SVSU®

BOARD OF CONTROL
MINUTES

September 12, 2011

AGENDA
SAGINAW VALLEY STATE UNIVERSITY
BOARD OF CONTROL
SPECIAL FORMAL SESSION
Board of Control Room, Third Floor Wickes Hall
September 12, 2011
1:30 p.m.

I.   CALL TO ORDER

II.   PROCEDURAL ITEMS

III.   ACTION ITEMS

IV.   INFORMATION AND DISCUSSION ITEMS

        1. Review Strategic Plan (Draft)

V.   REMARKS BY THE PRESIDENT

VI.   OTHER ITEMS FOR CONSIDERATION OR ACTION

VII.   ADJOURNMENT

SAGINAW VALLEY STATE UNIVERSITY
BOARD OF CONTROL
SEPTEMBER 12, 2011
SPECIAL FORMAL SESSION
INDEX OF ACTIONS

MINUTES
BOARD OF CONTROL
Special Formal Session
September 12, 2011
1:30 p.m.
Board of Control Room, Third Floor Wickes Hall

Present: Abbs, D.
                Carmona, S.
                Ferguson, C.
                Gilbertson, E.
                Martin, J.
                Velasquez, J
                Wilson, L.
                Yantz, J.

Absent: Gamez, D.

Others
Present:

                Bachand, D.   Lane, R.
                Bethune, A   Mudd, B.
                Boehm, J.   Muladore, J.
                Brandimore, M.   Peretz, M.
                Dorne, C.   Press
                Dwyer, J.   Ramet, C.
                Goodman, T.   Rousseau, J.
                Hamilton, G.   Schindler, K.
                Huntley, D.   Thorns, M.
                Kowaleski, M.   Yaros, T.

I.   CALL TO ORDER

Chairman Abbs called the meeting to order at 1:37 p.m.

Chairman Abbs thanked everyone involved with the events surrounding the SVSU football season opener on Saturday evening.   SVSU held their first home football night game on Saturday, September 10th, against Ferris State University.   Chairman Abbs noted, "It was an incredible experience."

Copies of the 2010/11 Saginaw Valley State University Annual Report were distributed to Board members, along with the 2011 Fall Focus brochure which lists all the cultural events happening on campus.

Mr. James Dwyer, Vice President for Enrollment Management, presented the fall 2011 enrollment report.   Mr. Dwyer noted that SVSU had an increase in enrollment for fall 2011, which reflected what was initially projected.   Fall 2011 enrollment for undergraduate students totaled 10,790, up from 10,656 in fall 2010.   President Gilbertson noted that more precise enrollment data would be presented to the Board at the October Board of Control meeting.

II.   PROCEDURAL ITEMS

There were no procedural items.

III.   ACTION ITEMS

There were no action items.

IV.   INFORMATION AND DISCUSSION ITEMS

1. Review of Strategic Plan (Draft)

President Gilbertson noted that SVSU's current institutional strategic plan expired this past summer.   At the board retreat in May, a full comprehensive report was presented to the Board of Control.

President Gilbertson noted that it was decided in May that rather than replace the previous three-year strategic plan with a long-term plan, the current plan would be replaced with a one-year plan. Given the number of uncertainties – cuts in State support, replacements on the Board of Control, faculty negotiations, etc. – it was decided to do a one-year update. Looking ahead to the summer of 2012, a long-term plan would be developed.

President Gilbertson stated that the plan being presented is the result of a planning task force committee. The task force has been working over the summer to prepare the attached recommendations for the Board's input and discussion. President Gilbertson noted that the intention is to present a one-year update to the Board in final form for approval at the Board of Control meeting in October.

Each section of the proposed plan was thoroughly presented by the following committee chairs:

- Don Bachand, Academic Improvement

- Eric Gilbertson, Program Qualitative Distinctiveness

- Jim Dwyer, Enrollment Management

- Jim Muladore, Facilities & Technology

- Merry Jo Brandimore, Campus Culture

- Andy Bethune, University and Community Advancement

Trustee Yantz asked for a complete listing of individuals involved in the planning task force for each of the above committees.

President Gilbertson noted that an update will be presented to the Board of Control in June

2012 regarding the progress of the proposed plan to ensure all of the stated goals and objectives are

being met.   (See Appendix One: Strategic Plan) (See Appendix Two: Members.)

V.   REMARKS BY THE PRESIDENT

President Gilbertson offered no formal remarks.

VI.   OTHER ITEMS FOR CONSIDERATION OR ACTION

There were no other items for consideration or action.

VII.   ADJOURNMENT

2.   Motion to Adjourn

BM-1118   **It was moved and supported that the meeting be adjourned.**

The motion was APPROVED unanimously.

The meeting was adjourned at 3:10 p.m.

Respectfully submitted:

_____
David Abbs
Chairman

_____
Leola Wilson
Secretary

_____
Mary Kowaleski
Recording Secretary

SVSU SAGINAW VALLEY STATE UNIVERSITY.

DRAFT

Strategic Plan

Joint Committee Meeting
September 12, 2011

ACADEMIC IMPROVEMENT

Goal: The University will continuously assess and improve academic programs to ensure student learning and expand participation in a wide range of experiential learning opportunities. The University will develop targeted academically-based programs to improve success rates for student populations.

Indicators of Success:
- ▶ Annual report highlighting academic improvement initiatives
- ▶ Adequate support for new and expanding academic programs
- ▶ Successful re-affirmation of professional accreditations
- ▶ Establishment of student research program
- ▶ Adequate support for new and adjunct faculty development
- ▶ Increased diversity of faculty and staff

ACADEMIC IMPROVEMENT

Goal: The University will continuously assess and improve academic programs to ensure student learning and to expand participation in a wide range of experiential learning opportunities. The University will develop targeted academically-based programs to improve success rates for student populations.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Student Learning	A. Ensure student learning in all programs.	A1. Continue to assess all academic programs, including graduate programs, general education, and academic support operations with respect to appropriate student learning outcomes. (Academic Affairs)	A1. Program assessment, linking student learning to program objectives and resource allocations, is on-going in all academic units and academic support operations. The general education program is assessed via annual course-level assessment and national tests of student ability.
	B. Promote and support excellence in student achievement.	B1. Continue to provide opportunities for students to participate in significant professional academic activities, especially at the national and international level. (Academic Affairs, International Programs) B2. Design a program to expand undergraduate research opportunities through the pairing of individual students and faculty members. (Academic Affairs)	
	C. Improve Academic Support Services.	C1. Provide increased support for students in Science, Engineering & Technology (SET) programs. (Academic Affairs)	

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ACADEMIC IMPROVEMENT

Goal: The University will continuously assess and improve academic programs to ensure student learning and to expand participation in a wide range of experiential learning opportunities. The University will develop targeted academically-based programs to improve success rates for student populations.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Effective Teaching	A. Promote effective pedagogy for all delivery methods: face-to-face, online and hybrid.	A1. Continue to provide faculty development opportunities for effective strategies in all kinds of classrooms. (Academic Affairs, Information Technology Services)	
		A2. Continue to promote academic internships, service learning, and activities-based learning. (Academic Affairs)	
	B. Promote excellent teaching among adjunct faculty.	B1. Continue to promote and expand adjunct faculty development. (Academic Affairs)	
	C. Promote diversity/inclusiveness in the curriculum.	C1. Encourage the implementation of pedagogical strategies that encourage student engagement and knowledge of diversity issues. (Academic Affairs, Diversity Programs)	
3. Faculty and Staff Hiring and Development	A. Promote diversity of faculty and staff.	A1. Continue efforts to increase the diversity of faculty and staff. (Academic Affairs, Diversity Programs)	
	B. Promote and support continuous professional development for faculty.	B1. Develop plans to make international travel courses a regular part of academic programs. (Provost, Office of International Programs)	

ACADEMIC IMPROVEMENT

Goal: The University will continuously assess and improve academic programs to ensure student learning and to expand participation in a wide range of experiential learning opportunities. The University will develop targeted academically-based programs to improve success rates for student populations.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Faculty and Staff Hiring and Development (continued)	B. Promote and support continuous professional development for faculty. (continued)	B2. Continue to provide faculty training in new teaching technologies. (Academic Affairs, Information Technology Services) B3. Develop plan to improve the leadership skills of junior faculty. ([See Program Qualitative Distinctiveness 3B3 and Campus Culture 3A1] Provost)	
4. Program Development	A. Ensure quality in programs through external review.	A1. Obtain re-accreditation for the following: ► Accreditation Board for Engineering and Technology (ABET) ► Council on Social Work Education (CSWE) A2. Obtain initial accreditation for the Medical Lab Science Program. A3. Reinstitute external program review for academic programs that do not have accredited programs. (Academic Affairs)	A1. Accreditation visit is scheduled for fall semester 2011. ► ABET accreditation visit is scheduled for September 2011 ► CSWE accreditation visit will be in winter of 2012. A2. MLS accreditation visit will occur in October 2011.

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ACADEMIC IMPROVEMENT

Goal: The University will continuously assess and improve academic programs to ensure student learning and to expand participation in a wide range of experiential learning opportunities. The University will develop targeted academically-based programs to improve success rates for student populations.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Program Development (continued)	A. Ensure quality in programs through external review. (continued)	A4. Begin self-assessment in preparation for 2014 Higher Learning Commission (HLC). (Academic Affairs)	A4. The HLC site visit will take place in winter semester 2014.
	B. Promote the Library as a locus for teaching and learning activities.	B1. Continue to improve student abilities to utilize legitimate scholarly sources. (Academic Affairs)	
	C. Expand and enhance other academic programs to meet needs of the region.	C1. Support and enhance graduate programs to align with enrollments. ([See Enrollment Management 1A3 - 1A6] Academic Affairs). Develop a new masters program in Professional & Technical Writing and the new common core of graduate courses in Leadership and Services that will serve several graduate degree programs. Develop a new Doctor of Nursing Practice program. (Academic Affairs)	C1. The Master of Education Principalship program was realigned based on current research and practices. The program will be offered as of fall semester 2011 in a cohort and hybrid format, allowing students to complete their programs in less than seven consecutive semesters. The College of Science, Engineering & Technology has developed one new graduate program (and one undergraduate program) to address emerging alternative energy needs: a Master's of Science in Energy and Materials and an undergraduate minor in alternative energy. The curriculum was developed with input from leading local employers as well as regional chemists, engineers, and physicists. Both programs will begin in fall semester 2011.

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ACADEMIC IMPROVEMENT

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Program Development (continued)	C. Expand and enhance other academic programs to meet needs of the region. (continued)	C2. Develop new undergraduate minor in Leadership Studies. (Academic Affairs, Enrollment Management)	
	D. Develop a comprehensive campus plan with faculty and staff involvement for on-line and hybrid instruction.	D1. Develop a strategic plan for online and hybrid instruction. (Academic Affairs)	D1. A committee has begun a comprehensive review of online instruction and is revising the faculty training course, developing assessment measures to determine the effectiveness of these courses, and preparing materials to help students be successful in online courses.

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PROGRAM QUALITATIVE DISTINCTIVENESS

Goal: The University will develop and be known for distinctive programs that provide opportunities for excellence to students.

Indicators of Success:
- Completion of report on Carnegie University of Engagement designation
- Endowment of Student Research & Creativity Institute
- Increased growth and improved quality of fundable applications for qualitative distinctiveness programs
- Increased collaboration with regional research and corporate organizations
- Increased rate of student acceptance into post-graduate programs
- Increased participation of SVSU students in study abroad and domestic travel-study opportunities

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PROGRAM QUALITATIVE DISTINCTIVENESS

Goal: The University will develop and be known for distinctive programs that provide opportunities for excellence to students.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Programs and initiatives which improve the University educational experience and which create distinctive qualities	A. Explore possibility of seeking recognition as a Carnegie university of engagement.	A1. Establish Task Force to evaluate criteria and to conduct inventory of current service-learning programs. (President)	
	B. Sustain, develop, and promote Student Research & Creativity Institute.	B1. Continue funding SRCI at a minimum of $50,000 per year and seek endowment for program. (President, Academic Affairs, Foundation)	
	C. Stimulate initiatives within academic and extracurricular programs.	C1. Continue commitment to Qualitative Distinctiveness Strategic Fund at not less than $150,000 per year. (President)	
		C2. Solicit proposals from departments for discipline-based programs for selectively chosen cohorts. ([See Academic Improvement 1B1 and 1B2] Colleges)	
	D. Promote cross-disciplinary learning opportunities.	D1. Complete planning for and imple-mentation of an environmental research station. (Academic Affairs, Foundation)	

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PROGRAM QUALITATIVE DISTINCTIVENESS

Goal: The University will develop and be known for distinctive programs that provide opportunities for excellence to students.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Programs and initiatives which improve the University educational experience and which create distinctive qualities (continued)	D. Promote cross-disciplinary learning opportunities. (continued)	D2. Construct an expanded multi-use greenhouse on campus for inter-disciplinary research and product development. (Academic Affairs, Administration & Business Affairs, SET, Foundation)	
		D3. Increase and intensify collaboration with regional research institutions such as the Field Neuro-Sciences Institute. (College of Health & Human Services)	
	E. Develop distinctive partnerships with regional organizations to enhance learning opportunities.	E1. Increase and intensify collaboration with corporations such as Dow Corning and the Dow Chemical Company. (College of Business & Management, SET, and Center for Business & Economic Development)	
2. Coordination, delivery, and management of distinctive programs	A. Identify current programs for high-achieving students which require redesign.	A1. Restructure Honors Program in collaboration with Foundation Scholars Program. (Academic Affairs, Enrollment Management, Student Services)	

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PROGRAM QUALITATIVE DISTINCTIVENESS

Goal: The University will develop and be known for distinctive programs that provide opportunities for excellence to students.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Coordination, delivery, and management of distinctive programs (continued)	B. Improve collection and dissemination of information for planning purposes and for recruitment of students into programs of excellence.	B1. Develop central resource for information on innovative learning opportunities and coordinate/promote such programs effectively. (Provost, University Communications)	
		B2. Provide administrative support for programs for high-achieving students. (Provost)	
		B3. Collect data and conduct a systematic analysis to determine how well current courses are serving advanced students. (Academic Affairs)	
		B4. Conduct study to determine effectiveness of undergraduate course work and advising as preparation for graduate school or professional programs. (Academic Affairs)	
	C. Provide increased opportunities for junior faculty development as a means to increase student participation in distinctive programs.	C1. (See Academic Improvement 3B3 and Campus Culture 3A1)	

PROGRAM QUALITATIVE DISTINCTIVENESS

Goal: The University will develop and be known for distinctive programs that provide opportunities for excellence to students.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Coordination, delivery, and management of distinctive programs (continued)	D. Continue to promote and increase opportunities for international education and domestic travel-study learning experiences.	D1. Determine percentage of each year's graduating class that has studied abroad and set goal to increase appropriately. (International Programs) D2. Establish appropriate benchmark for study-abroad participation for total number of students enrolled. Increase as appropriate from 2.2% of total student population in fall 2010. (International Programs) D3. Increase support for a variety of faculty-led study abroad opportunities and for student placements in exchange programs. (Academic Affairs, International Programs) D4. Collect and analyze data with goal of increasing participation in study abroad opportunities by underrepresented disciplines. (Academic Affairs, International Programs)	

PROGRAM QUALITATIVE DISTINCTIVENESS

Goal: The University will develop and be known for distinctive programs that provide opportunities for excellence to students.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Coordination, delivery, and management of distinctive programs (continued)	D. Continue to promote and increase opportunities for international education and domestic travel-study learning experiences. (continued)	D5. Develop schedule for site rotation at continuing overseas destinations and expand programs to include additional colleges. (Colleges, International Programs)	
		D6. Assess number and type of international learning opportunities in order to maintain and enhance most active overseas programs and sister-college relationships. (International Programs)	
		D7. Collect and analyze data with goal of increasing the number of SVSU students who participate in domestic travel-study learning experiences. (Academic Affairs, Student Affairs)	

ENROLLMENT MANAGEMENT

Goal: The University will strategically enroll qualified students from a wide range of markets while fostering a pervasive culture of student success.

Indicators of Success:
▶ Implementation of new initiatives and enhancement of existing programs to focus on a culture of academic success
▶ Maintenance of optimal total enrollment levels appropriate to University capacity
▶ Increased retention and academic program completion rates
▶ Increase six year persistence-to-graduation rate
▶ Implementation of a student feedback system to gauge satisfaction
▶ Development and implementation of a system to monitor and assess student needs

ENROLLMENT MANAGEMENT

Goal: The University will strategically enroll a wide range of qualified students while fostering a pervasive culture of student success.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Optimum enrollment levels	A. Strengthen undergraduate student enrollment.	A1. Increase the FTIC admissions standard to 18 ACT and minimum 2.5 high school grade point average by fall 2012 to maintain the current incoming FTIC average of 3.2 h.s.g.p.a. (President, Enrollment Management, Academic Affairs) A2. Meet or exceed the goal of 1,754 FTICs in fall 2011, 2012, and 2013. (Enrollment Management) A3. Increase enrollment in the engineering programs by 30% over three years, from fall 2011 to fall 2013 to reach a total of 101 students. (Enrollment Management, Academic Affairs) A4. Increase the recruitment of FTIC undergraduate minority students by 2% each year from fall 2011 to fall 2013. (Enrollment Management) A5. Increase the total number of undergraduate minority students from 1,166 in fall 2010 to 1,341 by fall 2013, or +5% annually for a total 15% increase. (Enrollment Management)	

ENROLLMENT MANAGEMENT

Goal: The University will strategically enroll a wide range of qualified students while fostering a pervasive culture of student success.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Optimum enrollment levels (continued)	A. Strengthen undergraduate student enrollment. (continued)	A6. Meet or exceed the goal of enrolling 1,150 new transfer students each academic year from fall 2011 to fall 2013. (Enrollment Management)	
	B. Effectively manage graduate student enrollment.	B1. Increase the number of graduate students in non-College of Education programs from 527 in fall 2010 to 606 in fall 2013, or +15%. Increase the number of credit hours from 3,572 to 3,771 during this same period, or +5.58%. (Enrollment Management, Academic Affairs)	
		B2. Meet or exceed the goal of enrolling 1,013 students in graduate College of Education programs each year from fall 2011 to fall 2013. Meet or exceed the goal of 4,930 credit hours each year during this same period. (Enrollment Management, Academic Affairs)	

ENROLLMENT MANAGEMENT

Goal: The University will strategically enroll a wide range of qualified students while fostering a pervasive culture of student success.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Optimum enrollment levels (continued)	B. Effectively manage graduate student enrollment. (continued)	B3. Increase the number of Teacher Certification students from 267 in fall 2010 to 296 in fall 2013 for an increase of 11%. Increase credit hours from 1,775 to 1,875during this same period for an increase of 5.63%. (Enrollment Management, Academic Affairs)	
	C. Broaden international student recruitment and improve opportunities for success.	C1. Increase the total number of international students from 459 in fall 2010 to 600 in fall 2013 for a total increase of 31% over three years. (Office of International Programs)	
		C2. Increase the enrollment of international students from countries other than Saudi Arabia and mainland China by 10% each year from fall 2010 to fall 2013; Increase the number of countries from which the majority of international students originate (defined as a country contributing more than 7% of total international student population) from two countries in fall 2011 (Saudi Arabia and China) to eight countries by fall 2013. (Office of International Programs)	

ENROLLMENT MANAGEMENT

Goal: The University will strategically enroll a wide range of qualified students while fostering a pervasive culture of student success.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Optimum enrollment levels (continued)	C. Broaden international student recruitment and improve opportunities for success. (continued)	C3. Conduct detailed assessment and redesign of ELP program by fall 2012 and implement changes. (Enrollment Management)	
	D. Determine the "right size" of the university with respect to enrollment in context of capacity.	D1. Implement recommendations from institution-wide review committee regarding optimal enrollment capacity in terms of headcount and credit hours. (Administration & Business Affairs, Enrollment Management, Academic Affairs, Student Affairs)	
	E. Increase the awareness and positive perception of the university.	E1. Implement marketing plans for the campus community and for service regions to increase the awareness and positive perception of the university. (Enrollment Management, University Communications)	
2. Retention and academic program completion rates	A. Increase retention and persistence-to-graduation rates.	A1. Increase retention rate from first year to second year by 3% annually to reach a goal of 77% by AY 2013. (Academic Affairs, Enrollment Management)	

ENROLLMENT MANAGEMENT

Goal: The University will strategically enroll a wide range of qualified students while fostering a pervasive culture of student success.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Retention and academic program completion rates (continued)	A. Increase retention and persistence-to-graduation rates. (continued)	A2. Increase retention rates for graduate student cohorts from 65.7% (fall 2009 cohort) to 68.2% (fall 2012 cohort) by fall 2013, or +2.5%. (Academic Affairs, Enrollment Management)	
		A3. Increase rate of six-year student baccalaureate degree completion from 42 % (2004 FTIC cohort) in fall 2010 to 50% as of fall 2013 (2007 cohort). (Academic Affairs, Enrollment Management)	
		A4. Increase rate of six-year student graduate degree completion from 56.4% (fall 2004 cohort) to 68.2% (fall 2007 cohort) by fall 2013, or +11.8%. (Academic Affairs, Enrollment Management)	
		A5. Post online annual accountability report. (Web Communications)	
	B. Address areas involving financial support for students to positively impact persistence-to-graduation rates.	B1. Develop effective communication with students concerning the new federal Satisfactory Academic Progress (SAP) policy by fall 2011. (Enrollment Management, Academic Affairs, Student Affairs, Office of Scholarships & Financial Aid)	

ENROLLMENT MANAGEMENT

Goal: The University will strategically enroll a wide range of qualified students while fostering a pervasive culture of student success.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Retention and academic program completion rates (continued)	B. Address areas involving financial support for students to positively impact persistence-to-graduation rates. (continued)	B2. Reallocate merit-based and need-based scholarships as appropriate to better support student success. (Enrollment Management, Foundation, Office of Scholarships & Financial Aid)	.
	C. Improve efforts and opportunities to increase student success.	C1. Increase student internship program opportunities by 15% over three-year period to facilitate optimal departmental efficiency. (Office of Career Services)	
		C2. Revise course scheduling process and implement change by winter 2012. (Academic Affairs, Enrollment Management)	
		C3. Revise academic probation and academic dismissal policies and implement change by fall 2012. (Enrollment Management, Academic Affairs)	
3. Monitoring and supporting students	A. Broaden efforts for data-informed decision making.	A1. Obtain technologies to implement dashboards/portals, business analytics, and data warehouse(s), for use across the campus. (Web Communications, Information Technology Services)	

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ENROLLMENT MANAGEMENT

Goal: The University will strategically enroll a wide range of qualified students while fostering a pervasive culture of student success.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Monitoring and supporting students (continued)	A. Broaden efforts for data-informed decision making. (continued)	A2. Implement pilot MAP-Works (Making Achievement Possible) program to increase retention rates by fall 2011. (Enrollment Management, Academic Affairs)	
	B. Implement recommendations as appropriate based on regular student feedback.	B1. Conduct student surveys annually and evaluate results for continuous improvement. (Enrollment Management)	
		B2. Convene student focus groups each fall and winter semester and assess information for continuous improvement. (Enrollment Management, Academic Affairs)	
4. Resources	A. Pursue external funding through grant writing activities.	A1. Obtain federal and state grant funding to support student recruitment, retention, and success at a minimum of $150,000 by fall 2013. (Enrollment Management)	
	B. Review and reallocate existing resources.	B1. Evaluate personnel and program resources to support student success. (Enrollment Management, Academic Affairs, Student Affairs, Administration & Business Affairs)	

ENROLLMENT MANAGEMENT

Goal: The University will strategically enroll a wide range of qualified students while fostering a pervasive culture of student success.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Resources (continued)	B. Review and reallocate existing resources. (continued)	B2. Annually assess personnel, facility and program needs and increase as necessary. (Enrollment Management, Academic Affairs, Student Affairs, Administration & Business Affairs) B3. Select and implement replacement Website Content Management system by summer 2012. (Web Communications, Information Technology Services)	

FACILITIES AND TECHNOLOGY

Goal: The University will continue to develop, maintain and enhance its physical facilities and technological resources to support excellence in teaching, learning and campus life.

Indicators of success:
- ▶ Enhanced Life Cycle planning efforts for buildings and infrastructure, and for technology equipment and infrastructure
- ▶ Improved user/customer satisfaction for Facilities and Technology
- ▶ Continued savings and efficiencies measures for Facilities and Technology
- ▶ Increased departmental/divisional analytical and reporting capacity for Technology
- ▶ Continued environmental sustainability efforts through reduction of use of fossil fuels, increased recycling, and climate-neutral business practices where feasible.

FACILITIES AND TECHNOLOGY

Goal: The University will continue to develop, maintain and enhance its physical facilities and technological resources to support excellence in teaching, learning and campus life.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Functional and Attractive Campus Environment	A1. Maintain and develop campus facilities and grounds at a high level of quality.	A1. Complete projects underway; continue planning for funding and completion of future projects. (Administration & Business Affairs)	
		A2. Complete Campus Facilities organizational review. (Administration & Business Affairs)	
		A3. Revisit and update deferred mainten-ance plan. (Administration & Business Affairs)	
		A4. Complete update of campus master plan. (Administration & Business Affairs)	
	B1. Engage in planning for development of adjacent/ off-campus projects.	B1. Work with local county, township and Downtown Development Authority (DDA) officials to reconstruct and improve Pierce Road. (Administration & Business Affairs, Government Relations, Media & Community Relations)	
		B2. Evaluate other potential opportunities which may benefit SVSU. (Administration & Business Affairs, Government Relations, Media & Community Relations)	

FACILITIES AND TECHNOLOGY

Goal: The University will continue to develop, maintain and enhance its physical facilities and technological resources to support excellence in teaching, learning and campus life.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Campus Energy Strategy	A. Develop a comprehensive energy strategy.	A1. Develop a campus energy policy which reduces reliance on fossil fuel-intensive sources of energy. (Administration & Business Affairs) A2. Continue to pursue energy reduction projects such as renovations, equipment changes and retro-commissioning. (Administration & Business Affairs) A3. Initiate programs which encourage energy reduction through student and staff behavioral changes. (Administration & Business Affairs, Student Life, Residential Life)	
3. Environmental Initiatives	A. Consider and pursue appropriate environmental sustainability efforts.	A1. Evaluate current climate-neutral business practices and identify potential cost-effective and feasible practices for future implementation. (Administration & Business Affairs)	
4. Technology as a State-of-the-Art Resource	A. Evaluate and upgrade infrastructure as justified.	A1. Review all technology infrastructure planning to ensure that all components are upgraded or replaced on an appropriate, systematic basis. (Information Technology Services)	

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FACILITIES AND TECHNOLOGY

Goal: The University will continue to develop, maintain and enhance its physical facilities and technological resources to support excellence in teaching, learning and campus life.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Technology as a State-of-the-Art Resource (continued)	A. Evaluate and upgrade infrastructure as justified. (continued)	A2. Continuously review emerging technologies for equipment and techniques that will improve service and reliability or that will reduce costs. (Information Technology Services)	
		A3. Develop life cycle funding model for all technology infrastructure. (Information Technology Services)	
	B. Evaluate and upgrade academic technologies as justified.	B1. Continuously assess and improve academic technology, including course management systems and a blended academic system. (Information Technology Services, Academic Affairs)	
		B2. Continuously review emerging technologies for systems that will improve academic support, service, reliability or that will reduce costs. (Information Technology Services, Academic Affairs)	
	C. Evaluate and upgrade administrative technologies as justified.	C1. Continuously assess and improve administrative technology. (Information Technology Services, Administration & Business Affairs)	

FACILITIES AND TECHNOLOGY

Goal: The University will continue to develop, maintain and enhance its physical facilities and technological resources to support excellence in teaching, learning and campus life.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Technology as a State-of-the-Art Resource (continued)	C. Evaluate and upgrade administrative technologies as justified. (continued)	C2. Continuously review emerging technologies for systems that will improve administrative support, service, reliability or that will reduce costs. (Information Technology Services, Academic Affairs)	
	D. Participate in regional technology collaborations as justified.	D1. Continuously work with regional partners to improve and expand technology collaborations for mutual benefit. (Information Technology Services)	
		D2. Continuously review emerging technologies for systems that will improve collaborative project support, service, reliability or that will reduce costs. (Information Technology Services)	

CAMPUS CULTURE

Goal: The University will sustain and foster a culture of engagement, inclusivity and commitment to student success.

Indicators of Success:
▶ Implementation of new engagement programs for faculty and staff
▶ Increased participation in athletic, cultural, diversity programs and civic engagement
▶ Increased involvement in Student Alumni Connection membership and programs
▶ Campus Climate and Engagement assessments administered and data analyzed
▶ Implementation of programs in support of personal and professional development
▶ Measurement of learning outcomes in student engagement programs

CAMPUS CULTURE			
Goal: The University will sustain and foster a culture of engagement, inclusivity and commitment to student success.			
AREAS FOR DEVELOPMENT	**INITIATIVES**	**ACTIONS**	**PROGRESS**
1. Culture of engagement	A. Create opportunities in support of faculty and staff engagement with students.	A1 Develop programs for faculty and staff to enhance their connection to the University. (Academic Affairs, Student Affairs, Enrollment Management)	
		A2. Identify collaborative opportunities to support Student Association strategic goals. (Ombudsman, Student Affairs)	
	B. Implement assessments that measure engagement and make recommendations as appropriate.	B1. Conduct National Survey of Student Engagement (NSSE). (Academic Affairs, Enrollment Management, Student Affairs)	
		B2. Consider additional assessments, e.g. Faculty Survey of Student Engagement. (Academic Affairs, Enrollment Management, Student Affairs)	
	C. Continue to increase support of athletic, cultural and diversity events.	C1. Plan for 50th Anniversary. (All)	
		C2. Successfully manage the transition to night football games. (Athletics, Student Life)	

CAMPUS CULTURE

Goal: The University will sustain and foster a culture of engagement, inclusivity and commitment to student success.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Culture of engagement (continued)	C. Continue to increase support of athletic, cultural and diversity events. (continued)	C3. Implement electronic tracking and incentive programs for freshman attendance at cultural and diversity events. (Student Affairs)	
	D. Continue to increase the numbers of students participating in community service opportunities.	D1. Identify reporting mechanisms that provide a more comprehensive record of academic and co-curricular service activities. ([See Program Qualitative Distinctiveness 1A1] Academic Affairs, Student Affairs)	
		D2. Based on data in D1, increase number of service-related experiences for students. (Academic Affairs, Student Affairs)	
		D3. Implement the Interfaith and Community Service Campus Challenge. (Student Affairs)	
	E. Promote greater involvement in the Student Alumni Connection.	E1. Establish an SVSU ring program to create stronger affiliation and commitment to the University. (Alumni Relations)	
		E2. Establish junior and senior class gift programs. (Alumni Relations)	

CAMPUS CULTURE			
Goal: The University will sustain and foster a culture of engagement, inclusivity and commitment to student success.			

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Culture of engagement (continued)	E. Promote greater involvement in the Student Alumni Connection. (continued)	E3. Establish a program matching SVSU students with alumni in networking opportunities. (Alumni Relations, Enrollment Management)	
2. Inclusive environment	A. Provide increased opportunities for engagement by students in special populations.	A1. Conduct a Campus Climate Survey, analyze data and make recommendations. (Diversity Programs, Student Affairs) A2. Identify and implement programs to support the engagement of special populations, and other groups as identified: ▪ Commuter ▪ GLBT ▪ International ▪ Minority ▪ Transfer ▪ Veteran/Military (Enrollment Management, Student Affairs) A3. Host the "Equity in the Classroom" Conference, identify strategies of benefit to special populations. (Diversity Programs, Academic Affairs, Student Affairs, Enrollment Management)	

CAMPUS CULTURE			
Goal: The University will sustain and foster a culture of engagement, inclusivity and commitment to student success.			

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Inclusive environment (continued)	A. Provide increased opportunities for engagement by students in special populations. (continued)	A4. Establish a committee to assess recent changes in Title IX Office of Civil Rights (OCR) requirements. Make recommendations as appropriate. (Diversity Programs, Student Affairs, Athletics)	
3. Culture of success and persistence	A. Provide opportunities for personal and professional development of students, faculty and staff that support success and persistence.	A1. Establish junior faculty development institute. ([See Academic Improvement 3B3, Program Qualitative Distinctiveness 2C1] Academic Affairs)	
		A2. Offer administrative skill-building programs more broadly for administrative/professional personnel. (Human Resources)	
		A3. Create programs for students that focus on the development of interpersonal competencies. (Student Affairs, Enrollment Management)	
		A4. Create comprehensive student co-curricular leadership development programs. (Student Affairs)	
	B. Enhance health and wellness programs.	B1. Enhance alcohol and drug prevention and education programs for students. (Student Affairs)	

CAMPUS CULTURE			
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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Culture of success and persistence (continued)	B. Enhance health and wellness programs. (continued)	B2. Update employee Alcohol/Other Drug policy. (Human Resources)	
		B3. Develop comprehensive wellness program. (Human Resources, Student Affairs)	
		B4. Improve planning for use of expanded Fitness Center. (Campus Recreation, OLLI, Human Resources)	
	C. Implement best practices in engagement programming.	C1. Offer incentives to Registered Student Organization (RSO's) that sponsor academic success/ engagement programs. (Student Affairs)	
		C2. Track use and identify programming opportunities and collaborations to ensure optimal utilization of new Student Life Center. (Student Affairs)	
		C3. Identify learning outcomes gained by co-curricular participation and assess impact among engaged students. (Student Affairs)	

UNIVERSITY AND COMMUNITY ADVANCEMENT

Goal: The University will continue to seek support from and serve the region as a cultural, intellectual and economic leader.

Indicators of Success:
► Increased private support of the SVSU annual fund and implementation of public phase of the 50th Anniversary Campaign, with an emphasis on alumni giving.
► Broad regional communication of the SVSU brand and institutional message.
► Increased regional involvement in regularly scheduled and special cultural, intellectual and professional programming.
► Increased State appropriations to a level at or above 2011 funding.

UNIVERSITY AND COMMUNITY ADVANCEMENT

Goal: The University will continue to seek support from and serve the region as a cultural, intellectual and economic leader.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. SVSU Branding	A. Reintroduce the University to the region as part of the 50th Anniversary.	A1. Successfully manage Anniversary celebration events and promotional materials. ([See Campus Culture 1C1] All)	
	B. Increase awareness of SVSU's contributions to the region.	B1. Improve methods of mass communication. (University Communications, Web Communications)	
	C. Promote resources of SVSU to the region.	C1. Promote SVSU to K-12 schools, students and parents. (Public Affairs Council)	
		C2. Continue to attract 2,000 to 2,500 new visitors annually to the Marshall Fredericks Sculpture Museum while maintaining a base of 10,000 annual visitors. (Museum)	
		C3. Raise funds for new entrance and sculpture garden at Marshall Fredericks Sculpture Museum to promote museum as a regional destination. (Musuem)	
		C4. Improve brand awareness through effective marketing for regional symposia. (CBED)	

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UNIVERSITY AND COMMUNITY ADVANCEMENT

Goal: The University will continue to seek support from and serve the region as a cultural, intellectual and economic leader.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Private and public support	A. Increase alumni advocacy and giving.	A1. Establish alumni Political Action Committee to engage in effective lobbying in order to restore State appropriations to a level at or above 2011 funding. (Alumni Relations, Government Relations) A2. Increase alumni giving from 4% per year to 5% to reach goal of 1,750 alumni donors by the end of FY 2012. (Foundation)	
	B. Increase Federal, State and local government support.	B1. Encourage legislative support of "floor funding" and work to increase SVSU's appropriation to exceed the stated floor-funding level. (Government Relations) B2. Successfully obtain $8 million capital outlay from State Legislature for Wickes Hall renovations and HVAC upgrades. (Government Relations) B3. Meet or exceed previous levels of external grant support. (Sponsored Programs)	
	C. Implement public phase of 50th Anniversary Fund raising Campaign.	C1. Establish 50th Anniversary fund-raising goal and achieve stated goal by 2015. (Foundation)	

UNIVERSITY AND COMMUNITY ADVANCEMENT			
Goal: The University will continue to seek support from and serve the region as a cultural, intellectual and economic leader.			
AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Private and public support (continued)	D. Coordinate Annual Fund goals with overall fund-raising strategy.	D1. Increase Annual Fund giving from $256,000 to more than $400,000 by the end of FY 2014. (Foundation)	
3. Regional collaboration	A. Continue to provide leadership and support in the region.	A1. Advance regional summits, councils and forums by Colleges and campus units. (Colleges, Office of Diversity Programs, CBED)	
		A2. Engage with Great Lakes Bay Regional Alliance to improve quality of life in East-Central Michigan. (President)	
		A3. Collaborate with regional organizations on areas of mutual interest. (Public Affairs Council)	
4. Regional outreach	A. Gather and assess information relevant to regional opportunities and needs.	A1. Utilize Board of Fellows for formal and informal information-gathering. (Public Affairs Council)	
		A2. Assess findings of Board of Fellows survey and make recommendations as appropriate. (Public Affairs Council)	

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UNIVERSITY AND COMMUNITY ADVANCEMENT			
Goal: The University will continue to seek support from and serve the region as a cultural, intellectual and economic leader.			

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Regional outreach (continued)	B. Increase public visibility and interaction.	B1. Host events such as the African American Leadership Institute, the Hispanic Leadership Institute, and the GLBR Youth Leadership Institute for the purposes of advancing the university and the region. (Office of Diversity Programs, CBED) B2. Utilize Public Affairs Council and Center for Public Policy & Service for question and answer presentations at meetings for the general public in order to advance initiatives 4A and 4B. (Public Affairs Council, Academic Affairs) B3. Support regional diversity efforts through on-going and new diversity programming. (Office of Diversity Programs)	

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