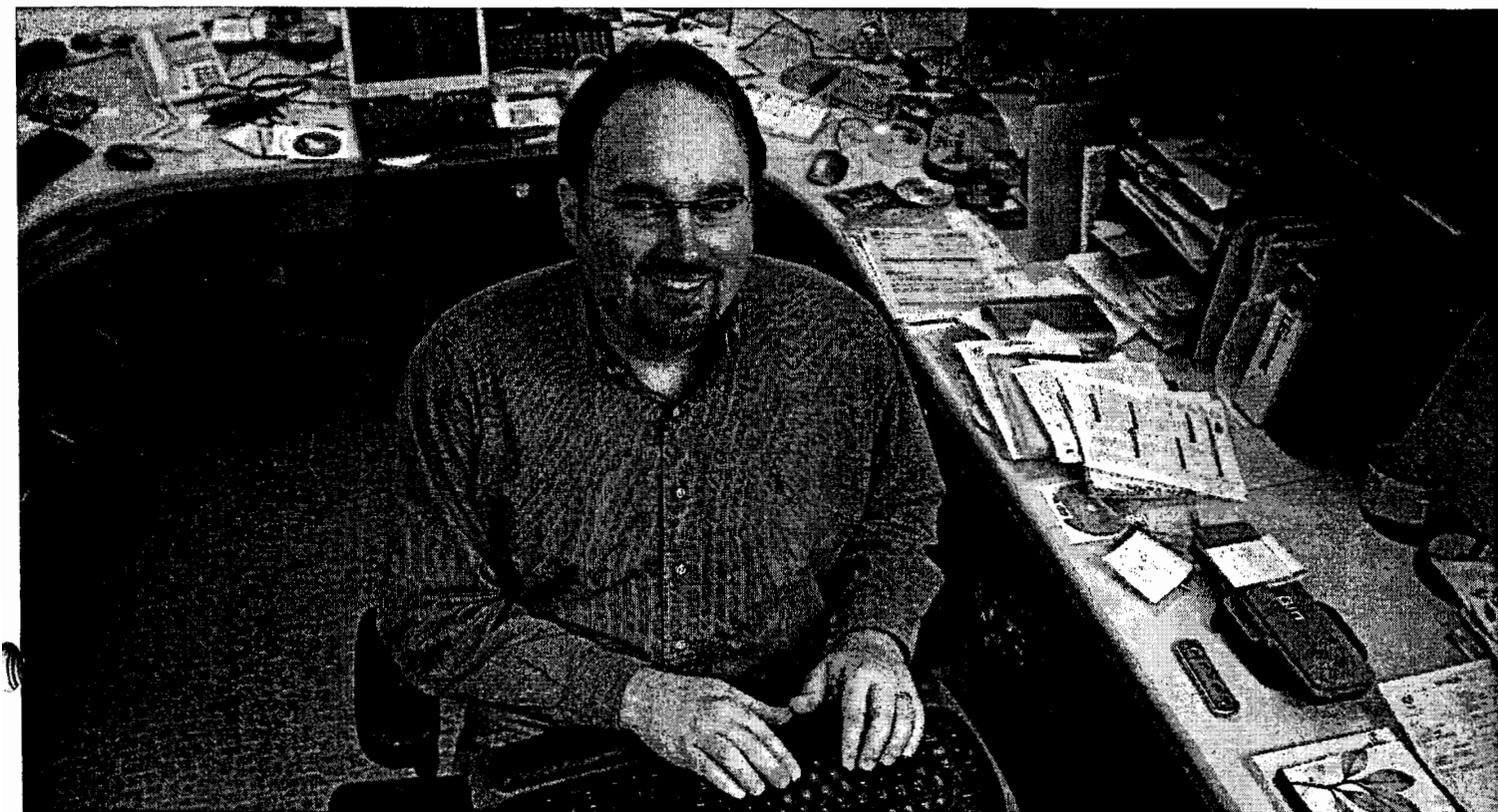
Branson also played a leading role in starting SVSU's support center, commonly referred to as the help desk.

"We went to a call center with people dedicated to answering phone calls and answering questions," he said, "but the ultimate goal is to reduce phone calls, because if we're not getting calls, that means everything is working."

Branson does a lot of "parent things" in his spare time, with his wife, Kim, and their son, Evan, who is into playing lacrosse and the guitar. They have a lot of extended family in Michigan and like to go boating on Torch Lake. They also camp, and Branson says unlike the college students who occupy so much of his time, Internet access is not a requirement for the camp sites the family chooses.

Branson attended the recent MacWorld conference where Apple's new I-phone was introduced, as part of the never-ending quest to keep pace.

"Technology is constantly changing," he said. "I guess that's why I'm still here."



Student Services & Enrollment Management

Enrollment Report Winter Semester 2007

Teacher Certification Headcount Enrollment Winter Semester 2007

Student Category	Winter Semester 2006	Winter Semester 2007	Number Change	Percentage Change
New	86	84	-2	-2.33%
Returning	382	295	-87	-22.77%
Readmits	32	33	1	3.13%
Total	500	412	-88	-17.60%

Macomb Graduate Education
Winter Semester 2007

Student Category	Winter Semester 2006	Winter Semester 2007	Number Change	Percentage Change
Macomb Grad Edu	690	709	19	2.75%

Graduate Headcount Enrollment
Winter Semester 2007

Student Category	Winter Semester 2006	Winter Semester 2007	Number Change	Percentage Change
New	189	232	43	22.75%
Returning	1402	1436	34	2.43%
Readmits	25	28	3	12.00%
Total	1616	1696	80	4.95%

Undergraduate Headcount Enrollment Winter Semester 2007

Student Category	Winter Semester 2006	Winter Semester 2007	Number Change	Percentage Change
FTIC	34	61	27	79.41%
Transfers	327	337	10	3.06%
Returning	6345	6402	57	0.90%
Readmits	67	79	12	17.91%
Total	6773	6879	106	1.57%

University Housing Occupancy Report

	Fall 2006 Capacity	FY 2006-2007 Occupancy	
		Fall	Winter
First Year Suites	426	455	420
Living Center North	371	387	374
Living Center South	317	323	310
Pine Grove Apartments	203	201	194
University Village Apartments	674	674	661
Total	1,991	2,040	1,959
Fall 2006 Occupancy		2,040	
Less Residents Not Returning For 2007 Winter Semester		(189)	
Plus new 2007 winter residents		108	
Winter 2007 Occupancy		<u>1,959</u>	
Net Fall to Winter Attrition			<u>4.0%</u>



SAGINAW VALLEY
STATE UNIVERSITY.



Continuing Excellence:

2004 - 2008

*Annual Report
Presented to the Board of Control February 12, 2007*

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

Indicators of Success:

- ▶ Establishment of Center for Teaching and Learning Excellence
- ▶ Successful re-affirmation of specialized accreditation
- ▶ Submission and approval of HLC/NCA monitoring report
- ▶ Completion of program assessment criteria for General Education
- ▶ Completion of program assessment criteria for academic majors and graduate programs
- ▶ Adequate support for full-time and adjunct faculty development

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Effective Teaching</p>	<p>A. Promote greater coherence and consistency in courses with multiple sections, in sequential courses, and in program-based courses.</p> <p>B. Establish a Center for Teaching Excellence.</p>	<p>A1. Create faculty-generated objectives, standards, and assessments for courses and programs. (Academic Affairs)</p> <p>B1. Coordinate current initiatives such as the Summer Institute and the various College and Departmental Teacher-Training and Pedagogical Work Sessions. (Academic Affairs)</p>	<p>A1. The Academic Assessment Advisory Board developed an instrument for assessment of goals and objectives. All academic departments have set goals and have conducted assessments. The General Education Committee has implemented a course-embedded assessment and is piloting an assessment of junior-level courses, with plans to extend the process to senior-level courses by AY 2007-08. (See Academic Improvement 3B1 and 3C1.)</p> <p>B1. In 2006, the Summer Institute was attended by 14 new faculty and one new staff person from the Office of International Programs.</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Effective Teaching (continued)</p>	<p>B. Establish a Center for Teaching Excellence. (continued)</p>	<p>B2. Provide for adjunct orientation, coordination, training, assistance, and assessment. (Academic Affairs)</p>	<p>B2. The Office of Adjunct Faculty Support conducted professional development workshops for College of Education (COE) adjuncts on such topics as instructional technology, academic integrity, diversity, and teaching/learning classroom strategies. Orientation sessions for adjuncts were offered both on the main campus and in Macomb. The Office also utilizes a Blackboard site and issues a newsletter to maintain communication with adjuncts.</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Effective Teaching (continued)</p>	<p>C. Enhance the quality of academic programs.</p>	<p>C1. Expand workforce of full-time faculty in proportion to enrollment. (President, Academic Affairs, Administration & Business Affairs)</p>	<p>C1. The rate of enrollment growth to faculty expansion is as follows: Credit hours increased from 103,280 in fall 2005 to 104,545 in fall 2006 (an increase of 1.22%). Concurrently, the number of full-time faculty increased from 260 in fall 2005 to 272 in fall 2006 (an increase of 4.62%). Of the 12 positions added in fall 2006, eight were for the General Education Program. Searches are underway to fill 27 new or replacement positions across the following departments: Accounting, Art, Biology, Chemistry, Communication, Criminal Justice, Economics, English, Health Sciences, History/Geography, Middle/Secondary Education, Nursing, Physics, Political Science, Social Work, and Special Education. In addition, searches are underway to fill the Andersen/Lange Chair in Nursing, the Spicer Chair in Engineering, the Wickes Chair in International Business, and an Executive-in-Residence position in ABS.</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Effective Teaching (continued)</p>	<p>C. Enhance the quality of academic programs. (continued)</p>	<p>C2. Review compensation rates for adjunct faculty members in selected fields to meet market conditions. (President, Academic Affairs, Administration & Business Affairs)</p> <p>C3. Provide additional funds, incentives, and support for adjunct faculty professional development activities. (President, Academic Affairs, Administration & Business Affairs)</p> <p>C4. Create a university-wide plagiarism policy. (Academic Affairs, Student Services & Enrollment Management)</p>	<p>C2. Adjunct faculty compensation rates are currently being reviewed, and an implementation plan will be developed for fall semester 2007.</p> <p>C3. The Office of Adjunct Faculty Support has provided financial assistance to the College of Education for adjunct programming. Several workshops and professional development sessions were offered in AY 2005-06. Participation of adjunct faculty in conferences or in other professional development activities is tracked via a Microsoft Access database.</p> <p>C4. An Academic Integrity Policy has been approved and incorporated into the Student Handbook. Changes to the Student Code of Conduct were approved by the Board of Control. An Academic Integrity Board has been established. (See Technology 1E1.)</p>

ACADEMIC IMPROVEMENT
The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Effective Teaching (continued)</p>	<p>D. Expand opportunities for collaborative faculty/student research and collaborative interdisciplinary research.</p>	<p>D1. Promote selected collaborative faculty/student research projects, especially interdisciplinary research projects. (Academic Affairs, Public Affairs, Student Research & Creativity Institute)</p>	<p>D1. SET received a National Science Foundation grant of \$400,000 to purchase an electron microscope to assist students and faculty in their research. Two new grants totaling \$500,091 for collaborative faculty/student research projects in Biology and Mechanical Engineering were awarded in FY 2006-07. Grants awarded in FY 2005-06 totaling \$64,277 continue to fund active faculty/student collaborative research projects in Math, Chemistry, and Mechanical Engineering. The Student Research & Creativity Institute (SRCI) awarded \$25,749 in AY 2006-07 to support student projects mentored by faculty in Chemistry, Computer Science, and Elementary Education. To encourage additional proposals, the SRCI established a second funding cycle with an application deadline of March 30, 2007. (See Program Qualitative Distinctiveness 1A3, 1A4 and Community Relations 4A6.</p> <p>(continued on page 6)</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Effective Teaching (continued)</p>	<p>E. Encourage and promote outstanding and innovative teaching. (continued)</p>	<p>E1. Increase recognition of and reward for: (continued)</p> <ul style="list-style-type: none"> • Outstanding pedagogical and/or professional research. (Academic Affairs) • The integration of technology as a means of augmenting and enhancing teaching and learning. (Information Technology, Academic Affairs) 	<p>E1. (continued from page 5)</p> <ul style="list-style-type: none"> • In October 2006, two faculty members—one in History and the other in Political Science—were the first recipients of the Ruth & Ted Braun Fellowship Program Award. • To improve security, flexibility, and cost-effectiveness for instructional technology, Sakai/V-Space has been selected as the replacement technology for Blackboard. Implementation is in progress. (See Technology 1B1 and 2C1.)

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Effective Teaching (continued)</p>	<p>F. Promote diversity.</p>	<p>F1. Increase recruitment and retention of faculty from diverse populations and backgrounds. (Academic Affairs, Office of Diversity Programs)</p>	<p>F1. Diversity: The total number of new faculty hired for fall semester 2005 and fall semester 2006 was 34 and 23 respectively. The number of new female faculty decreased from 21 in fall semester 2005 to 11 in fall semester 2006 (-47.6%). The number of new minority faculty hired in fall 2005 and fall 2006 remained the same (three each year) and the retention rate of female faculty also remained the same (40% turnover rate in 2004-05 and 2005-06). However, the retention rate of minority faculty was 100%. Minority faculty now represent 14% of the total number of faculty, with Asians comprising the largest group. Although the absolute number of minority employees has increased in the past few years, as a percentage of the total workforce those numbers have remained essentially the same.</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Effective Teaching (continued)</p>	<p>F. Promote diversity. (continued)</p>	<p>F2. Embed diversity issues throughout the curriculum, as appropriate. (Academic Affairs, Office of Diversity Programs)</p> <p>F3. Provide additional international teaching and learning opportunities for faculty. (Academic Affairs, International Programs)</p>	<p>F2. Diversity in the curriculum has been addressed through academic program and General Education assessment. Academic departments have embedded diversity into their curricula in ways appropriate to each discipline, from offering a specific course focusing on diversity to including diversity issues throughout the curriculum. Diversity is also embedded in the General Education curriculum as a requirement in almost all GE categories. (See Academic Improvement 3B2.)</p> <p>F3. In addition to maintaining an outbound faculty exchange to Shikoku University in 2006, a faculty exchange to India was conducted in winter 2006 and to Taiwan in spring 2006. Faculty-led short-term study experiences overseas took SVSU students to England, France, India, and Taiwan during winter and spring/summer semesters 2006. The SVSU Choir will travel to Japan during spring break 2007. Additional short-term study abroad programs are planned for Australia, Costa Rica, England, Germany, Russia, and Senegal for winter and spring semesters 2007. (See Academic Improvement 3C3 and Enrollment Management 2A3.)</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2. Faculty Development</p>	<p>A. Promote and support continuous professional development of faculty.</p>	<p>A1. Provide additional opportunities for faculty professional travel and conference activity, sabbaticals, unit grants, and Foundation funding. (Academic Affairs, Administration & Business Affairs, Foundation)</p>	<p>A1. Budgetary processes were revised to provide a stable funding base of approximately \$45,000 and 66 hours of release time for internal research grants. Approximately \$18,500 in supplemental funds (beyond contractually-defined professional development allocations for faculty) have been awarded to support 42 scholarly presentations.</p>
<p>3. Program Development</p>	<p>A. Maintain rigorous review processes of academic and professional programs.</p>	<p>A1. Complete the HLC/NCA accreditation process through HLC/NCA approval of the monitoring report on academic program assessment, program assessment for general education, and curricular diversity to be submitted by SVSU by December 2006. (Academic Affairs, Colleges, Office of Diversity Programs)</p>	<p>A1. The final monitoring report was submitted to HLC by the December 2006 deadline.</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Program Development (continued)</p>	<p>A. Maintain rigorous review processes of academic and professional programs. (continued)</p>	<p>A2. Develop linkages to area businesses and community organizations through External College Advisory Committees. (Academic Affairs, Colleges)</p>	<p>A2. • ABS has expanded the range of its internship program in Criminal Justice through new participating agencies. The Crisis Management Intervention Center has developed contacts with regional law enforcement and correctional agencies to offer demonstrations and computer simulation training.</p> <ul style="list-style-type: none"> • CBM now has a thirty-member Advisory Board representing communities and industries throughout the service area. The Family Business Program was restructured to include an Executive Committee. These two bodies (the Advisory Board and the Executive Committee) were instrumental in revising mission and goal statements for the College and for the Family Business Program. Stakeholders also provided significant input during the development of the entrepreneurship minor. • COE's external advisory committee dates to 1990 when it was established to inform and advise for purposes of accreditation. It has since been reconstituted to serve a broader role and advises on assessment, programming, and mentoring of graduates. The committee is comprised of area K-12, ISD, and Charter School representatives and meets fall and winter semesters. <p>(continued on page 11)</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Program Development (continued)</p>	<p>A. Maintain rigorous review processes of academic and professional programs. (continued)</p>	<p>A2. Develop linkages to area businesses and community organizations through External College Advisory Committees. (Academic Affairs, Colleges) (continued)</p>	<p>A2. (continued from page 10)</p> <ul style="list-style-type: none"> Advisory Committees for Nursing and Occupational Therapy continue to provide useful information regarding program evaluation, program development and possible curricular change, and clinical environments for student learning. A similar advisory group provided guidance in the development of the Health Science programs. It is anticipated that such a group will also be formed to support the existing medical technology/clinical laboratory science program. SET has established a Corporate Education Dean's Advisory Council comprised of 16 members who represent regional manufacturing, engineering, and technology-based industries. The Council meets each fall semester. <p>In addition to College initiatives noted above, the University, in collaboration with several partners across a thirteen-county area, received a grant from the U.S. Department of Labor entitled "Workforce Innovation in Regional Economic Development." The "WIRED" grant is valued at \$5 million per-year for three years. (See Community Relations 3A1.)</p>

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Program Development (continued)</p>	<p>A. Maintain rigorous review processes of academic and professional programs. (continued)</p>	<p>A3. Achieve and/or maintain program-specific accreditation for:</p> <ul style="list-style-type: none"> • Nursing-2005 • Engineering-2005 • Athletic Training-2008 • Occupational Therapy-2006 • Education (NCATE)-2009 • Business (Interim Report - 2006)-2013 • Social Work-2014 (Academic Affairs, Colleges) 	<p>A3. • Nursing accreditation was achieved for a full ten-year period for both undergraduate and graduate Nursing programs. An interim report will be due in 2010, followed by a full report and accrediting agency visit in 2015. The Accrediting Board of Engineering and Technology (ABET) reconfirmed accreditation for both Mechanical and Electrical Engineering programs for a full six-year period. ABET also noted that there were "no weaknesses" in the programs. A self-study report for Occupational Therapy is due in January 2007 to be followed by an accrediting agency visit in March 2007.</p> <ul style="list-style-type: none"> • The AACSB Interim Report was completed and sent to the accrediting agency in January 2006, with a follow-up report submitted in October 2006. • Other departments are also on-schedule for achieving and/or maintaining program-specific accreditation.
<p>B. Assess learning outcomes for General Education.</p>	<p>B1. State and assess General Education learning outcomes. (Academic Affairs)</p>	<p>B1. Course-level assessment of GE goals is part of a regular evaluation cycle. An assessment of overall GE program goals was piloted winter semester 2006 and is now on-going. (See Academic Improvement 1A1.)</p>	<p>B1. Course-level assessment of GE goals is part of a regular evaluation cycle. An assessment of overall GE program goals was piloted winter semester 2006 and is now on-going. (See Academic Improvement 1A1.)</p>

ACADEMIC IMPROVEMENT

Academic Improvement Section was revised fall semester 2006. Revisions were approved by the Board of Control and Budget in February 2006.

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Program Development (continued)</p>	<p>B. Assess learning outcomes for General Education. (continued)</p> <p>C. Assess undergraduate and graduate programs.</p>	<p>B2. Assess diversity in General Education. (Academic Affairs)</p> <p>C1. Assess learning outcomes for all programs. (Academic Affairs)</p> <p>C2. Increase undergraduate student success in writing, mathematical, and technological skills. (Academic Affairs)</p>	<p>B2. Diversity is included in almost all GE categories. Courses under consideration for GE renewal are assessed in part relative to a diversity component. In addition, overall GE program assessment will determine whether the integrated category approach is effective in meeting diversity goals. (See Academic Improvement 1F2.)</p> <p>C1. Academic programs have been assessed using instruments developed by the Academic Assessment Advisory Board. Assessment data from 2004 to 2006 were analyzed, with findings summarized annually. Results of the assessment were included in the HLC monitoring report. (See Academic Improvement 1A1.)</p> <p>C2. The Instructional Support Center, the Writing Center, the Math Resource Center, and the Student Technology Center continue to support student success. A series of workshops for faculty members teaching Communication Intensive courses was offered. A new administrative structure for the Math Resource Center will facilitate more effective communication with the Math Department. (See Technology 1D1.)</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Program Development (continued)</p>	<p>C. Assess undergraduate and graduate programs.</p> <p>D. Assess undergraduate programs. (continued)</p> <p>E. Assess graduate programs.</p>	<p>C3. Increase by 15% annually the total number of students who study abroad through individual placements and faculty-led groups. (Academic Affairs, International Programs)</p> <p>D1. Develop new undergraduate programs to meet regional and State needs. (Academic Affairs)</p> <p>E1. Develop new graduate programs to meet regional and State needs. (Academic Affairs.)</p>	<p>C3. In AY 2005-06, study abroad participation increased by 19 students from the previous year, from 91 to 110 (+18%). Much of this increase is due to the greater number of short-term faculty-led study abroad experiences, which drew 78 students in AY 2005-06 as compared to 25 the previous year. (See Academic Improvement 1F3.)</p> <p>D1. Curricular revisions from the following departments were ratified in December 2006: Art, Computer Science, Communication, Criminal Justice, Electrical & Computer Engineering, English, Law & Finance, Math, Modern Foreign Languages, Occupational Therapy, Political Science, and Teacher Education.</p> <p>E1. <u>Arts & Behavioral Sciences</u>: The CMM program was revised to offer two tracks—one in Human Communication and the other in Technical Communications. The MAS program was also revised and now includes a certificate in Workplace Conflict Resolution and a track in Student Services Administration. Both revisions were ratified by the faculty in December 2006, with implementation to begin by fall 2007.</p> <p>(continued on page 15)</p>

ACADEMIC IMPROVEMENT
 The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Program Development (continued)</p>	<p>E. Assess graduate programs. (continued)</p>	<p>E1. Develop new graduate programs to meet regional and State needs. (Academic Affairs.) (continued)</p>	<p>E1. (continued from page 14)</p> <p><u>Business:</u> The MBA program is being revised, with approval expected no later than winter 2007 and implementation no later than fall 2007. In addition, the revised MBA program will include an elective Engineering/Technical Management cognate, with courses to be drawn from existing PMSE courses. (See SET below.)</p> <p><u>Educational Leadership:</u> A new Master's degree in Principalship is being developed, with approval anticipated by winter 2007 and implementation to begin by fall 2007. This focused principalship program follows a national model and will be the first of its kind in Michigan. Program delivery will be flexible and convenient and will use a combination of hybrid, on-line, and summer institute instruction. Two cohorts will be established each year—one on the main campus and the other at Macomb.</p> <p><u>Nursing & Health Sciences:</u> A Master's of Science in Health Leadership was approved in May 2006. The program will be implemented in fall 2007.</p> <p>(continued on page 16)</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Program Development (continued)</p>	<p>E. Assess graduate programs. (continued)</p>	<p>E1. Develop new graduate programs to meet regional and State needs. (Academic Affairs.) (continued)</p> <p>E2. Determine the sustainability of all graduate programs. (Academic Affairs, Colleges)</p>	<p>E1. (continued from page 15)</p> <p><u>Science, Engineering & Technology: A Professional Master's of Science and Engineering</u> was approved in fall semester 2005. Due to enrollment conditions, the program will remain dormant. PMSE courses, however, will be used for the MBA Engineering/ Technical Management cognate. Most PMSE courses are suitable as currently configured; as many as three PMSE courses may need to be revised for the purposes of the MBA cognate. (See Business above.)</p> <p>E2. The Task Force on International and Graduate Student Enrollment concluded its work in fall 2006. Programs were assessed for sustainability, and new graduate student enrollment goals were established. (See Enrollment Management 1A2 and 1A3.)</p> <p>In general, the sustainability of several graduate programs will depend on a) increased recruitment and retention of international students and b) increased delivery of courses in on-line and hybrid formats:</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Program Development (continued)</p>	<p>E. Assess graduate programs. (continued)</p>	<p>E2. Determine the sustainability of all graduate programs. (Academic Affairs, Colleges) (continued)</p>	<p>E2. a) In order to improve international graduate student enrollment and retention efforts, the Office of International Programs was reorganized with several new or redefined staff positions. The University also established a scholarship for international graduate students. In its inaugural year (AY 2007-08), eight awards at \$6,000 will be offered to qualified students; the cost of these awards will be off-set by enrollment of seven new international students paying full tuition. (See Enrollment Management 1A1 and 2C1.)</p> <p>b) For fall 2006, 11 graduate courses were offered completely on-line and seven courses were offered as hybrids. Faculty were provided tutorials as well as guidelines and manuals for the teaching of such courses. Group training has been scheduled for winter 2007. In addition, the new Department of Educational Technology & Development in the College of Education will begin offering the MAT in Instructional Technology entirely on-line as of fall semester 2007. (See Technology 1G2.)</p>

ACADEMIC IMPROVEMENT

The University will continuously develop and improve academic programs which are effectively delivered and periodically assessed, thereby motivating and enabling students to participate professionally and intellectually in an increasingly diverse, global, and technological society.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Program Development (continued)</p>	<p>F. Evaluate Library materials and collections.</p>	<p>F1. Implement Library materials and collections evaluation. (Academic Affairs, Library)</p> <p>F2. Increase Library holdings as needed; evaluate and improve the accessibility of materials in Zahnow Library and in other libraries via technology. (Academic Affairs, Library, Administration & Business Affairs, Information Technology)</p>	<p>F1. The Library Committee developed a satisfaction survey, which was distributed to students in January 2006. After tabulating data, the Library Committee prepared an executive summary with recommendations, which was shared with the Vice President for Academic Affairs and with directors and academic deans. Results of the survey were also highlighted in the Library newsletter and are currently being used to identify materials for purchase that will improve the collection.</p> <p>F2. The Library acquisitions budget increased by 3.9% for FY 2006-07 and was supplemented by an additional \$14,000 in one-time funds. The Academic Technology Fund provided continued support for electronic databases. For the third year, a \$10,000 Collection Improvement Fund was created within the acquisitions budget to address weaknesses identified in the collection evaluation surveys. Student and faculty use of the Michigan Electronic Library Catalogue and delivery service continues to grow, providing quick and easy access to materials not owned by the Zahnow Library.</p>

PROGRESS REPORT ON THE UNIVERSITY'S DISHING BUSINESS
 The University will develop nationally recognized programs and areas of excellence that promote quality throughout the University and enhance the value of an SVSU degree.

Indicators of Success:

- Increased growth and improved quality of fundable applications
- Qualitative assessment of student learning experiences
- External recognition of student accomplishments
- Qualitative assessment of programs
- External recognition of program quality

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Student creative, scholarly, or service projects of distinction</p>	<p>A. Increase faculty-guided student research, creative, or service projects.</p>	<p>A1. Establish and develop Student Research and Creativity Institute. (President)</p> <p>A2. Fund A1 at \$100,000 per year. (President)</p> <p>A3. Evaluate and select merit-based proposals for support. (Institute, President)</p>	<p>A1. The Student Research & Creativity Institute Committee is being restructured to include additional members from ABS and SET. Application guidelines, publicity materials, and the web-page were revised for the second year of the program. The Institute was promoted through brochures, web-postings, the "CardsParty", and articles in on-campus publications. (See Community Relations 4A6.)</p> <p>A2. The SRCI was funded at \$50,000 for 2007.</p> <p>A3. A total of nine student proposals were submitted by the October 31, 2006 deadline. Of these, three were approved for funding for a total of \$25,749 in support. A second application and funding cycle has been established for winter semester 2007. (See Academic Improvement 1D1.)</p>

PROGRAM/QUALITY MAINTENANCE/DISTINCTIVENESS

The University will develop nationally recognized programs and areas of excellence that promote quality throughout the University and enhance the value of an SVSU degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Student creative, scholarly, or service projects of distinction (continued)</p> <p>2. Programs and initiatives which improve the University educational experience and which create distinctive qualities</p>	<p>A. Increase faculty-guided student research, creative, or service projects.</p> <p>B. Expand opportunities for innovative service-learning and community involvement activities.</p> <p>A. Stimulate initiatives within academic and extracurricular programs.</p>	<p>A4. Promote and publicize student achievements through A1. (Institute, Public Affairs)</p> <p>B1. Initiate collaborative University/faculty/student projects. (President)</p> <p>A1. Establish competitive-based Qualitative Distinctiveness Strategic Fund at \$150,000 per year. (President)</p> <p>A2. Evaluate and select proposals for support through normal University channels. (President)</p>	<p>A4. A front page news story in the <i>Saginaw News</i>, a comprehensive piece by TV-5, and other articles and pieces resulted from the media conference in February 2006. Several individual student projects by 2005-06 SRCI grant recipients were featured in more expansive stories throughout the year, and a successful media event took place upon completion of a student mural project. (See Academic Improvement 1D1 and Community Relations 4A6.)</p> <p>B1. The SRCI is funding a community service project for AY 2006-07 at \$9,900 (included in the total listed in 1A3 above). Plans are being developed for a community service project in conjunction with the City of Saginaw's sesquicentennial celebration in 2007.</p> <p>A1. This fund was maintained as a budget item in the FY 2006-07 budget.</p> <p>A2. In the College of Business, a new position of Entrepreneur-in-Residence was established and filled. A Special Assistant to the Dean for External Relations and Business Programs was also established and filled.</p>

ENROLLMENT MANAGEMENT
 Enrollment Management Section EA was revised fall to spring 2006. Revisions were approved by the Board of Control on December 15, 2006.

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

Indicators of Success:

- Increased total, graduate, international, and under-represented student enrollments
- Increased enrollments of high-achieving FTICs
- Additional enhanced learning opportunities for high-achieving students
- Increased student baccalaureate degree program completion rates
- Increased career and placement opportunities

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Moderately Paced Enrollment Growth, consistent with University's Mission</p>	<p>A. Deepen markets for student recruitment.</p>	<p>A1. Increase total University enrollment from a fall semester 2006 total enrollment of 9,543 to a revised total enrollment of 9,840 for the fall semester of 2008 (+297 students, +3,11%). (Academic Affairs, Student Services & Enrollment Management)</p>	<p>A1. Total enrollment for fall semester 2006 was 9,543, a decrease of 26 students (-0.27%) from fall semester 2005 enrollment of 9,569 students. Fall 2006 credit hours were 104,545, an increase of 1,265 (+1.2%) from fall semester 2005 credit hours of 103,280. While enrollment increased in the total undergraduate, graduate, non-Education, and non-degree groups (+64, +0.88%; +28, +1.48%; +39, +18.06% respectively), declines continued in the graduate Education and teacher certification cohorts (-28, -1.71%; -101, -21.44%). However, the rate of decline in the graduate Education cohort was moderated by the enrollment of 42 more newly admitted students one year ago.</p> <p>(continued on page 22)</p>

ENROLLMENT MANAGEMENT

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Moderately Paced Enrollment Growth, consistent with University's Mission (continued)</p>	<p>A. Deepen markets for student recruitment. (continued)</p>	<p>A.1. Increase total University enrollment from a fall semester 2006 total enrollment of 9,543 to a revised total enrollment of 9,840 for the fall semester of 2008 (+297 students, +3,11%). (Academic Affairs, Student Services & Enrollment Management) (continued)</p>	<p>A.1. (continued from page 21)</p> <p>The teacher certification decline was consistent with projection. Total enrollment for winter semester 2007 was 9,216, an increase of 110 students (+1.2%) from the winter semester 2006 enrollment of 9,106. Winter 2007 credit hours were 98,588, an increase of 1,776 (+1.8%) from winter semester 2006 credit hours of 96,812.</p> <p>(See Enrollment Management 2C1.)</p> <p>Because growth in undergraduate and non-degree enrollment alone will not be sufficient to meet total enrollment goals, a number of steps have been taken to increase graduate enrollment:</p>

ENROLLMENT MANAGEMENT

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Moderately Paced Enrollment Growth, consistent with University's Mission (continued)</p>	<p>A. Deepen markets for student recruitment. (continued)</p>	<p>A.1. Increase total University enrollment from a fall semester 2006 total enrollment of 9,543 to a revised total enrollment of 9,840 for the fall semester of 2008 (+297 students, +3,11%). (Academic Affairs, Student Services & Enrollment Management) (continued)</p>	<p>A.1. a) The position of Associate Vice President for Program Development & Graduate Recruitment has been created, along with a new position of Graduate Recruitment Coordinator. Graduate student marketing materials have been revised and a new database/prospect list is being established. Revisions to several graduate programs have also been undertaken. (See Academic Improvement 3E2.)</p> <p>b) Several new graduate enrollment initiatives are underway in the College of Education. These include extended advising and admissions office hours, adding registration dates, and improving web and print marketing materials.</p>

ENROLLMENT MANAGEMENT

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>I. Moderately Paced Enrollment Growth, consistent with University's Mission (continued)</p>	<p>A. Deepen markets for student recruitment. (continued)</p>	<p>A1. Increase total University enrollment from a fall semester 2006 total enrollment of 9,543 to a revised total enrollment of 9,840 for the fall semester of 2008 (+297 students, +3,11%). (Academic Affairs, Student Services & Enrollment Management) (continued)</p>	<p>A1. c) Recruitment efforts are planned for several new international markets such as Vietnam, Singapore, and Malaysia, with increased efforts planned for established markets such as China, Taiwan, and India. In addition, the University has established a scholarship for international undergraduate and graduate students. In its inaugural year (AY 2007-08), five awards at \$4,000 will be offered to qualified students on the undergraduate level; the cost of these awards will be off-set by enrollment of 20 new international undergraduate students paying full tuition. On the graduate level, eight awards at \$6,000 will be available to qualified students; the expense of these scholarships will be recovered by an increase of seven new students paying full tuition. Foundation Scholarships or other grants will be available to international students not receiving the undergraduate and graduate scholarships described above. New or revised graduate program development is also underway to deepen markets for student recruitment. (See Academic Improvement 3E2.)</p>

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Moderately Paced Enrollment Growth, consistent with University's Mission (continued)</p>	<p>A. Deepen markets for student recruitment. (continued)</p>	<p>A2. Rebuild total Education graduate enrollment to a revised total enrollment of 1,425 for the fall semester of 2008. (Academic Affairs)</p>	<p>A2. Total Education graduate enrollment reached 1,382 in fall semester 2004, then increased to 1,522 in winter semester 2005 (+140 students, +10.13%). Job market conditions in K-12 schools in the region, however, have resulted in COE graduate enrollment declines to 1,394 in fall 2005 (-128 students, -8.40%) to 1,376 in winter 2006 (-18 students, -1.29%) and to 1,338 in fall 2006 (-38 students, -2.76%). Winter 2007 enrollments were rebuilt to 1,408 (+70 students, +5.23%). It is anticipated that the development of a new Master's degree in Principalship, the on-line delivery of the MAT in Instructional Technology, as well as new marketing and course delivery strategies, will result in additional rebuilding of enrollments. (See Academic Improvement 3E2 and Enrollment Management 1A1.)</p>

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS																																																															
<p>1. Moderately Paced Enrollment Growth, consistent with University's Mission (continued)</p>	<p>A. Deepen markets for student recruitment. (continued)</p>	<p>A3. Increase total non-Education graduate enrollment from a fall semester 2004 total enrollment of 247 (excluding MSTP) to a revised total enrollment of 482 for the fall semester of 2008 (+235 students, +95.14%) to include the following individual graduate program enrollment goals: (Academic Affairs)</p> <table border="1" data-bbox="431 316 744 970"> <thead> <tr> <th></th> <th>Fall 2004</th> <th>Fall 2008</th> <th># Change</th> <th>% Change</th> </tr> </thead> <tbody> <tr> <td>CMM</td> <td>55</td> <td>66</td> <td>11</td> <td>20.0</td> </tr> <tr> <td>MBA</td> <td>60</td> <td>113</td> <td>53</td> <td>88.3</td> </tr> <tr> <td>MLPA*</td> <td>67</td> <td>132</td> <td>65</td> <td>97.0</td> </tr> <tr> <td>MSHL</td> <td>--</td> <td>26</td> <td>26</td> <td>---</td> </tr> <tr> <td>MSN</td> <td>65</td> <td>91</td> <td>26</td> <td>40.0</td> </tr> <tr> <td>MSOT</td> <td>--</td> <td>54</td> <td>54</td> <td>---</td> </tr> </tbody> </table> <p>*Program title changed to MAS in winter 2005.</p>		Fall 2004	Fall 2008	# Change	% Change	CMM	55	66	11	20.0	MBA	60	113	53	88.3	MLPA*	67	132	65	97.0	MSHL	--	26	26	---	MSN	65	91	26	40.0	MSOT	--	54	54	---	<p>A3. The table below lists fall 2006 enrollment in non-Education graduate programs and indicates numerical and percentage changes since fall semester 2005.</p> <table border="1" data-bbox="431 316 744 970"> <thead> <tr> <th></th> <th>Fall 2006</th> <th># Change</th> <th>% Change</th> </tr> </thead> <tbody> <tr> <td>CMM</td> <td>42</td> <td>-7</td> <td>-14.3</td> </tr> <tr> <td>MBA</td> <td>66</td> <td>0</td> <td>0.0</td> </tr> <tr> <td>MAS</td> <td>65</td> <td>12</td> <td>22.6</td> </tr> <tr> <td>MSHL[†]</td> <td>--</td> <td>--</td> <td>---</td> </tr> <tr> <td>MSN</td> <td>66</td> <td>7</td> <td>11.9</td> </tr> <tr> <td>MSOT[‡]</td> <td>24</td> <td>24</td> <td>---</td> </tr> </tbody> </table> <p>[†]First intake was in winter 2007. [‡]First intake was in fall 2006. (continued on page 27)</p>		Fall 2006	# Change	% Change	CMM	42	-7	-14.3	MBA	66	0	0.0	MAS	65	12	22.6	MSHL [†]	--	--	---	MSN	66	7	11.9	MSOT [‡]	24	24	---
	Fall 2004	Fall 2008	# Change	% Change																																																														
CMM	55	66	11	20.0																																																														
MBA	60	113	53	88.3																																																														
MLPA*	67	132	65	97.0																																																														
MSHL	--	26	26	---																																																														
MSN	65	91	26	40.0																																																														
MSOT	--	54	54	---																																																														
	Fall 2006	# Change	% Change																																																															
CMM	42	-7	-14.3																																																															
MBA	66	0	0.0																																																															
MAS	65	12	22.6																																																															
MSHL [†]	--	--	---																																																															
MSN	66	7	11.9																																																															
MSOT [‡]	24	24	---																																																															

ENROLLMENT MANAGEMENT

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS																					
<p>I. Moderately Paced Enrollment Growth, consistent with University's Mission (continued)</p>	<p>A. Deepen markets for student recruitment. (continued)</p>	<p>A3. Increase total non-Education graduate enrollment from a fall semester 2004 total enrollment of 247 (excluding MSTP) to a revised total enrollment of 482 for the fall semester of 2008 (+235 students, +95.14%). (Academic Affairs) (continued)</p> <p>A4. Establish appropriate benchmarks for maintaining high value tuition and fee rates. (Board of Control, President, Administration & Business Affairs)</p>	<p>A3. (continued from page 26)</p> <p>The table below lists winter 2007 enrollment in non-Education graduate programs and indicates numerical and percentage changes compared to winter semester 2006.</p> <table border="1" data-bbox="519 80 964 504"> <thead> <tr> <th></th> <th>Wtr. #</th> <th>% Change</th> </tr> </thead> <tbody> <tr> <td>CMM</td> <td>53</td> <td>10</td> </tr> <tr> <td>MBA</td> <td>71</td> <td>-1</td> </tr> <tr> <td>MAS</td> <td>62</td> <td>6</td> </tr> <tr> <td>MSHL†</td> <td>2</td> <td>2</td> </tr> <tr> <td>MSN</td> <td>73</td> <td>18</td> </tr> <tr> <td>MSOT‡</td> <td>24</td> <td>0</td> </tr> </tbody> </table> <p>†First intake was in winter 2007. ‡First intake was in fall 2006.</p> <p>A4. The University continues to benchmark its tuition and fees with other selected Michigan public universities and remains the lowest of the 15 public state universities.</p>		Wtr. #	% Change	CMM	53	10	MBA	71	-1	MAS	62	6	MSHL†	2	2	MSN	73	18	MSOT‡	24	0
	Wtr. #	% Change																						
CMM	53	10																						
MBA	71	-1																						
MAS	62	6																						
MSHL†	2	2																						
MSN	73	18																						
MSOT‡	24	0																						

ENROLLMENT MANAGEMENT

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Moderately Paced Enrollment Growth, consistent with University's Mission (continued)</p>	<p>B. Expand and improve campus facilities to accommodate enrollment growth.</p>	<p>B1. Increase the number of students living on campus to 1,800 by fall 2005 and maintain maximum occupancy. (Administration & Business Affairs, Student Services & Enrollment Management)</p>	<p>B1. In fall semester 2006, the on-campus residential student population rose to 2,040, an increase of 171 students over the fall semester 2005 population of 1,869. Residential facilities reached an occupancy rate of 102%. After completion of new housing projects, fall 2007 capacity will have increased to 2,200, with a projected occupancy of 2,196, or 99.8% of capacity.</p>
<p>2. Recruitment of Well-Prepared Students</p>	<p>A. Increase recruitment and retention of high-achieving students.</p>	<p>A.1. Increase recruitment and enrollment of high-achieving students (i.e., with 3.5 high school GPA and above) to comprise 42% of FTIC class by 9/2008. (Admissions, Student Services & Enrollment Management)</p>	<p>A.1. This goal has been achieved. For fall semester 2006, 42% of the first-time-in-college class had HSGPA's of 3.5 or higher, as compared to 41% for the previous year's class.</p>

ENROLLMENT MANAGEMENT

(Enrollment Management Section) 2006 was revised all semester 2006. Revisions were approved by the Board of Control on December 15, 2006.

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2. Recruitment of Well-Prepared Students (continued)</p>	<p>A. Increase recruitment and retention of high-achieving students. (continued)</p>	<p>A2. Increase average ACT score for entering FTIC class to exceed the national average for comparable institutions by 9/2008. (Admissions, Student Services & Enrollment Management)</p>	<p>A2. The ACT composite score for entering freshmen for fall semester 2006 was 20.9, as compared to 21.1 for the previous year's class. The average for the four-year public universities in Michigan for fall semester 2006 was 20.3. The national average for comparable institutions which reported composite scores for fall semester 2006 was 21.7. It should be noted, however, that there were only five such reporting institutions out of 22 comparable institutions. For these five institutions, the average minimum ACT composite score required for admission ranges from 18 to 22, as compared with the SVSU minimum requirement of 16 with a 2.5 or higher high school GPA.</p>

ENROLLMENT MANAGEMENT

On-Full-time Management Student for 2006-07 was 78.5% (Fall semester 2006, 78.5%; Spring semester 2006, 78.5%).

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2. Recruitment of Well-Prepared Students (continued)</p>	<p>A. Increase recruitment and retention of high-achieving students. (continued)</p> <p>B. Increase recruitment and support for minority students.</p>	<p>A3. Provide additional enhanced learning opportunities and support services for high-achieving students, e.g., Honors Program, Roberts Fellows Program, Foundation Scholars Program, internships, study abroad. (President, Academic Affairs)</p> <p>A4. Increase private and general fund support for merit and talent-based scholarships by approximately 10% per annum. (Development, Foundation)</p> <p>B1. Increase enrollment of students from under-represented racial, ethnic, and cultural backgrounds to reflect the minority student high school graduation rates for Bay, Midland, Saginaw, and Tuscola counties by 9/2008. (Admissions, Student Services & Enrollment Management)</p>	<p>A3. The SVSU Choir will travel to Japan during spring break 2007. Faculty-led study abroad programs are being planned for Australia, Costa Rica, England, Germany, Russia, and Senegal during winter and spring/summer semesters 2007. (See Academic Improvement 1F3.)</p> <p>A4. A total of 18 new endowed scholarships were established from 2004 to the present, and four new annual scholarships were added during that same time period. General fund scholarship support increased by 12.5% in FY 2006-07. Most of this increase was in merit-based awards.</p> <p>B1. From 2001 to 2005, 12.49% of high school graduates from Bay, Midland, Saginaw, and Tuscola Counties were African American, Hispanic, and Native American students. During this same four-year period, 13.16% of SVSU's undergraduate enrollment from these counties was comprised of a comparable minority student grouping.</p>

ENROLLMENT MANAGEMENT

(Enrollment Management Section) was revised Fall semester 2006. Revisions were approved by the Board of Control on December 15, 2006.

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2. Recruitment of Well-Prepared Students (continued)</p>	<p>C. Increase recruitment and support for international students.</p>	<p>C1. Increase total international enrollment to 4% of total enrollment by 9/2008. (International Programs)</p>	<p>C1. International student enrollment increased from 290 in fall semester 2005 to 360 in fall semester 2006 (+70, +24.13%). International student enrollment now comprises 3.77% of SVSU's total enrollment.</p> <p>Several initiatives are underway to increase international student enrollment beyond current levels:</p> <p>a) The Office of International Programs has been reorganized and there are now several new or redefined staff positions, including a Special Assistant to the President, a recruiter and admissions counselor, a study-abroad coordinator, and an international student advisor/retention officer. In addition, OIP will enjoy the expertise of Dr. Robert S.P. Yien, who will serve as a special assistant to that office. (See Academic Improvement 3E2.)</p> <p>b) Recruitment efforts for both undergraduate and graduate students are planned for several new international markets such as Vietnam, Singapore, and Malaysia, with increased efforts planned for established markets such as China, Taiwan, and India. (See Enrollment Management 1A1.)</p>

ENROLLMENT MANAGEMENT

1040 Enrollment Management Section 2C was revised in fall semester 2006. Revisions were approved by the Board of Academic Control on December 15, 2006.

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2. Recruitment of Well-Prepared Students (continued)</p>	<p>C. Increase recruitment and support for international students. (continued)</p>	<p>C1. Increase total international enrollment to 4% of total enrollment by 9/2008. (International Programs) (continued)</p>	<p>C1. c) The University has established a \$4,000 scholarship for international undergraduate students and a \$6,000 for international graduate students. (See Academic Improvement 3E2 and Enrollment Management 1A1.)</p> <p>d) New or revised graduate program development is also underway to deepen markets for student recruitment. (See Academic Improvement 3E1.)</p>

ENROLLMENT MANAGEMENT

(C) Enrollment Management Section 2C was revised Fall semester 2006. Revisions were approved by the Board of Control on December 15, 2006.

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Success of Students and Graduates</p>	<p>A. Improve opportunities, programs, personnel, and efforts to increase rates of student success.</p>	<p>A1. Increase rates of student baccalaureate degree program completion 1.5% annually by 9/2008 to include higher retention rates for FTIC and transfer students and higher graduation rates for all students. (Academic Affairs, Student Services & Enrollment Management)</p>	<p>A1. Completion rates for freshman students declined for the first time in four years, from 36.17% in fall semester 2005 to 33.59% in fall semester 2006 (-2.58% and graduating 13 fewer students than one year ago). The fall semester 2006 graduation rate is based on the six-year graduation rate of the entering freshman class of fall semester 2000. That class reported an initial first-year retention rate decline of 64.41% compared to 67.19% for the previous freshman class, a decline of 2.78%. The cumulative effect of that initial decline in the retention rate resulted in the current decline in the fall semester 2006 graduation rate. Completion rates for transfer students, however, continue to increase, from 44.3% in fall semester 2005 to 47.7% in fall semester 2006. The aggregate annual completion rate for these cohorts increased by .82% over the previous year (-2.58% for freshmen and +3.40% for transfer students).</p>

ENROLLMENT MANAGEMENT

The University will continue to be an institution of choice and opportunity for students who seek and obtain a college degree.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Success of Students and Graduates (continued)</p>	<p>A. Improve opportunities, programs, personnel, and efforts to increase rates of student success. (continued)</p> <p>B. Strengthen the Office of Career Planning & Placement to consolidate career research, development, advising, internships, and job placements.</p>	<p>A2. Evaluate means to more appropriately determine student retention and success rates by 9/2005. (Academic Affairs, Student Services & Enrollment Management)</p> <p>A3. Develop and implement a comprehensive evaluation of student services. (Student Services & Enrollment Management)</p> <p>B1. Increase contact with regional employers and school-to-work connections by 5% per year; increase employment and entrepreneurial opportunities for graduating students by 2% per year. (Career Planning & Placement, Student Services & Enrollment Management)</p>	<p>A2. This goal has been achieved. The University now utilizes the Federal Government graduation and retention rates, which have become the national standard for colleges and universities.</p> <p>A3. A student satisfaction survey conducted during AY 2005-06 recorded improved satisfaction rates for the majority of offices. A satisfaction rate ranging from 82% to 94% was attained. Individual office evaluations continue to be administered to assess student satisfaction. (See Campus Culture IE1.)</p> <p>B1. Regional employer and school-to-work contacts increased by 10.6% over last year, from 2,817 to 3,116. Entrepreneurial and employment opportunities for graduating students decreased by 2.4%, from 3,019 to 3,090 job postings.</p>

TECHNOLOGY

The University will continue to develop, maintain, and enhance its technological resources to facilitate excellence and innovation in teaching and learning and to improve institutional efficiency and effectiveness. The University will provide leadership for the greater community on technology issues.

Indicators of Success:

- ▶ Completion of full-scale assessment of technology needs, uses, and competencies
- ▶ Acquisition, maintenance, and implementation of new technology, as appropriate
- ▶ Integration of technology into the teaching/learning process, as appropriate
- ▶ Improvement in administrative functions through technology
- ▶ Encouragement and support for innovation in technology use
- ▶ Dissemination of technological innovations with greater community

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Teaching and Learning Using Technology</p>	<p>A. Evaluate technology use in teaching and learning.</p>	<p>A1. Conduct a full-scale evaluation of needs, uses, and competencies regarding technology among campus stakeholders. (Information Technology, Academic Affairs, Staff Relations)</p>	<p>A1. The TLTR Student Technology Issues Action Team surveyed full-time and adjunct faculty during winter semester 2006 regarding technology skills and information literacy. A pilot ETS testing program was implemented to measure technology skills. Results indicated that in general students have acceptable skills in basic word processing and presentation software. Students are less skilled in file management and information literacy. Mini-workshops are being scheduled to address student technology training needs. In addition, support staff who require improved technology skills have been offered training by ITS. (See Technology 1G1.)</p>

TECHNOLOGY

The University will continue to develop, maintain, and enhance its technological resources to facilitate excellence and innovation in teaching and learning and to improve institutional efficiency and effectiveness. The University will provide leadership for the greater community on technology issues.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Teaching and Learning Using Technology (continued)</p>	<p>B. Integrate technology into assessment processes where appropriate. (continued)</p> <p>C. Develop ways to reward and encourage innovation in technology use.</p>	<p>B1. Implement technology plans developed by the Academic Assessment Advisory Board. (Information Technology, Academic Affairs) (continued)</p> <p>C1. Fund a competitive mini-grant program for faculty technology initiatives at \$15,000 per year. (Information Technology, Academic Affairs, Administration & Business Affairs)</p>	<p>B1. A Blackboard site was developed to serve as an archive for assessment reports and data. Institutional research data is also available on this site. Progress continues on implementing e-portfolios for NCATE accreditation processes, with assessment of these efforts to take place winter semester 2007. (See Academic Improvement 1E1.)</p> <p>C1. The mini-grant program was not funded in the FY 2006-07 budget cycle.</p>

TECHNOLOGY

The University will continue to develop, maintain, and enhance its technological resources to facilitate excellence and innovation in teaching and learning and to improve institutional efficiency and effectiveness. The University will provide leadership for the greater community on technology issues.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Teaching and Learning Using Technology (continued)</p>	<p>C. Develop ways to reward and encourage innovation in technology use. (continued)</p> <p>D. Continue to explore new technology and foster programmatic implementation, as appropriate.</p>	<p>C2. Promote the Teaching With Technology Award. (Academic Affairs, Public Affairs)</p> <p>D1. Improve course delivery through technology, as appropriate. (Information Technology, Academic Affairs)</p> <p>D2. Revise course management system usage, as needed. (Information Technology)</p>	<p>C2. The Teaching With Technology Award criteria have been revised; the award has been promoted through on-campus publications and the website.</p> <p>D1. ITS continues to evaluate software and hardware tools for improved course delivery. ITS is also preparing on-line training modules for course management software to be used both by faculty and students. (See Academic Improvement 3C2.)</p> <p>D2. Although Blackboard has been utilized by approximately two-thirds of full-time faculty and has been embraced by student organizations and committees, concerns about security, cost, and flexibility of Blackboard have been raised. ITS has selected Vspace/Sakai as the new learning management system. Implementation will occur in summer 2008. (See Technology 2C1.)</p>

TECHNOLOGY

The University will continue to develop, maintain, and enhance its technological resources to facilitate excellence and innovation in teaching and learning and to improve institutional efficiency and effectiveness. The University will provide leadership for the greater community on technology issues.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Teaching and Learning Using Technology (continued)</p>	<p>D. Continue to explore new technology and foster programmatic implementation, as appropriate. (continued)</p> <p>E. Address issues of academic integrity regarding technology.</p> <p>F. Articulate and implement policies for connecting technology goals to grant processes.</p>	<p>D3. Provide increased support for faculty and student technology implementation. (Information Technology, Academic Affairs, Student Services & Enrollment Management)</p> <p>E1. Develop technological infrastructure to support academic integrity goals. (Information Technology)</p> <p>F1. Research and pursue appropriate technology-centered grant opportunities. (Academic Affairs, Sponsored Programs)</p>	<p>D3. ITS is developing on-line VSpace training modules for both faculty and students. ITS has also conducted workshops on e-portfolio technology for full-time and adjunct faculty members. The Student Technology Center regularly offers mini-workshops to meet student technology training needs.</p> <p>E1. Due to the Open Source Portfolio Initiative (OSPI), the University will see increased use of student portfolios, beginning with those developed for NCATE. Further surveying needs to be conducted to identify other appropriate programs, such as Technical Writing, for use with student portfolios. The security infrastructure is up-graded on a regular basis. Technological security proved sufficient for the purposes of the Academic Integrity Task Force, which completed its work and issued a report recommending that an Academic Integrity Board be established by summer 2007 and that the site license for turnitin.com be maintained. (See Academic Improvement 1C4.)</p> <p>F1. Technology grant opportunities are reviewed on a regular basis by Sponsored Programs. In FY 2006, two grant applications for equipment purchases totaling \$265,741 were submitted. To date, \$20,197 has been awarded, with \$245,544 pending.</p>

TECHNOLOGY

The University will continue to develop, maintain, and enhance its technological resources to facilitate excellence and innovation in teaching and learning and to improve institutional efficiency and effectiveness. The University will provide leadership for the greater community on technology issues.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Teaching and Learning Using Technology (continued)</p>	<p>G. Continue to integrate technology into the teaching/learning process, as appropriate.</p>	<p>G1. Establish basic technology competencies for all students and evaluation strategies for such competencies. (Information Technology, Academic Affairs)</p> <p>G2. Increase technology integration into the curriculum, as appropriate. (Information Technology, Academic Affairs)</p>	<p>G1. The TLTR Student Technology Issues Team surveyed full-time and adjunct faculty during winter 2006 regarding technology skills and information literacy. A pilot ETS testing program was implemented to measure technology skills. Results indicated that in general students have acceptable skills in basic word processing and presentation software. Students are less skilled in file management and information literacy. Mini-workshops are being scheduled to address student technology training needs. (See Technology 1A1.)</p> <p>G2. An MOU was signed by the University and the Faculty Association, establishing on-line and hybrid course offerings for AY 2006-07. A protocol for faculty teaching hybrid and on-line courses was also established. A total of 16 on-line or hybrid courses were scheduled for fall semester 2006, and an additional 23 on-line or hybrid courses were scheduled for winter semester 2007. A series of workshops are being provided for faculty wishing to teach such courses. The use of learning management systems continues to increase. In fall 2006, 53% of all course sections used learning management systems. (See Academic Improvement 3E2.)</p>

TECHNOLOGY

The University will continue to develop, maintain, and enhance its technological resources to facilitate excellence and innovation in teaching and learning and to improve institutional efficiency and effectiveness. The University will provide leadership for the greater community on technology issues.

AREASTOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2. Institutional Efficiency and Effectiveness through Technology</p>	<p>A. Facilitate improved administrative functions.</p>	<p>A1. Conduct a full-scale evaluation of needs, uses, and competencies regarding technology among campus stakeholders. (All)</p> <p>A2. Fully utilize the features of the University's Administrative and Student Systems. (Information Technology, Administration & Business Affairs, Student Services & Enrollment Management)</p> <p>A3. Research, benchmark, and implement best business practices in the use of technology across campus. (Information Technology, Administration & Business Affairs)</p>	<p>A2. ITS continues to consult with University clients on unused or underutilized features of the Colleague system.</p> <p>A3. A best practices review and analysis will result from consulting studies performed as part of 2A2, above.</p>

TECHNOLOGY

The University will continue to develop, maintain, and enhance its technological resources to facilitate excellence and innovation in teaching and learning and to improve institutional efficiency and effectiveness. The University will provide leadership for the greater community on technology issues.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2. Institutional Efficiency and Effectiveness through Technology (continued)</p>	<p>B. Continue to evaluate and answer hardware and software needs.</p> <p>C. Continue to explore new technology, and implement where appropriate.</p>	<p>B1. Place and support current releases of software and current hardware in all student labs. (Information Technology)</p> <p>B2. Upgrade faculty computers, peripherals, and software on an established basis. (Information Technology)</p> <p>C1. Research and evaluate new technologies for improving institutional efficiency and effectiveness. (Information Technology, Administration & Business Affairs)</p>	<p>B1. Student lab hardware is up-graded every four years. Software in student labs is up-graded annually.</p> <p>B2. Faculty office hardware is up-graded every four years, as supported by the Academic Technology Fund established in 2000. Software in faculty offices is up-graded when made available by vendors and in conjunction with software up-grades to student labs.</p> <p>C1. ITS evaluated and selected Vspace/Sakai as a replacement for Blackboard. Several new or upgraded technologies are being considered as part of the on-going ERP analysis. Selection of these technologies is anticipated by summer 2007. (See Academic Improvement 1E1 and Technology 1D2.)</p>

TECHNOLOGY

The University will continue to develop, maintain, and enhance its technological resources to facilitate excellence and innovation in teaching and learning and to improve institutional efficiency and effectiveness. The University will provide leadership for the greater community on technology issues.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Regional Leadership on Technology Issues</p>	<p>A. Share technological innovations developed by the University with the larger community and collaborate on key projects.</p>	<p>A1. Encourage research in and presentation about issues surrounding technology (especially technology and teaching) through conference participation, publication, etc. (Academic Affairs, Public Affairs)</p> <p>A2. Increase technology collaboration with entities such as K-12 schools and the medical community. (Academic Affairs, Public Affairs, Information Technology)</p> <p>A3. Encourage mini-grant proposals for innovative faculty/community partnerships on technology issues. ([See 1C1 above.] Information Technology, Academic Affairs, Public Affairs)</p>	<p>A1. An increasing number of faculty and staff have participated in regional and national workshops/conferences and in-service training sessions at SVSU. A Pardee Foundation opportunity in technology was promoted through a press release.</p> <p>A2. Fiber has been installed into St. Mary's of Michigan Hospital and Covenant Health Care Hospital. Electronics will be installed winter semester 2007, with testing to follow. Negotiations with Bay Regional Medical Center continue.</p> <p>A3. Funding allocations for this initiative are pending.</p>

TECHNOLOGY

The University will continue to develop, maintain, and enhance its technological resources to facilitate excellence and innovation in teaching and learning and to improve institutional efficiency and effectiveness. The University will provide leadership for the greater community on technology issues.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
		<p>A4. Increase University/community partnerships on issues of technology. ([See 1F1 above.] Information Technology, Sponsored Programs, Public Affairs)</p>	<p>A4. Through current technology, 100% of the service area is accessible. Sponsored Programs collaborates with Information Technology to secure grant funding to connect the service area with the campus, facilitating access to hybrid courses and professional development classes. Each grant has multiple partners within the University and in the twenty-two county service area. In addition, the FY 2006 grant applications resulted in one statewide partner and 22 regional partners.</p>

CAMPUS CULTURE

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

Indicators of Success:

- ▶ Increase in student volunteer programs and service learning opportunities
- ▶ Establishment of comprehensive student leadership development program
- ▶ Development of campus-wide wellness program
- ▶ Increased participation in existing diversity training programs
- ▶ Implementation of landscape master plan
- ▶ Establishment of comprehensive recycling and sustainable use program
- ▶ Adequate funding to support programs

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Quality of Cultural Life and Personal Well-Being	A. Increase and expand civic engagement, community service, and leadership development programs.	A1. Expand student volunteer service programs by 5% per year. (Student Life Center) A2. Promote and encourage faculty and staff community service activities. (Staff Relations, Public Affairs)	A1. The number of student volunteers in AY 2005-06 increased by 11.5% over the previous year (from 2,127 to 2,372). A2. Faculty and staff community service activities have been promoted and encouraged through the ECS newsletter and the United Way campaign and silent auction. A new survey to record community service has been developed and is being distributed to SVSU employees. Data will be compared to results from the 2004 survey. (See Community Relations 2A1.)

CAMPUS CULTURE

The University will promote and continuously enhance a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

AREA FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>A. Increase and expand civic engagement, community service, and leadership development programs. (continued)</p>	<p>A3. Develop and sustain a comprehensive leadership development program and a program to facilitate student civic engagement. (Student Life Center, Residential Life)</p>	<p>A3. The Living Leadership program is in its third year and facilitates community service projects for 60 residential students. In addition, 26 students have been enrolled in AY 2006-07 in the MCC Americorp Scholarship program, which requires 300 hours of volunteer service per student. The total enrollment this year in the MCC program is expected to surpass last year's total of 35 students. The Student Life Center's student leadership program is being implemented this year and will include leadership internships hosted by the Board of Fellows and workshops to help students improve in key skill areas</p>

CAMPUS CULTURE

The University will promote and continuously enhance a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>A. Increase and expand civic engagement, community service, and leadership development programs. (continued)</p>	<p>A4. Develop linkages between employee professional development activities and University goals/priorities. (Staff Relations, Academic Affairs)</p> <p>A5. Examine and redefine role and purpose of athletic programs. (Athletics, Student Services & Enrollment Management)</p>	<p>A4. Manager training sessions on goal setting were first offered during spring 2006, with sessions building upon the goal-setting concept offered subsequently. A Leadership Development Program was initiated fall semester 2006. A "mission and vision" session will be scheduled for winter semester 2007. In addition, a Professional Improvement Committee was established and offered its first session in spring 2006. New sessions will target staff development interests that are connected to University goals. Job descriptions now include aspects of University goals to illustrate the connection between specific responsibilities and the overall success of the institution. An "SVSU Outstanding Performance Award" has been established for administrative professionals and staff. A request for nominations will be issued by January 2006. (See Community Relations 2A2.)</p> <p>A5. This goal has been achieved. At an administrative and coaching staff retreat, the Athletic Department's mission statement was revised and strategic goals were identified. It is anticipated that a three-year strategic plan for the Athletic Department will be developed in AY 2007-08, subsequent to the hiring of a new Athletic Director.</p>

CAMPUS CULTURE

The University will promote and continuously enhance a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>B. Evaluate overall health and safety issues for the campus.</p> <p>C. Educate the campus community on wellness issues and promote healthy lifestyle choices.</p>	<p>B1. Publish yearly report on the status of health and counseling services, campus safety, and student alcohol and substance abuse. (Student Counseling Center, Health Services, University Police)</p> <p>C1. Develop and sustain a campus-wide wellness program to encourage healthy lifestyle decisions. (Student Life Center, Staff Relations)</p>	<p>B1. These reports continue to be published annually and are either posted on the University website or directed to the appropriate unit or committee for action. Findings and results are periodically presented at Board of Control committee meetings. An example of this type of periodic report would be the Report of Disciplinary Referrals for 2005-06.</p> <p>C1. A Healthy Wellness program was initiated in April 2006, with more than 200 employees participating in the event. Monthly Wellness Workshops have been held on a variety of topics and various incentives for improvements in healthy living have been offered. A "Battle of the Valleys" Step Challenge to increase physical activity was promoted and a smoking cessation program has been offered to all employees. Other initiatives include offering biometric testing and health risk assessments, establishing a health and fitness program, and forming walking groups for the spring and summer.</p>

CAMPUS CULTURE

The University will promote and continuously enhance a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>C. Educate the campus community on wellness issues and promote healthy lifestyle choices.</p> <p>D. Foster a sense of community which supports and honors diversity.</p>	<p>C2. Expand the alcohol and substance abuse prevention programs for students by increasing student participation by 10% per year. (Student Counseling Center)</p> <p>D1. Increase the number of international and multi-cultural programs and maintain strong attendance. (International Programs, Office of Diversity Programs)</p>	<p>C2. During AY 2005-06, the number of students attending alcohol and substance abuse prevention programs increased 160% over the previous year, from 2,251 to 5,866 student participants.</p> <p>D1. A "Dances of India" program was presented in 2006 for the third consecutive year. In April 2006, the yearly Intercultural Night was performed by 60 international students representing 16 countries. More than 300 faculty, staff, and students were in attendance. Through collaborative efforts of the International Club and the Office of International Programs, the International Food Festival was held in November 2006, with approximately 600-700 people participating in the annual event. Other annual programs such as the Fall Focus Lecture Series, the Knowing Our World Symposium, and the KCP Visiting Professors Program include international and multi-cultural aspects and have been well attended.</p>

CAMPUS CULTURE

The University will promote and continuously enhance a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>D. Foster a sense of community which supports and honors diversity. (continued)</p>	<p>D2. Increase student, faculty, and staff participation in campus diversity programming and training by 3% per year. (Staff Relations, Office of Diversity Programs, Academic Affairs)</p> <p>D3. Establish learning activities that facilitate student, faculty, and staff interaction across diverse cultures. (Office of Diversity Programs, International Programs, Academic Affairs)</p>	<p>D2. Attendance at Diversity Training Workshops increased by more than 70% during FY 2005-06. Training workshops included brown bag luncheons, EEOC Best Practices presentations, Residential Life diversity training, and sessions on preventing harassment in educational institutions. Conflict resolution training was incorporated into diversity programming in spring 2006. Diversity training will be offered to all faculty and staff by spring 2007. An increased number of cultural events relating to diversity are being offered, with a resultant increase in faculty and staff attendance. Since 2004, over 100 events aimed at diversifying the campus have been scheduled, with an estimated total attendance of nearly 20,000 (duplicated headcount).</p> <p>D3. The Saginaw County Youth Leadership Initiative began its second year in 2006 with the participation of 17 local high schools sending 51 students to interact with 41 SVSU mentors. The cohorts will be involved in campus leadership events, service projects, and professional development seminars.</p>

CAMPUS CULTURE

The University will promote and continuously enhance a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>D. Foster a sense of community which supports and honors diversity. (continued)</p> <p>E. Provide a rich range of artistic, scholarly, and other co-curricular events.</p>	<p>D4. Establish and promote Diversity Excellence Award. (Foundation, Office of Diversity Programs)</p> <p>E1. Evaluate annually the depth and quality of student activities, programs, and events. (Student Services & Enrollment Management)</p>	<p>D4. In 2006, the Roosevelt Ruffin Diversity Award was presented to Dr. and Mrs. Robert Yien for their efforts to diversity the campus through international faculty and student recruitment and for establishing the King/Chavez/Parks programs at SVSU. The Diversity Circles Award was created in fall 2006 to recognize faculty, staff, and students who have participated in a five-week diversity awareness course. The Saginaw County Youth Leadership Institute Celebration in June 2007 will recognize faculty, students, and staff for volunteer activities.</p> <p>E1. The Student Satisfaction Survey is administered on a three-year cycle. Evaluation instruments were developed and administered fall semester 2005 and results were tabulated winter semester 2006. In the most recent survey, 90.4% of student respondents stated that there are adequate opportunities to become involved in campus organizations and activities (compared to 87.9% in the previous Student Satisfaction Survey); 92.2% stated there are a variety of recreational and intramural activities offered (compared to 89.5% previously); 87.0% stated there are a sufficient number of social activities available (compared to 81.9% previously); and 90% indicated satisfaction with the Student Life Center/Campus Life (compared to 87.0% previously). (See Enrollment Management 3A3.)</p>

The University will promote and continuously enhance a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>E. Provide a rich range of artistic, scholarly, and other co-curricular events. (continued)</p> <p>F. Foster institutional loyalty among students and alumni.</p>	<p>E2. Increase the number and range of student-planned campus activities, and increase student participation by 10% per year. (Student Life Center)</p> <p>F1. Increase alumni involvement in campus life by 20% per year through career exploration programs and other annual events. (Alumni Relations, Career Planning & Placement)</p>	<p>E2. In AY 2005-06, the number of student-planned activities increased from 38 to 101 events (+166%) over the previous year. During that same period, individual student participation increased from 2,808 to 4,898 students (+74%).</p> <p>F1. Several alumni events have been scheduled to increase involvement. These events include Law Awareness Day, Disability Day, and a mentoring program. The Alumni Board has been included in Board of Fellows meetings and attendance at the Alumni Celebration/Awards Banquet increased from 125 in 2004 to 268 in 2005 (+114.4%). Local donor events have also included alumni.</p>
<p>2. Quality Physical Environment</p>	<p>A. Schedule and prioritize deferred maintenance and construction projects.</p>	<p>F2. Establish a commuter student advisory board to assist with campus events. (Student Life Center)</p> <p>A1. Complete Ryder Center and Dining Services renovations. (Campus Facilities)</p>	<p>F2. This goal has been achieved. A Commuter Student Advisory Board has been established and meets monthly. Recommendations of the Advisory Board have led to several initiatives, such as scheduling more events during daytime hours for the convenience of commuters.</p> <p>A1. The Ryder Center (Cardinal Gym) renovation was completed in summer 2005. The Ryder Center Natatorium was completed in early 2006. The Doan Dining Center renovation and the new Einstein Eatery facility were completed by the beginning of fall semester 2005.</p>

CAMPUS CULTURE

The University will promote and continuously enhance a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2. Quality Physical Environment (continued)</p>	<p>A. Schedule and prioritize deferred maintenance and construction projects. (continued)</p>	<p>A2. Complete renovation and expansion of Pioneer Hall and of Wickes Stadium. (President, Administration & Business Affairs)</p> <p>A3. Implement landscape master plan. (Campus Facilities)</p> <p>A4. Complete retention pond and irrigation projects as well as improvements to Old Theatre, sports plaza, Ryder Center, and parking lots.</p>	<p>A2. The Wickes Stadium Seating Capacity expansion project was completed on time and prior to the beginning of the 2005 football season. The Pioneer Hall expansion and renovation project design is underway, with the completion of the construction anticipated for August 2007.</p> <p>A3. Design work has been completed on the landscape master plan. Selected projects will begin in spring 2007.</p> <p>A4. The new north pond at the main entrance was completed in late 2005 and a new main irrigation line was extended in fall 2006 from the new pond to the main campus to save on utility costs. Renovation of the Old Theatre was completed in May 2006, which allowed the Engineering programs from Pioneer Hall to be relocated temporarily. The Concessions Building and plaza project near Wickes Stadium was completed during fall 2006, with construction of the softball/baseball complex scheduled for completion in March 2007. Several Ryder Center locker rooms were reconfigured and renovated during the summer and fall of 2006. Parking lots J-4 and F were resurfaced during the summer of 2006.</p>

CAMPUS CULTURE

The University will promote and continuously enhance a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty, and staff.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2 Quality Physical Environment (continued)</p>	<p>B. Develop and improve a comprehensive recycling and sustainable use program.</p>	<p>B1. Conduct full-scale evaluation of campus materials reuse/recycling and waste reduction practices, and establish continuous improvement goals. (Student Life Center, Residential Life, Staff Relations, Campus Facilities)</p>	<p>B1. A preliminary review of faculty and staff recycling options has been completed. Staff Relations and Campus Facilities will determine whether recycling practices already established for students are applicable to faculty and staff.</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

Indicators of Success:

- ▶ Completion of full-scale assessment and analysis of current programs and events
- ▶ Annual publication of outreach, volunteer, and civic engagement activities
- ▶ Demonstrable increase in utilization of University professional services
- ▶ Development and effective marketing of major identity publication
- ▶ Establishment of major endowment campaign
- ▶ Increase in Federal, State, and local government support

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Cultural and Intellectual Programming</p>	<p>A. Strengthen the University's identity as a community resource for cultural and intellectual enrichment.</p>	<p>A1. Examine purpose of existing programs and events, attendance data, needs of the greater community, marketing, cost, and diversity to create additional opportunities. (Conference & Events Center, Public Affairs, Academic Affairs, Office of Diversity Programs)</p> <p>A2. Utilize University intellectual and cultural resources to improve outreach programs. (Student Life, Public Affairs, Academic Affairs)</p>	<p>A1. Public Affairs convened meetings with units involved with campus programs and events. A sub-committee was formed to identify an appropriate tracking and benchmarking process, with the Conference & Events Center discussed as the probable central organization for this process.</p> <p>A2. Among the outreach initiatives utilizing the University's intellectual and cultural resources were the mural project in Saginaw, the Expert Media Guide project, the Musical-Artist-in-Residence brunch and performance, and the unveiling in Frankenthuth of the SVSU Indy-style race car.</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Cultural and Intellectual Programming (continued)</p>	<p>A. Strengthen the University's identity as a community resource for cultural and intellectual enrichment. (continued)</p>	<p>A3. Effectively market an intellectual journal consistent with University mission. (<i>Cardinalis</i> Editorial Board, University Communications, ABS Dean)</p> <p>A4. Increase collaboration with community arts, cultural, and educational organizations. (University Communications, Colleges of ABS and COE)</p>	<p>A3. The <i>Cardinalis</i> editorial board solicited comments regarding the content and orientation of the journal and has modified the journal to include more articles by faculty and staff and fewer interviews with visiting scholars. The position of editor is now on a rotational basis, with the current editor the first from a department other than English.</p> <p>A4. SVSU faculty and staff serve on numerous community arts, cultural, and educational boards including the Saginaw Arts & Enrichment Commission, the Bay Arts Council, and the Midland Center for the Arts Board. Faculty in the College of Education have also served on local school boards. Collaborative efforts between the University and relevant community organizations included an advertising exchange with the Saginaw Bay Symphony Orchestra and with the Saginaw Choral Society, "Inside the Music" lectures with the SBSO, a "Saints, Sinners, and Spaetzle" fund-raising event for the Marshall Fredericks Sculpture Museum, new marketing materials for the Musical Artist-in-Residence program, and a cultural calendar in <i>Interlude</i> magazine. In addition, a Dow Visiting Scholar lecture was scheduled in the morning to accommodate high school civics classes.</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Cultural and Intellectual Programming (continued)</p>	<p>A. Strengthen the University's identity as a community resource for cultural and intellectual enrichment. (continued)</p>	<p>A5. Increase membership and participation in Institute for Learning in Retirement by 10 % annually to reach goal of 800 by 9/2008. (Continuing Education)</p> <p>A6. Increase attendance of faculty and staff, including 2nd/3rd shift employees, at programs and events. (University Communication, Staff Relations)</p>	<p>A5. As of June 30, 2006, the Osher Lifelong Learning Institute (formerly known as the Institute for Learning in Retirement) had 694 members. This was a 14% increase in membership from June 30, 2004 when the OLLI had 607 members. Due to this growth beyond initial expectations, a director was appointed to oversee OLLI activities.</p> <p>A6. The Fall Focus on "The Challenge of Religion" involved seven major lectures and drew on Dow Scholars lectures, the Edwards Lecture, the Center for Politics & Public Policy symposium, and the Hoffmann/Willertz Lecture. Attendance was high at all events. The Division of Student Services & Enrollment Management reports that 99% of its AP staff has attended a campus program or event during fall semester 2005 or winter semester 2006. Several actions have been taken for 2nd/3rd shift employees, including increased dissemination of information about campus programming, flexible scheduling for event attendance, creating opportunities to change to first shift for summer projects, inclusion on planning committees, and offering information sessions on job benefits during shift hours.</p>

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2. Community Service</p>	<p>A. Create volunteer and civic engagement activities that strengthen and develop ties between the University and the region.</p>	<p>A1. Expand and continuously improve opportunities for civic engagement. (Staff Relations, President's Office, Office of Diversity Programs, Government Relations, Student Life [See Campus Culture 1A1.]</p>	<p>A1. The Government Relations Office has created opportunities for students, faculty, and staff to interact with Federal, State, and local business and government leaders. Examples would be the annual Board of Fellows Legislative Luncheon and the campaign 2006 candidate debates on campus. In addition, the new Center for Politics & Public Policy has brought several legislators to campus for debates, lectures, and other presentations. Student staff writers for the <i>Valley Vanguard</i> regularly attend local government meetings. ECS has promoted civic engagement through its newsletter and the United Way campaign. In addition, ECS assists community organizations to identify SVSU faculty and staff who can serve as program speakers. The Saginaw County Youth Leadership Institute celebration in June 2007 will recognize faculty, students, and staff for volunteer activities. (See Campus Culture 1A2 and 1D4.)</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>2. Community Service (continued)</p>	<p>A. Create volunteer and civic engagement activities that strengthen and develop ties between the University and the region. (continued)</p>	<p>A2. Establish recognition programs for exemplary faculty, staff, and student volunteer activities. (Staff Relations, Academic Affairs, Office of Diversity Programs, Student Life Center)</p>	<p>A2. In 2006, the Roosevelt Ruffin Diversity Award was presented to Dr. and Mrs. Robert Yien for their efforts to diversity the campus through international faculty and student recruitment and for establishing the King/Chavez/Parks programs at SVSU. The Diversity Circles Award was created in fall 2006 to recognize faculty, staff, and students who have participated in a five-week diversity awareness course. The Saginaw County Youth Leadership Institute Celebration in June 2007 will recognize faculty, students, and staff for volunteer activities. An "SVSU Outstanding Performance Award" has been established for administrative professionals and staff. A request for nominations will be issued by January 2006. Additionally, new ways to recognize exemplary faculty and staff volunteer activities are being considered. (See Campus Culture 1A4.)</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>3. Institutional Professional Service</p>	<p>A. Facilitate and create opportunities for the economic development of the community and the professional enhancement of its citizens.</p>	<p>A1. Increase the number of initiatives between community and Center for Business and Economic Development (CBED), Independent Testing Laboratory (ITL), Solidica, and other identified projects. (CBED, President)</p>	<p>A1. In collaboration with several partners across a thirteen-county area, CBED and the College of Business & Management were awarded a "WIRED" grant from the Department of Labor. This grant is valued at \$5 million per-year for three years. SVSU will concentrate on working closely with 18 organizations across a six-county area to create new high growth businesses. SVSU will be allocated \$2.7 million over three years from the WIRED grant. Solidica and the University were successful in securing a 21st Century Jobs Fund grant to expand activities in rapid prototyping. The joint Solidica-SVSU initiative will focus on embedding sensors and improving ultrasonic welding processes. (See Academic Improvement 3A2.)</p>
<p>3. Institutional Professional Service (continued)</p>	<p>A. Facilitate and create opportunities for the economic development of the community and the professional enhancement of its citizens. (continued)</p>	<p>A2. Expand model Public School Academy partnerships. (School-University Partnerships)</p>	<p>A2. The maximum allowable number of charter schools has been reached. However, enrollment in SVSU charter schools continues to increase. Enrollment increased in the September 2005 headcount by 1,131 students, or 17%.</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>4. University Communications</p>	<p>A. Strengthen SVSU's institutional identity.</p>	<p>A1. Implement an integrated marketing and communications plan. (University Communications)</p>	<p>A1. <i>This is SVSU</i> is published annually and <i>Reflections</i> magazine is now published twice a year. The 2006 "Viewbook" was improved by inclusion of a "visit" card for prospective students. A specialized "Viewbook" was created for International Programs. A new Cardinal logo was created; advertising initiatives continue in core and expanded recruitment areas.</p> <p>Components of an integrated marketing plan include a communications audit, graphic standards, branding, advertising, media relations, and web marketing:</p> <ul style="list-style-type: none"> • Advertising: In 2005, U-Comm created a focused advertising plan with a balanced mix of media—outdoor, print, web marketing, television, and radio. • Media Relations: A media relations/communications advisory panel has been established to provide insight into media strategies and to improve the flow of communications within the institution. • Web Marketing: The University homepage was redesigned to target prospective students as the principal audience by adding an undergraduate admissions spotlight and rotating profiles of students, faculty, and alumni. All second-tier navigation pages were restructured for ease of operation.

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>4. University Communications (continued)</p>	<p>A. Strengthen SVSU's institutional identity. (continued)</p>	<p>A2. Develop the SVSU website as the University's primary marketing, research, and communication tool to position SVSU as a leader in website marketing. (University Communications, Information Technology)</p> <p>A3. Evaluate annually all major University publications for effectiveness by utilizing focus groups, surveys, and peer study. Create and effectively market a major identity publication. (University Communications)</p> <p>A4. Market University brand, identity, and institutional goals. (University Communications, Public Affairs, Admissions)</p>	<p>A2. A Campus News & Events website was established in summer 2004; a Web Communications Advisory Council was formed in spring 2005, and a quarterly on-line newsletter was instituted that same semester. ITS has up-graded the web server and is completing installation of Content Management to enable users to maintain current information and content on the SVSU website.</p> <p>A3. The number of copies of <i>This is SVSU</i> was increased from 5,000 to 8,500. The campus newsletter <i>The Interior</i> was redesigned, with some pages being printed in color.</p> <p>A4. A new Cardinal logo has been introduced and guidelines for consistent use and placement have been disseminated. A news article on the redesigned Cardinal logo appeared in the <i>Saginaw News</i>, in other local papers, and on television broadcasts.</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREA FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>4. University Communications (continued)</p>	<p>A. Strengthen SVSU's institutional identity. (continued)</p>	<p>A5. Expand news coverage and establish a crisis communication plan and a media internal advisory group. (Media Relations)</p>	<p>A5. News coverage within the local market remains strong, and news articles about the University appear with increasing frequency in identified target markets. Coverage in Genesee County news outlets has been particularly strong. A crisis communication plan was developed in 2005 and is being coordinated with University Police crisis planning. A media advisory committee with representatives from principal campus units has been formed and meets monthly during the academic year.</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>4. University Communications (continued)</p>	<p>A. Strengthen SVSU's institutional identity. (continued)</p>	<p>A6. Support Student Research and Creativity Institute through media strategies, SVSU's major identity publication, website, and recruitment materials. (University Communications, President)</p>	<p>A6. A front page news story in the <i>Saginaw News</i>, a comprehensive piece by TV-5, and other articles and pieces resulted from the media conference in February 2006. Several individual student projects by 2005-06 SRCI grant recipients were featured in more expansive stories throughout the year, and a successful media event took place upon completion of a student mural project. For 2006-07, an update on the SRCI was featured in the fall edition of <i>Reflections</i> and in the annual Admissions "Viewbook." The SRCI brochure was redesigned and copies were sent to student clubs and organizations. A 30" x 40" poster was created for the booth at the fall "Cards Party" and more than thirty 11" x 17" posters were placed around campus to generate additional student interest. Through contacts with the <i>Valley Vanguard</i>, an article and an editorial on the SRCI appeared in fall 2006 editions of the student newspaper. (See Academic Improvement 1D1 and Program Qualitative Distinctiveness 1A1 and 1A4.)</p>
<p>5. University Advancement</p>	<p>A. Increase external support.</p>	<p>A1. Retain campaign consultant and develop strategies for endowment campaign. (Foundation)</p>	<p>A1. Ketchum has been retained as the campaign consultant. A planning study has been conducted and a steering committee has been established. Nearly all campaign leadership positions have been filled and volunteer training is in progress. More than \$16 million has been secured towards the goal of \$20 million.</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>5. University Advancement (continued)</p>	<p>A. Increase external support. (continued)</p>	<p>A2. Increase endowments to reach goal of \$50 million by 2008. (Foundation, Administration & Business Affairs)</p>	<p>A2. The Foundation Investment Committee has engaged an independent investment advisor and will consider new strategies to improve the investment performance of the endowment portfolio. The silent phase of the Promise for Tomorrow campaign has been completed and solicitation has begun in the Major Gifts Division. Since July 1, 2001, a total of \$16,488,638 for new and existing endowments has been raised towards the goal of \$20,000,000, and 100% participation from the Board of Control and the SVSU Foundation Board has been achieved. This total includes the following major endowments:</p> <ul style="list-style-type: none"> • Allen Foundation Research Endowment (\$1 million) • Kresge II Challenge Endowment (\$1.3 million) • Field Endowed Chair in Health Sciences (\$1.5 million) • Spicer Endowed Chair in Engineering (\$1.5 million) • Gerstacker Fellowship Program (\$1.5 million) • Braun Fellowship Program (\$1.5 million) • Entrepreneurship Institute (\$2 million) • Schlicker Scholarship Endowment (\$1.2 million) <p>A3. In consultation with Ketchum and financial advisors, a program is being developed. An advisory group of ten people has been established; two planned giving seminars have been conducted at SVSU. A donor recognition society entitled <i>Creating the Future Society</i> has been established.</p>
		<p>A3. Develop a planned-giving program that includes an advisory group and a recognition society. (Foundation)</p>	

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>5. University Advancement (continued)</p>	<p>A. Increase external support. (continued)</p>	<p>A4. Increase alumni visibility, activity, communications, and financial support of SVSU; increase membership from 1,752 in fall 2004 to 3,000 by fall 2008. (Alumni Relations)</p>	<p>A4. In 2006, regularly scheduled alumni events have shown increased participation over the previous year. Attendance at the Alumni Celebration increased from 268 in 2005 to 420 in 2006 (+57%); the number of participants in the Becker Scholarship Golf Outing increased from 112 in 2005 to 131 in 2006 (+17%), earning net proceeds of \$10,000; attendance at the Family Fun Day increased from 40 in 2005 to 220 in 2006 (+450% and at the Homecoming Tailgate from 150 in 2005 to 255 in 2006 (+70%). A number of alumni events were inaugurated in 2006: the Lansing Area Alumni Event, the Tri-County Alumni After Hours, and the Alumni Authors Event. To improve visibility and communication, the monthly "Featured Alum" program was continued with the Board of Fellows, Alumni Board members participated in Board of Fellows meetings, and the quarterly alumni electronic newsletter was sent to more than 10,000 alumni, an increase of 1,300 e-mailings (+15%) over the previous year.</p> <p>(continued on page 67)</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>5. University Advancement (continued)</p>	<p>A. Increase external support. (continued)</p>	<p>A4. Increase alumni visibility, activity, communications, and financial support of SVSU; increase membership from 1,752 in fall 2004 to 3,000 by fall 2008. (Alumni Relations) (continued)</p>	<p>A4. (continued from page 66)</p> <p>In addition, <i>Reflections</i> magazine was mailed to more than 2,000 alumni, and more than one-third of the magazine's space was devoted to alumni issues. Total annual alumni giving increased from \$75,881 in 2005 to \$104,449 in 2006 (+38%) and Alumni Association membership is 1,587 for fall 2006. While this appears as a decrease of 319 members from fall 2005 (-20.1%), the method of determining Alumni Association status was changed in 2006 and is now based on payment of annual dues rather than a one-time minimum gift. The change makes it difficult to compare fall 2006 membership data with fall 2005 data. (See Community Relations 5A5.)</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
5. University Advancement (continued)	A. Increase external support. (continued)	A5. Increase Annual Fund campaign by 10% annually. (Foundation)	A5. In consultation with Ketchum and Milko & Associates, a number of initiatives to increase Annual Fund giving were undertaken. These include identifying Steering Committee members for personal solicitation of prospective donors, a student "Thank-a-Thon" and Alumni Phonothon held partially on campus with student callers, and increasing the number of fall solicitations from 4,500 in 2005 to 40,000 in 2006. The 2006 Annual Fund raised \$441,350 from 1,326 donors as compared to the 2005 Annual Fund, which raised \$438,584 from 1,412. However, on the advice of Ketchum, several substantial changes to the administration of the Annual Fund have been made, such as no longer including Alumni Association membership payments and changing from a January 31 to June 30 fiscal year end. As a result, exact comparisons cannot be made. (See Community Relations 5A4.)
6. Government Relations	A. Increase Federal, State and local government support.	<p>A1. Obtain merit-based Federal support from legislative delegation. (Government Relations)</p> <p>A2. Obtain increased per-student appropriated support from the State. (Government Relations)</p>	<p>A1. In 2006, the University received a Federal earmark for \$100,000 to further develop the Crisis Intervention Center.</p> <p>A2. The University received a 5.0% increase in State appropriations for 2006.</p>

COMMUNITY RELATIONS

The University will continue to improve and expand its contributions to the greater community's quality of life and will forge stronger connections by becoming the premier cultural and intellectual center and resource for schools, businesses, and governments.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
6. Government Relations (continued)	A. Increase Federal, State and local government support. (continued)	A3. Cooperate with Kochville Township on development of Cardinal Square and on other initiatives. (Government Relations)	A3. Kochville Township leaders meet regularly with University Staff to discuss public safety, water and sewer issues, and future campus plans.