

MINUTES  
BOARD OF CONTROL  
Regular Formal Session  
Board of Control Room, Third Floor Wickes Hall  
December 14, 2012  
1:30 p.m.

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

Absent:

Others

Present:	Bachand, D.	Lane, R.
	Bethune, A	Mudd, B.
	Boehm, J.	Muladore, J.
	Boye-Beaman, J.	Ofori-Dankwa, J.
	Brandimore, M.	Press
	Chaffee, P.	Peretz, M.
	Chubb, A.	Poppe, J.
	Cowan, R.	Ramet, C.
	Dallas, P.	Rousseau, J.
	Dorne, Cliff	Stec, W.
	Dwyer, J.	Stepanski, A.
	Gatza, K.	Swihart, A.
	Goodman, T.	Thompson, R.
	Hamilton, G.	Thorns, M.
	Huntley, D.	Watson, M.
	Kowaleski, M.	Yaros, T.

SAGINAW VALLEY STATE UNIVERSITY  
BOARD OF CONTROL  
DECEMBER 14, 2012  
REGULAR FORMAL SESSION  
INDEX OF ACTIONS

RES-1990	RESOLUTION TO CONGRATULATE THE 2012 STUDENT ASSOCIATION FOR THEIR LEADERSHIP IN THE BATTLE OF THE VALLEYS COMPETITION APPROVED .....	3
RES-1991	RESOLUTION TO CONGRATULATE THE 2012 SVSU WOMEN'S CROSS COUNTRY TEAM APPROVED .....	1
RES-1992	RESOLUTION TO CONGRATULATE THE 2012 SVSU MEN'S SOCCER TEAM APPROVED .....	2
RES-1993	RESOLUTION TO GRANT UNDERGRADUATE AND GRADUATE DEGREES APPROVED .....	4
RES-1994	RESOLUTION TO APPROVE CONFIRMATION OF BOARD MEMBERS FOR PREVIOUSLY AUTHORIZED PUBLIC SCHOOL ACADEMIES .....	4
RES-1995	RESOLUTION TO AUTHORIZE THE ESTABLISHMENT OF A PUBLIC SCHOOL ACADEMY APPROVED .....	6
RES-1996	RESOLUTION TO APPROVE FACULTY SABBATICALS FOR 2013-2014 APPROVED .....	8
RES-1997	RESOLUTION TO APPROVE APPOINTMENT TO THE MARSHALL M. FREDERICKS SCHULPTURE MUSEUM BOARD (ROSALIND FREDERICKS) APPROVED .....	9
RES-1998	RESOLUTION TO APPROVE FY 2014 CAPITAL OUTLAY REQUEST APPROVED .....	10
RES-1999	RESOLUTION TO APPROVE HIPPA POLICY APPROVED .....	10

RES-2000	RESOLUTION TO AUTHORIZE LINE OF CREDIT WITH CHEMICAL BANK APPROVED .....	11
RES-2001	RESOLUTION TO APPROVE CAPITAL PROJECTS APPROVED .....	14
RES-2002	RESOLUTION TO AUTHORIZE THE ISSUANCE AND DELIVERY OF GENERAL REVENUE BONDS AND PROVIDING FOR OTHER MATTERS RELATING THERETO APPROVED .....	14
BM-1134	MOTION TO MOVE TO INFORMAL SESSION TO DISCUSS PERSONNEL EVALUATIONS AND REAL ESTATE TRANSACTION APPROVED .....	15
RES-2003	RESOLUTION TO APPROVE ADMINISTRATIVE STAFF COMPENSATION APPROVED .....	15
BM-1135	MOTION TO ADJOURN APPROVED .....	16

***I. CALL TO ORDER***

Chairman Abbs called the meeting to order at 1:32 p.m.

***II. PROCEDURAL ITEMS***

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

President Gilbertson requested that Action Items Two and Three be moved to the beginning of the agenda in the interest of those guests present who may have time constraints.

The agenda was APPROVED as revised.

***III. ACTION ITEMS***

**2. Resolution to Congratulate the 2012 SVSU Women's Cross Country Team**

RES-1991     **It was moved and supported that the following resolution be adopted:**

**WHEREAS, The 2012 Saginaw Valley State University Women's Cross Country team finished fifth at the 2012 Great Lakes Intercollegiate Athletic Conference Championships, second at the NCAA Midwest Regional in Kenosha, Wisconsin and 12<sup>th</sup> at the NCAA Division II Championships in Joplin, Missouri; and,**

**WHEREAS, Lauren Hill from Flat Rock, Michigan was named All-American by the U.S. Track & Field and Cross Country Coaches Association for her performance at the 2012 NCAA Division II Championships and USTFCCCA Midwest All-Region; and, Emily Short of Tawas, Michigan was named All-American by the U.S. Track & Field and Cross Country Coaches Association for their performance at the 2012 NCAA Division II Championships, USTFCCCA Midwest All-Region and Great Lakes Intercollegiate Athletic Conference Second Team; and, Taylor Stepanski from Alpena, Michigan was named U.S. Track & Field and Cross Country Coaches Association Midwest All-Region; and,**

**WHEREAS, The 2012 Women's Cross Country team held a cumulative average GPA of 3.76;**

**NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulates Head Coach Rod Cowan; Assistant Coaches Makiba Batten, Tony Filipek and Ed Skrelunas; and team members Teha Ames, Chantelle Fondren, Lauren Hill, Amanda Paris, Tori Peet, Emily Short, Taylor Stepanski, Kelly Batzloff, Stephaine McMill, Rachel Cahill, and Jessica Reeves for attaining this high level of achievement and commend Coach Cowan and the team for their outstanding performance in the classroom and on the course. Their**

**commitment to excellence and performance has brought national distinction to the University and its athletic program(s).**

The motion was APPROVED unanimously.

3. Resolution to Congratulate the 2012 SVSU Men's Soccer Team

RES-1992      **It was moved and supported that the following resolution be adopted:**

**WHEREAS, The 2012 Saginaw Valley State University Men's Soccer team captured both the Great Lakes Intercollegiate Athletic Conference regular season and tournament championships, the NCAA Super Region Three Championship, and finished as the NCAA Division II National Runner-Up; and,**

**WHEREAS, Senior Zach Myers from Grand Rapids, MI was named NSCAA Division II National Player of the Year; First Team Capital One Academic All American; NSCAA First Team All-American; Daktronics, Inc. Third Team All American; First Team Midwest Region; NSCAA First Team All-Region and Offensive Player of the Year by the Great Lakes Intercollegiate Athletic Conference; and, Jason Wise from Troy, MI was named NSCAA Third Team All-American and NSCAA First Team All-Region; Daktronics, Inc. Second Team All-Midwest Region and Great Lakes Intercollegiate Athletic Conference First Team; and, Lachlan Savage from Canton, MI were named NSCAA First Team All-Region, Daktronics, Inc. Second Team All-Midwest Region and Great Lakes Intercollegiate Athletic Conference First Team; and, Michael Lamb from Sunderland, England was named NSCAA Second Team All-Region and Great Lakes Intercollegiate Athletic Conference Second Team; and, Zach Walega from Saline, MI was named Great Lakes Intercollegiate Athletic Conference Second Team; and, Taylor Clark from Cary, IL was named Great Lakes Intercollegiate Athletic Conference Second Team; and, Zach Vasold from Freeland, MI was named Great Lakes Intercollegiate Athletic Conference Honorable Mention Team; and, Head Coach Cale Wassermann was named as NSCAA Midwest Region Coach of the Year and Great Lakes Intercollegiate Athletic Conference Coach of the Year; and,**

**WHEREAS, The Men's Soccer team won 18 games, lost three and tied four; and,**

**WHEREAS, The Men's Soccer team held a cumulative average GPA of 3.03;**

**NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulate Head Coach Cale Wassermann; Assistant Coaches Michael O'Neill and Kyle Dubay; and team members Jason Wise, Tyler Yachcik, Josh Howell, Zack Minor, Taylor Clarke, Tyler Winningham, Bryan Winnega, Conor Reaume, Zach Walega, Laurence Paterson, Cedric Daley, Lachlan Savage, Mitch Reinhart, Ben Thomas, Morley Burns, Zach Myers, Dylan Knott, Vaughn Frederick, Zack Cooney, Zach Vasold, Robert Short, Jesse Jones, Mitch Posuniak, Craig Neal and Michael Lamb for attaining this high level of achievement**

**and commend Coach Wassermann and the team for their outstanding performance in the classroom and on the field. Their commitment to excellence and performance has brought national distinction to the University and its athletic program(s).**

The motion was APPROVED unanimously.

## ***II. PROCEDURAL ITEMS (Continued)***

### **B. Approval of Minutes of October 29, 2012 Regular Formal Session**

**It was moved and supported that the minutes of the October 29, 2012 Regular Formal Session be approved.**

The minutes were unanimously APPROVED as written.

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

Professor Robert Lane, President of the Faculty Association, commented on the manner in which our institution is governed and the autonomy that it enjoys. Professor Lane stated: "I hope we don't take that for granted and that collectively we all become advocates for maintaining the type of government that serves this university so well."

### **D. Communications and Requests to Appear Before the Board**

- Kayla Gatza and Bill Stec, Staff Members of the Month for November, were introduced to the Board. (See Appendix One: Gatza/Stec.)
- Amy Stepanski, Staff Member of the Month for December, was introduced to the Board. (See Appendix Two: Stepanski.)

## ***III. ACTION ITEMS (Continued)***

### **1. Resolution to Congratulate the 2012 Student Association for their Leadership in the Battle of the Valleys Competition**

RES-1990     **It was moved and supported that the following resolution be adopted:**

**WHEREAS, Since 2003, students from Saginaw Valley State University and Grand Valley State University, led by their respective Student Associations, have competed in a charitable fund-raising competition known as the *Battle of the Valleys*; and**

**WHEREAS, In 2012, SVSU students collected \$30,225 for the Great Lakes Bay Miracle League. The Saginaw Valley State University Student Association selected the Great Lakes Bay Miracle League as its partner charity for the 2012 "Battle of the Valleys." The league is a non-profit organization dedicated to helping children with physical and mental disabilities to develop and achieve their full potential.**

**WHEREAS, SVSU has won the Battle of the Valleys trophy in six out of nine years, having raised nearly \$250,000 to benefit regional charities; and**

**NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulate the 2012 Student Association and through them, the entire student body which they represent, for a successful and commendable fund-raising effort and for continuing a spirit of generosity and philanthropy on this campus.**

The motion was APPROVED unanimously.

4. Resolution to Grant Undergraduate and Graduate Degrees

**RES-1993      It was moved and supported that the following resolution be adopted:**

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

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

**NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University approves the awarding of undergraduate and graduate degrees at the December, 14, 2012 Commencement as certified by the faculty and Registrar.**

The motion was APPROVED unanimously.

5. Resolution to Approve Confirmation of Board Members for Previously Authorized Public School Academies

**RES-1994      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;**

**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:**

**Cesar Chavez Academy, Detroit**

***Judge Linda Parker                      Appointment                      Term: 1/1/2013 – 6/30/14***

Judge Parker is a University of Michigan graduate with a Juris Doctorate from the National Law Center at George Washington University in Washington, D.C. On December 26, 2008, she was appointed to the Third Judicial Circuit Court in Wayne County by Governor Granholm. Judge Parker believes her strategic planning and accountability skills will be an asset to the Academy board.

***Jacqueline Williams                      Appointment                      Term: 1/1/2013 – 6/30/13***

Ms. Williams serves as a Pastoral Associate for St. Augustine/St. Monica Church in Detroit. Her role includes needs assessment, pastoral planning, decision-making, implementation, and budget management. Ms. Williams also serves as the Project Director for Senior Year, a volunteer program for senior citizens. Ms. Williams believes her extensive leadership skills will be an asset to the Academy board.

**Chandler Park Academy, Harper Woods**

***Teresa Bates                                      Appointment                      Term: 1/1/2013 – 6/30/14***

Ms. Bates earned her Associate of Science in Education and Bachelor of Science in Management from Cornerstone University. She also completed the required 12 credits for State License in Early Childhood Studies from Macomb Community College. Ms. Bates runs a Child Development and Care Center in Eastpointe. Ms. Bates will provide parent representation on the Academy board.

**Chatfield School, Lapeer**

***Craig Watson                                      Appointment                      Term: 1/1/2013 – 6/30/14***

Dr. Watson earned his Bachelor of Science in Applied Biology from Ferris State University. He earned his Doctor of Optometry from Illinois College of Optometry. Dr. Watson currently is co-owner of a multi-site optometric practice in Lapeer. He feels his leadership and communication skills will be beneficial to the Academy board.

**Grattan Academy, Belding**

***Mary Rittersdorf                                      Appointment                      Term: 1/1/2013 – 6/30/14***

Ms. Rittersdorf is an Administrative Assistant at Leppinks, Inc., corporate offices, where she has worked for 33 years. She believes that she is a fair-minded person that would listen to all sides of any issue. Ms. Rittersdorf will also provide parent representation to the Academy board.



***Maria (Kim) Ricards                      Appointment                      Term: 1/1/2013 – 6/30/13***

Ms. Ricards earned her Associates Degree in Business Administration from Northeastern Junior College in Golden, Colorado. She has a long history working with Grattan Academy in various roles (PTO, publishing yearbook, teaching art/gym classes, marketing, publishing school newsletter). Ms. Ricards believes that her experience in design, writing, and publishing can provide a positive contribution in promoting and marketing the Academy to further build public recognition and support.

***Merritt Academy, New Haven***

***Kelley Osterman                      Appointment                      Term: 1/1/2013 – 6/30/15***

Ms. Osterman earned her Associates in Marketing from Macomb Community College and her Bachelor of Science in Parks & Recreation Management from Northern Arizona University. Ms. Osterman is the Founder/Executive Director of the nonprofit organization, Regional Youth Initiative, Inc. This charitable organization is a community youth center. Ms. Osterman believes her extensive experience working in the community and her board experience will be an asset to the Academy board.

***Pontiac Academy for Excellence, Pontiac***

***Phillip Carroll III                      Appointment                      Term: 1/1/2013 – 6/30/15***

Mr. Carroll earned his Bachelor of Science in Mechanical Engineering from Duke University and his Master of Science in Materials Science. He is a retired Naval Captain that has 4 years of teaching experience at the Orchard Lake St. Mary's Preparatory School and Madonna University at Orchard Lake, teaching physics and advanced computing. Mr. Carroll believes his strategic planning skills and business experience will be an asset to the Academy board.

***White Pine Academy, Leslie***

***Michael Glair                      Appointment                      Term: 1/1/2013 – 6/30/15***

Mr. Glair earned his Bachelor of Science degree from Michigan State University and his Master of Business Administration from Saginaw Valley State University. He currently serves as a K-12 substitute teacher in 10 different school districts through Professional Educators Services Group. Mr. Glair believes his 20 years of marketing experience will be an asset to the Academy board.

The motion was APPROVED unanimously.

6. Resolution to Authorize the Establishment of a Public School Academy

RES-1995      It was moved and supported that the following resolution be adopted:

**WHEREAS, the Michigan Legislature has provided for the establishment of public school academies as public schools under section 2 of article VIII of the state constitution of 1963 by enacting Part 6A of the Michigan Revised School Code, as amended ("Part 6A"); and**

**WHEREAS, according to Part 6A, the Saginaw Valley State University Board of Control (the "University Board") is an authorizing body empowered to issue contracts to organize and operate public school academies; and**

**WHEREAS, the University Board issues contracts to operate public school academies on a competitive basis taking into consideration the resources available for the proposed academy, the population to be served by the proposed academy and the educational goals to be achieved; further, in its Policy Statement on Public School Academies (the "Policy"), Schedule 1, the University Board considers for approval those applications which demonstrate that the applicant will provide elementary and secondary students with enhanced opportunities to achieve the objectives of Article 8 of the state constitution of 1963; and**

**WHEREAS, the University Board having reviewed the application of Waterford Montessori Academy, has determined that it is in the best interests of the people of this State and in the best interests of the University that a contract to operate a public school academy as provided under Part 6A be conditionally authorized for Waterford Montessori Academy.**

**NOW, THEREFORE, BE IT RESOLVED, that the Saginaw Valley State University Board of Control declares, subject to the conditions set forth below:**

- 1. That the application for a public school academy, to be known as Waterford Montessori Academy, is hereby approved to operate for a term of three academic years beginning in the fall of 2013 subject to the execution of a Contract to Operate a Public School Academy, complete with all schedules, by August 1, 2013;**
- 2. That the Academy shall operate a birth through grade 5 program, with a maximum enrollment to be determined;**
- 3. That the initial board of directors of the Academy, subject to the requirements of Paragraph 1, above, shall be:**
  - Gregory Matzelle**
  - LuAnn Birchmeier**
  - Mark Richer**
  - Patrick Carraher**
  - Sally Leroux;**
- 4. That the method of selection and appointment of members of the Academy's board of directors shall be as set forth in Section V of the Policy; and**
- 5. The effectiveness or the continued effectiveness of this Resolution are subject to these conditions:**

- a. **An opinion of University legal counsel to the effect that contract documents have been agreed upon which are consistent with the purpose of the public school academies statutes; that when executed, contract documents will be binding on both parties in accordance with their tenor; and that in the opinion of University counsel, adequate provisions are included to immunize or indemnify the University, its directors, officers, employees and agents to the extent that prudence and reasonable business practice would require from all claims of liability arising from the University's contractual relationship with the public school academy or the operation of the public school academy;**
- b. **An opinion of professional staff of the University to the effect that the contract documents, the proposed plan of operation, and the methods for holding the public school academy accountable for educational outcomes are consistent with the Policy, and subsequently amended, unless in the case of departures from such Policy, if any, the staff recommends that each such departure be agreed to, and state reason in support.**
- c. **An opinion of the professional staff of the University that the applicant meets all of the financial, personnel and facility requirements necessary to open and operate a public school academy.**
- d. **This Resolution and any contract entered into under it shall be null and void if Waterford Montessori Academy is not in operation by the 2013-2014 school year fall membership count day.**
6. **Upon receipt by the University Board of the opinions mentioned in 5 (a) and (b) above and subject to 5 (c) above, the President of Saginaw Valley State University may execute a public school academy contract and related documents between Waterford Montessori Academy (a public school academy) and the Saginaw Valley State University Board of Control (authorizing body).**

The motion was APPROVED unanimously.

7. Resolution to Approve Faculty Sabbaticals for 2013-2014

RES-1996      **It was moved and supported that the following resolution be adopted:**

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

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

**NOW, THEREFORE, BE IT RESOLVED, THAT, the following faculty members be granted sabbatical leaves as specified below for the academic year of 2013-2014:**

***Al-Halees, Hasan - Mathematical Sciences, Fall 2013***

**Isomorphic vector-valued Banach-Stone theorems for subspaces.**

***Clark, Russell Electrical & Computer Engineering Fall/Winter***

**2013-14 Integrating FPGA into Embedded System Design and Computer Engineering Curriculum.**

***Keough, Sara Beth - Geography, Winter 2014***

**Material Culture of Water and French Language Study.**

***Liu, Bing - Mathematical Sciences, Winter 2014***

**Norm estimates for singular integrals of the potential operator.**

***Sorensen, Carrie - Teacher Education, Winter 2014***

**Research and Writing Children's Fiction from My Family's History.**

***Zerger, Tom - Mathematical Sciences, Fall 2013***

**Geometry Textbook Co-Author.**

The motion was APPROVED unanimously.

8. Resolution to Approve Appointment to the Marshall M. Fredericks Sculpture Museum Board (Rosalind Frederick)

RES-1997      **It was moved and supported that the following resolution be adopted:**

**WHEREAS, The Marshall M. Fredericks Sculpture Museum Board is comprised of qualified individuals who have the responsibility of advising the President and the University Board of Control regarding major decisions of the Museum; and**

**WHEREAS, The Museum Board recommends that Rosalind Fredericks be appointed to fill a new term, which expires in May 2016.**

**NOW, THEREFORE, BE IT RESOLVED, That the appointed member serves on the Marshall M. Fredericks Sculpture Museum Board as stipulated in the organization's bylaws.**

The motion was APPROVED unanimously.

9. Resolution to Approve 2014 Capital Outlay Request

**RES-1998     It was moved and supported that the attached resolution be adopted.  
(See Appendix Three: Capital Outlay.)**

The motion was APPROVED unanimously.

10. Resolution to Approve HIPPA Policy

**RES-1999     It was moved and supported that the following resolution be adopted:**

**WHEREAS, The University sponsors and self-funds a Flexible Spending Account Plan (referred to herein as the "Plan") that is regulated by the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"); and,**

**WHEREAS, The Health Information Technology for Economic and Clinical Health Act ("HITECH") was recently enacted which created and imposed new requirements in connection with HIPAA; and,**

**WHEREAS, HIPAA and HITECH set forth certain standards and requirements designed to protect and preserve the security and privacy of enrollees' protected health information ("PHI"); and,**

**WHEREAS, The University is committed to the legal and ethical operation of the Plan and to maintaining compliance with the HIPAA/HITECH privacy and security standards and regulations applicable to the Plan as it currently exists and as it may be amended and/or changed in the future.**

**NOW, THEREFORE, BE IT RESOLVED, That the University affirms its policy that the operations of the Plan be conducted in a manner that complies with all applicable statutes and regulations regulating the collection, maintenance, use and disclosure of individually identifiable health information, including, but not limited to, HIPAA and HITECH and their respective privacy and security rules and regulations.**

**AND BE IT FURTHER RESOLVED, That the University's Director of Human Resources serve as Privacy Officer for the Plan and that the Executive Director of Information Technology Services serve as Security Officer for the Plan.**

**AND BE IT FURTHER RESOLVED, That the Privacy Officer and Security Officer, with the consultation and assistance of such other persons as they deem appropriate, shall respectively take all appropriate and reasonable actions to ensure the integrity and confidentiality of the individually identifiable health information of the enrollees of the Plan, to protect against reasonably foreseeable threats or hazards to the security or integrity of such information, and to protect against unauthorized use or disclosure of such information, including, as applicable, the following:**

- 1. Maintain reasonable and appropriate security measures, policies and procedures that implement technical, administrative and physical safeguards to maintain the security and confidentiality of individually identifiable health information of the enrollees of the Plan; and**
- 2. Maintain reasonable and appropriate policies and procedures that ensure that enrollees' individual rights under applicable laws are secured and honored; and**
- 3. Implement, continue and enhance regular, effective education and training programs for all employees who perform Plan functions; and**
- 4. Use audits and/or other evaluation techniques to monitor the effectiveness of the administrative, technical and physical safeguards in the security measures, policies, procedures, safeguards, and educational and training programs; and**
- 5. Identify positions that are involved in Plan administration for inclusion in an internal firewall; and**
- 6. Develop contracts with all individuals and entities who do business with the Plan, and who have access to individually identifiable health information, which will require such business associates to protect and maintain the confidentiality and security of such individually identifiable health information; and**
- 7. Provide to the enrollees a notice of privacy practices explaining how the Plan will use and disclose protected health information, individual rights, the Plan's duties, and contact and complaint information.**

The motion was APPROVED unanimously.

11. Resolution to Authorize Line of Credit with Chemical Bank

RES-2000      **It was moved and supported that the following resolution be adopted:**

**WHEREAS, the Board of Control of Saginaw Valley State University (the "Board"), in the exercise of its constitutional duties has determined that it is necessary and expedient to provide for the borrowing of monies in an amount not to exceed \$25,000,000 from time to time outstanding on terms set forth herein for the purpose of providing necessary funds to meet temporary cash flow deficits; and**

**WHEREAS, it will be necessary for the Board to enter into one or more agreements (any such agreement being a "Line of Credit Agreement") whereby the aggregate sum of up to \$25,000,000 from time to time outstanding may be borrowed from one or more banks or financial institutions on a "line-of-credit" basis; and**

**WHEREAS, it is necessary for the Board to authorize the President and the Executive Vice President for Administration and Business Affairs (each an "Authorized Officer"), or either of them, to negotiate, execute and deliver on behalf of the Board, one or more Line or Credit Agreements with one or more banks or financial institutions, all within the limitations set forth herein, in order to provide the Board with greater flexibility in structuring the terms of one or more lines of credit.**

**NOW, THEREFORE, be it resolved by the Board of Control of Saginaw Valley State University, as follows:**

- 1. Line of Credit Agreements. The Board hereby authorizes the Authorized Officers, or either of them, to select one or more banks or financial institutions to provide one or more of lines of credit within the parameters stated in the Resolution, and negotiate the terms of and execute and deliver one or more Line of Credit Agreements in the name of the Board and as its corporate act and deed, in order to provide the Board access to one or more lines of credit in the aggregate sum not to exceed \$25,000,000 from time to time outstanding of potential line of credit draws or advances. Draws or advances under any Line of Credit Agreement shall be made at the request of any Authorized Officer, or any other officer or employee of the Board or of Saginaw Valley State University so designated in writing by an Authorized Officer. Interest shall accrue on sums outstanding at an interest rate to be specified in each Line of Credit Agreement, but not in excess of the lesser of 15% per annum or the maximum rate permitted by law, and shall be payable on the dates and in the amounts as shall be provided in each Line of Credit Agreement. Principal representing the draws or advances under any Line of Credit Agreement shall be repaid with interest as provided in each Line of Credit Agreement, but all principal and interest on any draw under any Line of Credit Agreement shall be finally due and payable on or before the date one year from the date that draw is made, but in no event later than December 31, 2014, or such earlier date or dates selected by either Authorized Officer. Any Line or Credit Agreement may provide for the delivery of one or more notes to evidence all or a part of the obligations described in each Line of Credit Agreement (any one such note being a "Note"). The Authorized Officers, or either of them, are further authorized to prescribe the form of and execute and deliver any Note pursuant to the terms of any Line of Credit Agreement.**

- 2. Limited Obligation; Security.** The Board's obligations under any Line of Credit Agreement and related Note shall be limited and not general obligations, payable solely from General Revenues, as defined below, and from the proceeds of short-term investments, or either of those sources, and may be unsecured or, if an Authorized Officer so determines, secured as set forth below; provided, that the Board reserves the right, but not the obligation, to pay principal of and interest on any Note from any legally available funds. The Authorized Officers, or either of them, are further authorized, empowered, and directed in the name of the Board and as its corporate act and deed to secure one or more Notes as described in this Resolution with (a) a first or subordinated lien on the General Revenues (as shall be defined in any Line of Credit Agreement in a manner generally consistent with the definition contained in a certain Trust Indenture dated May 1, 2010 between the Board and The Bank of New York Mellon Trust Company, N.A., as trustee); and/or (b) a pledge of short-term investments of the Board. A first lien on the General Revenues permitted to be established by this Resolution and any Line of Credit Agreement shall be on a parity basis with the first lien thereon established as security for certain outstanding debt of the Board.
- 3. Tax Matters.** If in the judgment of the Authorized Officers, or either of them, it is advisable for the interest on a Note authorized by this Resolution to be "tax exempt" for federal and state income tax purposes, the Authorized Officers, or either of them, are further authorized to (a) covenant and agree in the name of the Board that, to the extent permitted by law, the Board will take all actions within its control necessary to maintain an exclusion of the interest on the line of credit from adjusted gross income for federal income tax purposes under the Internal Revenue Code or 1986, as amended; and/or (b) designate the Board's obligations under one or more Line or Credit Agreements as "qualified tax exempt obligations" for purposes of deduction of interest expense by financial institutions, if and to the extent that such designation is lawfully available to the Board.
- 4. Other Actions.** The Authorized Officers and any other officers of the Board as may be appropriate, are each authorized and directed to complete such applications, forms or documents necessary, make such certifications, take all other actions necessary and undertake any procedures required to effectuate the provision of one or more lines of credit as described in this Resolution, without further action of the Board.
- 5. Prohibitions.** No Line of Credit Agreement or Note shall provide for or be construed as a pledge of the credit of or create any liability on the part of the State of Michigan, or any member or officer of the Board, or any of their successors, and no Line of Credit Agreement or Note authorized by this Resolution is intended to and shall not create any indebtedness of the



**State of Michigan or the Board within the meaning of any State constitutional debt limitation or restriction**

- 6. Rescission. All resolutions and parts of resolutions insofar as they conflict with the provisions of this Resolution be and the same are hereby rescinded.**

The motion was APPROVED unanimously.

(Trustee Velasquez abstained from voting, as she is a member of the Midland Community Board of Directors of Chemical Bank.)

12. Resolution to Approve Capital Projects

RES-2001      **It was moved and supported that the following resolution be adopted:**

**WHEREAS, The Finance and Audit Committee has discussed and considered various capital projects; and,**

**WHEREAS, Sufficient financial resources are available from capital project and auxiliary system accounts to fund the projects;**

**NOW, THEREFORE, BE IT RESOLVED, That the Board hereby authorizes the President or the Executive Vice President for Administration and Business Affairs to enter into contracts to complete the below referenced projects with budgets as indicated:**

- 1. Parking Lot J-1 Annex Construction   \$450,000**
- 2. Energy Conservation Measures \$2,500,000**

The motion was APPROVED unanimously.

13. Resolution to Authorize the Issuance and Delivery of General Revenue Bonds and Providing for Other Matters Relating Thereto

RES-2002      **It was moved and supported that the attached resolution be adopted.**  
(See Appendix Four: Bonds.)

The motion was APPROVED unanimously.

***IV. INFORMATION AND DISCUSSION ITEMS***

14. Discussion of Strategic Plan

President Gilbertson stated that over the past six months, much work has gone into the preparation of a new strategic plan for SVSU. He further noted that the development of the overall institutional direction was accomplished through a succession of plans.

An overview of the proposed plan was presented to the Board 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

President Gilbertson noted that the final plan would be presented to the Board for approval in February. (See Appendix Five: Strategic Plan.)

***V. OTHER ITEMS FOR CONSIDERATION OR ACTION***

15. Motion to Move to Informal Session to Discuss Personnel Evaluations and Real Estate Transaction

**BM-1134 It was moved and supported that the Board move to Informal Session to Discuss Personnel Evaluations and Real Estate Transaction.**

The motion was APPROVED unanimously.

The Board moved to Informal Session at 3:10 p.m. and reconvened in Regular Formal Session at 4:55 p.m. with Board members Abbs, Carmona, Ferguson, Gamez, Martin, Velasquez, Wilson, and Yantz in attendance. Also present were President Gilbertson, Mary Kowaleski, and J.J. Boehm.

16. Resolution to Approve Administrative Staff Compensation

**RES-2003 It was moved and supported that the following resolution be adopted:**

**WHEREAS, The Board of Control retains unto itself the authority to establish compensation levels for the University's President and Vice Presidents; and**

**WHEREAS, The Board of Control has received and accepted favorable performance evaluations from the President for Dr. Donald Bachand, Provost and Vice President for Academic Affairs; Merry Jo Brandimore, Vice President of Student Affairs; James Dwyer, Vice President for Enrollment Management; and James Muladore, Executive Vice President for Administration and Business Affairs;**

**NOW, THEREFORE, BE IT RESOLVED, That the President's and Vice Presidents' base salaries for the 2013 calendar year be set as follows:**

<b>Eric R. Gilbertson</b>	<b>\$234,400</b>
<b>Donald Bachand</b>	<b>\$189,560</b>
<b>Merry Jo Brandimore</b>	<b>\$133,630</b>
<b>James Dwyer</b>	<b>\$133,630</b>
<b>James G. Muladore</b>	<b>\$180,100</b>

The motion was APPROVED unanimously.

***VI. REMARKS BY THE PRESIDENT***

President Gilbertson offered no formal remarks.

***VII. ADJOURNMENT***

17. Motion to Adjourn

BM-1135      **It was moved and supported that the meeting be adjourned.**

The motion was APPROVED unanimously.

The meeting was adjourned at 5:10 p.m.

Respectfully submitted:

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David Abbs  
Chairman

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Leola Wilson  
Secretary

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Mary Kowaleski  
Recording Secretary  
Secretary to the Board of Control

## STAFF MEMBER OF THE MONTH

## Kayla Gatza | Bill Stec

Event Coordinator | AV/Event Specialist • November 2012

For Bill Stec and Kayla Gatza, work comes with a world of tiny details — along with Post-It notes and a calendar whose breadth can set off panic attacks.

Bill and Kayla are two teammates in the University Conference & Events Center. The 12-person crew, responsible for 8,000 to 10,000 events that go on at the university every year, is a one-stop shop for arranging any kind of get-together, from a meeting of a half-dozen to a conference for a thousand.

"We're the hub, the go-to people," Bill said. "People come to us, and then we communicate with dining services, campus facilities, grounds and maintenance."

"We handle pretty much everything but classes," Kayla said. "And sometimes, we handle those, too."

As partners in planning, Bill and Kayla chime in on each other's responses; clearly, they're relaxed in their work.

Sometimes, that work is simply making sure the right door is unlocked. And sometimes it's disaster response.

A few years ago, for instance, the crew was arranging a wedding reception at SVSU's Pioneer Hall when the hand of calamity struck. As crew members made final touches, Kayla looked over and saw the wedding cake — the carefully crafted work of the bride's aunt — had collapsed under its own weight. Cake fragments plastered the

floor. In an immediate response (UCEC handles some 50 weddings a year), a chef tried his best to piece the cake together, as someone else raced to the car to buy more dessert, and Kayla comforted the miserable cake-maker who felt she'd failed her niece.

"In this business, you have to expect the unexpected," Kayla said. "The clients can be stressed, and you need to be able to work with them and not be stressed, too."

When she was a student, Kayla worked as an intern for UCEC in 2009, then transitioned into full-time work right out of college. As for Bill, previously he worked at the Dow Event Center, where he was director of hospitality and sales, until he joined SVSU in 2010.

Outside these halls, Kayla loves recreation, enjoying Zumba and her volleyball league. Bill manages a softball team, although he and his wife are busy with their young daughter, Makenzie, whose first birthday will come Christmas Eve.

It's no stretch to say that, with Bill and Kayla, the feeling is like a cappuccino: it blends a caffeinated vigilance for detail with a pleasant, lighthearted warmth. The pair is frequently laughing.

"Well, that's what we do to relieve the pressure," Kayla said.

"You have to," Bill answered, a reminder-covered Post-It note in hand. "In this business, you're going to get stressed, so you have to laugh it out."





## STAFF MEMBER OF THE MONTH

## Amy Stepanski

Research Analyst • December 2012

Amy Stepanski says the importance of her job can be summarized with a tale about beer and diapers.

Academic legend has it (in one of several variations) that a store's marketing researchers were studying consumer purchasing habits when they spotted an unexpected pattern: Men running to the grocer for diapers often bought a pack of beer as well. Capitalizing on this, the store placed its coolers near the diaper aisle. And suddenly, beer sales skyrocketed.

"That's data mining," Amy said. "It's all about finding connections you might not ordinarily see — making meaningful assumptions from the data."

Amy works as an analyst in the Office of Institutional Research, located on Wickes Hall's first floor. Sometimes her work is report-based. Every year, her office produces the first-majors report, compiling numbers on students' chosen focus of study. They also create a semester credit hours report, pooling data about course enrollment patterns — "maybe the number of credit hours students are taking in the math department or in the whole College of Arts & Behavioral Sciences."

But sometimes it's quicker. Amy might get a phone call from Student Life about candidates rushing a fraternity, asking if she would check GPAs to ensure they meet club standards. Or she'll get a call from Admissions to create a fact book — "all the applicants,

sliced and diced," listing each high school, ethnicity, county of origin, and for undergraduate transfers, the university of origin.

"Sometimes we get a few off-the-wall requests, and it gets really busy," Amy said, "but I like being able to find out something interesting."

In particular, universities want to understand the best ways to minister to students — past, present, and prospective. Technology has aided this, uncovering enrollment patterns showing where one group of admitted students might enroll instead or where another might transfer to. Tracking these paths is possible now, Amy said, thanks to the gradual improvement of nationwide databases.

"Before, you might send over a thousand people and get 18 matches. In recent years, the systems have gotten a lot better at matching them."

On Amy's office walls hang slips of paper, with data search codes, along with photos of a niece and nephew, of her boyfriend, Bryan, and her nine-year-old son, Trevor.

"I love my job," Amy said. "I'm a numbers person, and I get to use my skills here. And when somebody comes up with a really good 'Let's investigate this' — that I really like.

"It's about sifting through the dirt to find the gem. Then you figure out how you take that data and better serve your customers."



**RESOLUTION TO APPROVE  
FY2014 CAPITAL OUTLAY REQUEST**

WHEREAS, The fiscal year 2014 Capital Outlay Request required to be provided to the Michigan Department of Management and Budget must be approved by the Board of Control;

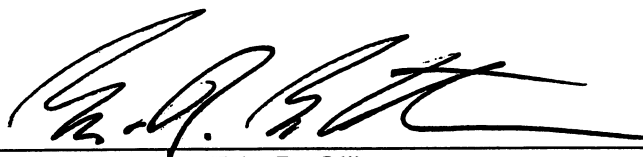
NOW, THEREFORE, BE IT RESOLVED, That the Capital Outlay Request for Saginaw Valley State University for fiscal year 2014 be approved as submitted to the State of Michigan.

# **Saginaw Valley State University**

**University Center, Michigan**

## **Capital Outlay Request**

**2014**



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Eric R. Gilbertson  
President

November 2, 2012

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

	Project Period	Project Cost Estimate	Funding Sources			
			General Fund	State of Michigan	Self Supporting	Other
<b><u>Academic and Other Facilities</u></b>						
Wickes Hall Renovation	2013-2014	\$8,000,000	\$2,000,000 *	\$6,000,000		
<b><u>Major Expansion, Maintenance &amp; Renovation</u></b>						
Ryder Center Expansion and Renovation	2013-2015	20,500,000	5,125,000 *	15,375,000		
Energy Conservation Measures	2012-2015	3,000,000				\$3,000,000
Classroom Facility	2013-2014	3,400,000			\$3,400,000	
Campus Infrastructure Improvements	2013-2015	2,000,000				2,000,000
Deferred Maintenance Projects	2012-2015	5,000,000			1,000,000	4,000,000
		<u>\$41,900,000</u>	<u>\$7,125,000</u>	<u>\$21,375,000</u>	<u>\$4,400,000</u>	<u>\$9,000,000</u>

\* University match at 25%, if required by Capital Outlay legislation.



**RESOLUTION TO AUTHORIZE THE ISSUANCE AND DELIVERY  
OF GENERAL REVENUE BONDS AND  
PROVIDING FOR OTHER MATTERS RELATING THERETO**

WHEREAS, the Board of Control of Saginaw Valley State University (the "Board") is a constitutional body corporate established pursuant to Article VIII, Section 6 of the Michigan Constitution of 1963, as amended, with general supervision of Saginaw Valley State University (the "University") and the control and direction of all expenditures from the University's funds; and

WHEREAS, the Board has previously issued and has outstanding certain series of General Revenue Bonds (the "Outstanding General Revenue Bonds"), and it may be appropriate and economic to refund all or a portion of the Outstanding General Revenue Bonds as shall be determined by an Authorized Officer (the portion of the Outstanding General Revenue Bonds to be refunded, as determined by an Authorized Officer, is referred to herein as the "Bonds to be Refunded"); and

WHEREAS, in the exercise of its constitutional duties, and in order to prudently control and direct expenditures from the University's funds, the Board determines it is necessary and desirable to authorize the issuance and delivery of the Board's General Revenue Bonds (the "Bonds") in order to provide funds which, together with other available funds, will be used to pay all or a portion of the costs of refunding the Bonds to be Refunded, and to pay costs incidental to the issuance of the Bonds and the refunding, including insurance premiums, if appropriate; and

WHEREAS, a trust indenture (the "Trust Indenture") must be entered into by and between the Board and a trustee (the "Trustee"), to be designated by an Authorized Officer, pursuant to which the Bonds will be issued and secured; and

WHEREAS, it is necessary to authorize the Authorized Officers to negotiate the sale of the Bonds with an underwriter or group of underwriters to be selected by an Authorized Officer (collectively, the "Underwriter") and to enter into a bond purchase agreement (the "Bond Purchase Agreement") with the Underwriter setting forth the terms and conditions upon which the Underwriter will agree to purchase the Bonds and the interest rates thereof and the purchase price therefor; and

WHEREAS, in order to be able to market the Bonds at the most opportune time, it is necessary for the Board to authorize the President and the Executive Vice President for Administration and Business Affairs (each an "Authorized Officer"), or either of them individually, to negotiate, execute and deliver on behalf of the Board, the Trust Indenture, the Bond Purchase Agreement and other related documents, to establish the specific terms of the Bonds and to accept the offer of the Underwriter to purchase the Bonds, all within the limitations set forth herein; and

WHEREAS, the Board has full power under its constitutional authority and supervision of the University, and control and direction of expenditures from the University funds, to refund the Bonds to be Refunded, and to pay all or a portion of the costs of the refunding by issuance of the Bonds, and to pledge General Revenues for payment of the Bonds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF CONTROL OF SAGINAW VALLEY STATE UNIVERSITY, AS FOLLOWS:

1. The Board hereby approves the refunding of the Bonds to be Refunded and authorizes the Authorized Officers, or either of them, to select the portion, if any, of the Outstanding General Revenue Bonds to constitute the Bonds to be Refunded, based on whether such refunding would produce interest cost savings, more favorable debt service schedules or more flexible documentation, and to cause to be called for redemption such of the Outstanding General Revenue Bonds as are appropriate and consistent with the foregoing objectives.

2. The Board hereby authorizes the issuance, execution and delivery of the Bonds in one or more series to be designated GENERAL REVENUE BONDS, with appropriate series designations, in the aggregate principal amount to be established by an Authorized Officer, but not to exceed the amount, if any, necessary to accomplish the refunding of the Bonds to be Refunded. The Bonds shall be dated as of the date or dates established by an Authorized Officer, and shall be issued for the purpose of providing funds which, together with other available funds, will be used to pay all or a portion of the costs of refunding the Bonds to be Refunded, and the costs related to the issuance of the Bonds and the refunding, including bond insurance premiums, if appropriate. The Bonds shall be serial Bonds or term Bonds, which may be subject to redemption requirements, or both, as shall be established by an Authorized Officer, but the first maturity shall be no earlier than July 1, 2013 and the last maturity shall be no later than December 31, 2034. The Bonds may bear interest at stated fixed rates for the respective maturities thereof as shall be established by an Authorized Officer, but the highest yield (computed using the stated coupon and the stated original offering price) for any maturity shall not exceed 6.5% per annum. The Bonds may be subject to redemption or call for purchase prior to maturity at the times and prices and in the manner as shall be established by an Authorized Officer, but no redemption premium shall exceed 3% of the principal amount being redeemed, unless the premium is based on a "make-whole" formula, in which case no redemption premium shall exceed 25% of the principal amount being redeemed. Interest on the Bonds shall be payable at such times as shall be specified by an Authorized Officer. The Bonds shall be issued in fully registered form in denominations, shall be payable as to principal and interest in the manner, shall be subject to transfer and exchange, and shall be executed and authenticated, all as shall be provided in the Trust Indenture. The Bonds shall be sold to the Underwriter pursuant to the Bond Purchase Agreement for a price to be established by an Authorized Officer (but the Underwriter's discount, exclusive of original issue discount, shall not exceed 2.0% of the principal amount thereof) plus accrued interest, if any, from the dated date of the Bonds to the date of delivery thereof.

3. The Bonds, and the obligations of the Board under the Trust Indenture, shall be limited and not general obligations of the Board payable from and secured by a lien on General Revenues (as shall be defined in the Trust Indenture in a manner generally consistent with the definition thereof contained in the Trust Indentures pursuant to which the Outstanding General Revenue Bonds were issued) and moneys, securities or other investments from time to time on deposit in certain funds created pursuant to the Trust Indenture. The lien shall be on a parity basis with the liens on General Revenues securing the Outstanding General Revenue Bonds.

No recourse shall be had for the payment of the principal amount of or interest or premium on the Bonds, or any claim based thereon, against the State of Michigan, or any member or agent of the Board (including, without limitation, any officer or employee of the University), as individuals, either directly or indirectly, or, except as provided in the Trust Indenture, against the Board, nor shall the Bonds and interest with respect thereto become a lien on or be secured by any property, real, personal or mixed of the State of Michigan or the Board, other than General Revenues and the moneys, securities or other investments from time to time on deposit in certain funds established as pledged pursuant to the Trust Indenture.

The pledge of General Revenues and of funds specified in the Trust Indenture shall be valid and binding from the date of the issuance and delivery of the Bonds, and all moneys or properties subject thereto which are thereafter received shall immediately be subject to the lien of the pledge without physical delivery or further act. The lien of said pledge shall be valid and binding against all parties (other than the holders of any other bonds, notes or other obligations secured by a parity first lien on General Revenues) having a claim in tort, contract or otherwise against the Board, irrespective of whether such parties have notice of the lien.

4. The right is reserved to issue additional bonds, notes or other obligations payable from General Revenues and secured on a parity or subordinate basis with the Bonds by a lien on General Revenues, upon compliance with the terms and conditions as shall be set forth in the Trust Indenture.

5. Either Authorized Officer is hereby authorized and directed, in the name and on behalf of the Board, and as its corporate act and deed, to select the Trustee, and to negotiate, execute and deliver the Trust Indenture. The Trust Indenture may contain such covenants on behalf of the Board and terms as either such officer deem appropriate, including, but not limited to, covenants with respect to the establishment of General Revenues at levels expressed as a percentage of debt service on the Bonds or all General Revenue Bonds, and with respect to the issuance of additional bonds, notes or other obligations payable from and secured by General Revenues. The approval of the Trust Indenture and the terms thereof shall be conclusively evidenced by the execution of the Trust Indenture by an Authorized Officer. In addition, either Authorized Officer is hereby authorized, empowered and directed to negotiate, if necessary and expedient for the issuance of the Bonds, for the acquisition of bond insurance and to execute and deliver an insurance commitment or other documents or instruments required in connection with such insurance.

6. Either Authorized Officer is hereby authorized and directed, in the name and on behalf of the Board and as its corporate act and deed, to select the Underwriter and to negotiate, execute and deliver the Bond Purchase Agreement with the Underwriter setting forth the terms of the Bonds and the sale thereof, in the form as an Authorized Officer may approve, all within the limitations set forth herein. The approval of the Bond Purchase Agreement and the terms thereof shall be conclusively evidenced by the execution of the Bond Purchase Agreement by an Authorized Officer.

7. Either Authorized Officer is hereby authorized, empowered and directed, in the name and on behalf of the Board, and as its corporate act and deed, to execute the Bonds by manual or facsimile signature, and to deliver the Bonds to the Underwriter upon payment of the purchase price therefor, as provided in the Bond Purchase Agreement.

8. Either Authorized Officer is hereby authorized to cause the preparation of a Preliminary Official Statement and an Official Statement with respect to the Bonds, to deem such documents "final" in accordance with applicable law, and to execute and deliver the Official Statement. The Underwriter is authorized to circulate and use, in accordance with applicable law, the Preliminary Official Statement and the Official Statement in connection with the offering, marketing and sale of the Bonds.

9. The President, the Executive Vice President for Administration and Business Affairs, the Secretary and any other appropriate officer of the Board or the University are hereby authorized to perform all acts and deeds and to execute and deliver all instruments and documents for and on behalf of the University required by this resolution, the Trust Indenture or the Bond Purchase Agreement, as necessary, expedient and proper in connection with the issuance, sale and delivery, and ongoing administration, of the Bonds, the Trust Indenture or the Bond Purchase Agreement, as contemplated hereby, including, if deemed appropriate, an escrow deposit agreement with an escrow agent to be designated by an Authorized Officer. Under the direction of an Authorized Officer, each of the escrow agent and the Underwriter is authorized and empowered to subscribe for United States Treasury Obligations, State and Local Government Series, on behalf of the Board, as may be necessary in connection with any refunding authorized hereby.

10. In accordance with the requirements of Rule 15c2-12 of the United States Securities and Exchange Commission, the Board may be required in connection with the issuance of the Bonds to enter into a Disclosure Undertaking for the benefit of the holders and beneficial owners of the Bonds. Either Authorized Officer is authorized to cause to be prepared and to execute and deliver, on behalf of the Board, a Disclosure Undertaking.

11. All resolutions or parts of resolutions or other proceedings of the Board in conflict herewith are hereby repealed insofar as such conflict exists.

**DRAFT****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 and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

**Indicators of Success:**

- ▶ Review of pedagogy for all teaching delivery modes and implementation of campus plan for on-line and hybrid instruction
- ▶ Effective recruitment of new faculty, increased support for and participation in professional development activities by faculty
- ▶ Increased diversity/inclusiveness in the curriculum and in co-curricular activities
- ▶ Successful program reviews, discipline-specific accreditation and HLC accreditation
- ▶ Increased support for student achievement and success
- ▶ Increased internationalization of the campus through inbound and outbound programs and sister-institutional relationships
- ▶ Enhanced and expanded of academic programs in response to student and regional needs

**ACADEMIC IMPROVEMENT****DRAFT**

**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 and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Effective Teaching	A. Promote effective pedagogy for all delivery modes: face-to-face, online, and hybrid as appropriate to the university mission and the needs of the community.	<p>A1. Continue to provide professional opportunities and explore best practices for the inclusion of technology in instruction for all delivery modes. (Provost/Academic Affairs, Information Technology Services)</p> <p>A2. Develop a comprehensive campus plan with faculty and staff involvement for on-line and hybrid instruction including:</p> <ul style="list-style-type: none"><li>▶ engaging a consultant to assist in the development of a campus plan for on-line and hybrid instruction (Provost/Academic Affairs)</li><li>▶ developing surveys to gauge interest from faculty and students for online learning needs, including determining courses most effective for online delivery. (Provost/Academic Affairs, Enrollment Management)</li></ul>	

# ACADEMIC IMPROVEMENT

DRAFT

**Goal:** The University will continuously assess and improve academic programs to ensure student learning and expand participation to a wide range of experiential learning opportunities. The University will develop and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Effective Teaching (continued)	A. Promote effective pedagogy for all delivery modes: face-to-face, online and hybrid as appropriate to the university mission and the needs of the community. (continued)	A2. Develop a comprehensive campus plan with faculty and staff involvement for on-line and hybrid instruction including: (Provost/Academic Affairs) (continued) <ul style="list-style-type: none"> <li>▶ developing an “introduction to online learning” tutorial course for students;</li> <li>▶ providing support and venues for sharing pedagogical ideas at teaching workshops, roundtables, and forums;</li> <li>▶ coordinating with IT to provide infrastructure and technical support for all course delivery modes.</li> </ul>	
	B. Promote excellent teaching by assuring systems are in place to recruit and hire quality and diverse faculty.	B1. Identify strategic methods of and venues for recruiting faculty. (Provost/Academic Affairs, Human Resources, College Deans)	

**ACADEMIC IMPROVEMENT****DRAFT**

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 and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Effective Teaching (continued)	B. Promote excellent teaching by assuring systems are in place to recruit and hire quality and diverse faculty. (continued)	B2. Review strategies for training faculty to recruit candidates successfully and for charging search teams to ensure that searches are undertaken in a timely fashion and in compliance with university guidelines. (Provost/Academic Affairs, Human Resources, College Deans)	
		B3. Support faculty and staff training as Inclusion Advocates and assess the effects of the training on diversity within the faculty. (Office of Diversity Programs)	
	C. Promote and support continuous growth and professional development for faculty.	C1. Promote teaching and learning initiatives, especially as related to the scholarship of teaching and learning. (Provost/Academic Affairs, Faculty)	
		C2. Foster faculty peer-mentoring for teaching and research. (Faculty)	



# ACADEMIC IMPROVEMENT

DRAFT

**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 and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Effective Teaching (continued)	<p>C. Promote and support continuous growth and professional development for faculty. (continued)</p> <p>D. Promote diversity/inclusiveness in the curriculum and in co-curricular activities.</p>	<p>C3. Promote and support professional development for faculty (including those served by the Office of Adjunct Faculty Support Programs) on a variety of topics that reflect the needs of incoming students, majors and minors as well as community partners /external constituencies. (Provost/Academic Affairs, Enrollment Management, College Deans)</p> <p>D1. Analyze feedback on best practices handbook for teaching diverse student populations. (Office of Diversity Programs)</p> <p>D2. Develop and fund an Interdisciplinary Symposium on Diversity. (Provost/Academic Affairs, Office of Diversity Programs)</p>	
2. Support Student Learning	A. Ensure student learning in all programs through ongoing assessment models.	A1. Identify Basic Skills and General Education student success rates; develop appropriate intervention strategies as needed. (Institutional Research, ABS and SE&T Deans' Offices, General Education Committee)	

**ACADEMIC IMPROVEMENT****DRAFT**

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 and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Support Student Learning (continued)	A. Ensure student learning in all programs through ongoing assessment models. (continued)	<p>A2. Pilot first-year seminar or similar experiences that include thematically linked courses to enhance completion/engagement. (Provost/Academic Affairs, College Deans)</p> <p>A3. Promote experiential learning activities and evaluate the activities to track the effect on student learning, retention, and persistence. (Provost/Academic Affairs, College Deans, Student Affairs, Career Planning and Placement)</p> <p>A4. Ensure that all courses and programs in the university use comprehensive rubrics (or other appropriate measures) to evaluate student learning and encourage student achievement. (Provost/Academic Affairs, College Deans)</p>	

**ACADEMIC IMPROVEMENT****DRAFT**

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 and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Support Student Learning (continued)	B. Promote and support excellence in student achievement across university divisional lines; in both academic programs and student support services.	<p>B1. Promote and support student participation in:</p> <ul style="list-style-type: none"> <li>▶ regional and national conferences (five colleges);</li> <li>▶ publication of student-generated papers in regional, national, and international journals (colleges);</li> <li>▶ funded Dow SRCI Projects;</li> <li>▶ Honors program travel through stipends (Honors Program);</li> <li>▶ special projects undertaken by Roberts Fellows, Honors Program, Vitito Scholars, Living Leadership, and the Cardinal Business Edge program.</li> </ul> <p>B2. In collaboration with Enrollment Management and Student Affairs, promote student success initiatives including (Provost/Academic Affairs):</p> <ul style="list-style-type: none"> <li>▶ internships, field work, and practicum learning;</li> <li>▶ student involvement in curricular and co-curricular service-learning activities.</li> </ul>	

**ACADEMIC IMPROVEMENT****DRAFT**

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 and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Support Student Learning (continued)	<p>B. Promote and support excellence in student achievement across university divisional lines; in both academic programs and student support services. (continued)</p> <p>C. Improve Academic Support Services focused on goals for student retention, persistence and completion.</p>	<p>B3. Develop new and expand current university writing initiatives to improve student writing in all contexts and disciplines (Director, Instructional Support Programs/Writing Center).</p> <p>C1. Encourage faculty to receive training and participate in the MAP-Works program; develop appropriate outcome measures to assess the effect on student success. (Provost/Academic Affairs, College Deans, Enrollment Management)</p> <p>C2. Collaborate across university divisions to improve first-year retention, persistence, and graduation rates. (Provost/Academic Affairs, College Deans, Enrollment Management, Student Affairs)</p> <p>C3. Assess student support initiatives, including the Center for Academic Achievement, to evaluate effectiveness on student success. (Provost/Academic Affairs, College Deans, Enrollment Management, Student Affairs)</p>	

**ACADEMIC IMPROVEMENT****DRAFT**

**Goals:** 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 and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Support Student Learning (continued)	<p>C. Improve Academic Support Services focused on goals for student retention, persistence and completion. (continued)</p> <p>D. Promote and support internationalization of academic programs and co-curricular activities.</p>	<p>C4. Develop a student success timeline to assist students in planning their academic and post-academic careers. (Enrollment Management)</p> <p>D1. Identify and implement a variety of strategies for fostering and supporting programs of faculty and student exchange focused on international study abroad experiences. (See Program Qualitative Distinctiveness 2B1.) (Provost/Academic Affairs, Office of International Programs)</p> <p>D2. Expand international relationships with sister institutions to create global dimension to academic programs and co-curricular activities. (Provost/Academic Affairs, Office of International Programs)</p>	
3. Program Development and Assessment	A. Ensure quality in programs through external reviews.	A1. Maintain accreditation for discipline and program-specific accreditations, college accreditations, as well as university accreditation through the Higher Learning Commission (HLC). (Provost/Academic Affairs, College Deans, Accredited Departments)	

# ACADEMIC IMPROVEMENT

DRAFT

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 and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Program Development and Assessment (continued)	A. Ensure quality in programs through external reviews. (continued)	A2. Develop a self-study format to share with departments that do not have discipline-specific accreditation reviews; develop a rotational plan for three to five program reviews each year. (Provost/Academic Affairs, College Deans)	
	B. Expand and enhance academic programs to meet needs of the students and the region.	B1. Survey employers for types of academic programs responsive to regional needs. (Institutional Research, Career Planning and Placement, Departments)  B2. Survey alumni for program feedback, career trajectories, and graduate school participation. (Institutional Research, Alumni Office, Departments)  B3. Explore the development of certificate programs for graduate students. (College Deans, Graduate Admissions)  B4. Develop a policy to address assessment of prior learning for academic credit. (Provost/Academic Affairs, Office of the Registrar)	

**DRAFT****PROGRAM OF QUALITATIVE DISTINCTIVENESS**

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

**Indicators of Success:**

- ▶ Achievement of Carnegie Community Engagement Classification
- ▶ Increased growth and improved quality of fundable applications for qualitative distinctiveness programs
- ▶ Development of new proposals by academic departments
- ▶ Increased scope and participation by faculty and students in cross-disciplinary initiatives
- ▶ Successful recruitment of high-achieving students for participation in distinctive programs
- ▶ Utilization of data on international education, domestic travel study, and student preparation for graduate and professional school

**PROGRAM QUALITATIVE DISTINCTIVENESS**
**DRAFT**

*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's educational experience and which create distinctive qualities	A. Obtain Carnegie Community Engagement Classification in next application cycle (2015).	<p>A1. Implement spring 2012 recommendations of Task Force:</p> <ul style="list-style-type: none"> <li>▶ create steering committee;</li> <li>▶ reconfigure Task Force;</li> <li>▶ develop curricular aspects;</li> <li>▶ assess and track methods;</li> <li>▶ enhance external partnerships;</li> <li>▶ prepare communication plan.</li> </ul> <p>((See Campus Culture 1D1] Academic Affairs)</p>	
	B. Stimulate initiatives and activities within academic and extracurricular programs.	<p>B1. Continue commitment to Qualitative Distinctiveness Strategic Fund at not less than \$150,000 per year. (President)</p> <p>B2. Solicit proposals from departments for discipline-based programs for selectively chosen cohorts. (Colleges)</p> <p>B3. Expand opportunities for student participation in independent or faculty-led scholarly, creative, or competitive projects. (Colleges)</p>	



**PROGRAM QUALITATIVE DISTINCTIVENESS**
**DRAFT**
**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's educational experience and which create distinctive qualities (continued)	C. Promote cross-disciplinary learning opportunities.	<p>C1. Complete construction of multi-use greenhouse on campus for product development and interdisciplinary research. (SET, Administration &amp; Business Affairs)</p> <p>C2. Establish a multi-institutional environmental research initiative for cross-disciplinary study of regional freshwater issues. (SET, Foundation)</p> <p>C3. Increase and intensify collaboration with regional research institutions such as the Field Neurosciences Institute. (HHS)</p> <p>C4. Solicit proposals for innovative intercollegiate and cross-disciplinary learning opportunities in social sciences, arts and humanities, science, education, and related disciplines. (ABS, COE, SET)</p>	
	D. Develop distinctive partnerships with regional organizations to enhance learning opportunities across colleges.	D1. Increase and intensify collaboration with corporations such as Dow Corning, The Dow Chemical Company, Nexteer Automotive, and other regional businesses and organizations. (CBM, SET, CBED)	

**PROGRAM QUALITATIVE DISTINCTIVENESS**

**DRAFT**

Goals: 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	A. Identify current programs for high-achieving students which can be redesigned for greater impact.	<p>A1. Augment Honors Program through clearly articulated strategic initiatives to be implemented by fall 2013. (Academic Affairs)</p> <p>A2. Continuously assess existing programs of qualitative distinctiveness for potential improvement and enhancement. (Provost)</p> <p>A3. Investigate potential benefits of creating a "center of excellence" to house programs of qualitative distinctiveness. (Academic Affairs)</p>	
	B. Improve collection and dissemination of information for planning purposes and for recruitment of students into programs of excellence.	<p>B1. Conduct a study to determine the effectiveness of undergraduate course work and advising as preparation for graduate school or professional programs. ([See Academic Improvement 2C4] Institutional Research.)</p> <p>B2. Provide system for tracking career success of alumni who participated in distinctive programs. (Institutional Research, Alumni Relations)</p>	

**PROGRAM QUALITATIVE DISTINCTIVENESS****DRAFT****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)	C. Continue to promote and increase opportunities for international education and domestic travel-study learning experiences.	<p>C1. Determine the percentage of each year's graduating class that has studied abroad and establish a goal to increase appropriately. (International Programs)</p> <p>C2. Establish an appropriate benchmark for study-abroad participation for the total number of students enrolled. Increase as appropriate from 2.1% of total student population in fall 2011. (International Programs)</p> <p>C3. Collect and analyze data with a goal of increasing the number of SVSU students who participate in domestic travel-study learning experiences. (Academic Affairs, Student Affairs)</p> <p>C4. Develop and promote distinctive extracurricular opportunities and programs. (Academic Affairs, Student Affairs)</p>	

**ENROLLMENT MANA GEMENT****DRAFT**

**Goal:** The University will meet or exceed specific enrollment goals in established categories and will increase retention, academic program completion and six-year persistence-to-graduation rates.

**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
- ▶ Continued student engagement in co-curricular activities and academic support services

# ENROLLMENT MANAGEMENT

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**Goal:** The University will meet or exceed specific enrollment goals in established categories and will increase retention, academic program completion and six-year persistence-to-graduation rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Optimum enrollment levels	A. Strengthen undergraduate student enrollment.	<p>A1. Meet or exceed the goal of 1,754 first-time-in-college students (FTICs) in fall 2012, 2013, and 2014. (Enrollment Management)</p> <p>A2. Increase enrollment in undergraduate mechanical and electrical engineering programs by 30% over three years, from 373 in the fall 2011 to 485 in fall 2014. (Enrollment Management)</p> <p>A3. Increase the recruitment of FTIC undergraduate minority students by 2% each year from 335 in fall 2011 to 355 in fall 2014. (Enrollment Management)</p> <p>A4. Increase the total number of undergraduate minority students by 3% annually from fall 2011, at 1,151 to 1,254 fall 2014, for a total of 9%. (Enrollment Management)</p> <p>A5. Meet or exceed the goal of enrolling 1,150 new transfer students annually from fall 2012 to fall 2014. (Enrollment Management)</p>	

# ENROLLMENT MANAGEMENT

DRAFT

Goal: The University will meet or exceed specific enrollment goals in established categories and will increase retention, academic program completion and six-year persistence-to-graduation rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Optimum enrollment levels (continued)	<p>A. Strengthen undergraduate student enrollment. (continued)</p> <p>B. Effectively manage graduate student enrollment.</p>	<p>A6. Build Early College student enrollment and establish likely target of 300 to 350 students by winter 2016.</p> <p>B1. Develop collaborative initiatives with graduate program coordinators. (Enrollment Management, Academic Affairs)</p> <p>B2. Increase the number of graduate students in non-College of Education programs by 5%, from 528 in fall 2012 to 553 in fall 2014. (Enrollment Management, Academic Affairs)</p> <p>B3. Stabilize College of Education graduate enrollment by leveling from 745 students in fall 2012 to 647 in fall 2013 to 583 in fall 2014. (Enrollment Management, Academic Affairs)</p> <p>B4. Maintain Teacher Certification enrollment at 225 students for 2012, 2013, and 2014. (Enrollment Management, Academic Affairs)</p>	

# ENROLLMENT MANAGEMENT

DRAFT

**Goal:** The University will meet or exceed specific enrollment goals in established categories and will increase retention, academic program completion and six-year persistence-to-graduation rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Optimum enrollment levels (continued)	C. Broaden international student recruitment and improve opportunities for success.	<p>C1. Increase the total number of international students from 521 in the fall of 2011 to 650 in the fall of 2014 for a total increase of 24.8%. (Enrollment Management)</p> <p>C2. Reconsider international student enrollment levels and establish an aggressive goal that significantly exceeds current 6% of total student enrollment. (Enrollment Management)</p> <p>C3. Increase the enrollment of international students from countries other than Saudi Arabia and mainland China by 10% each year from fall 2012 to fall 2014. (Enrollment Management)</p> <p>C4. Achieve English Language Program (ELP) accreditation by fall 2014. (Enrollment Management)</p>	
2. Retention and academic program completion rates	A. Increase retention and persistence-to-graduation rates.	A1. Increase FTIC retention rate from first year to second year by 2% annually to reach a goal of 77% by AY 2014. (Enrollment Management, Academic Affairs, Student Affairs)	

**ENROLLMENT MANAGEMENT****DRAFT**

**Goal:** The University will meet or exceed specific enrollment goals in established categories and will increase retention, academic program completion and six-year persistence-to-graduation rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Retention and academic program completion rates (continued)	A. Increase retention and persistence-to-graduation rates. (continued)	<p>A2. Increase the retention rate for transfer students from first year to second year by 2% annually to reach a goal of 72% by AY 2014. (Enrollment Management, Academic Affairs, Student Affairs)</p> <p>A3. Increase the rate of six-year student baccalaureate degree completion from 42% (2004 FTIC cohort) in fall 2010 to 45% as of fall 2014 (2008 FTIC cohort). (Enrollment Management, Academic Affairs, Student Affairs)</p>	
3. Monitoring and supporting students	A. Improve data-collection for better assessment of retention issues.	<p>A1. Institutionalize the MAP-Works program for all FTICs and sophomores and convene student focus groups each fall and winter semester. (Enrollment Management, Academic Affairs, Student Affairs)</p> <p>A2. Coordinate various on-campus student surveys and consolidate data to improve academic and co-curricular programs. ([See Campus Culture 2A4 and 2B1] Institutional Research, Student Affairs, Enrollment Management)</p>	



**ENROLLMENT MANAGEMENT****DRAFT**

**Goal:** The University will meet or exceed specific enrollment goals in established categories and will increase retention, academic program completion and six-year persistence-to-graduation rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Monitoring and supporting students (continued)	<p>A. Improve data-collection for better assessment of retention issues. (continued)</p> <p>B. Implement specific student support programs</p>	<p>A3. Utilize swipe-card technology to monitor and increase student co-curricular engagement. (Enrollment Management, Student Affairs)</p> <p>A4. Ensure consistency and accuracy of online retention data. (Enrollment Management, Institutional Research, Student Affairs.)</p> <p>B1. Implement Stairway 2 Success program, mandated for incoming FTIC at-risk students. (Enrollment Management)</p> <p>B2. Establish "Sophomore Slump to Sophomore Jump" program to reduce attrition rates from 13% in fall 2011 to 11% for fall 2014. (Enrollment Management, Student Affairs)</p> <p>B3. Establish an annual Student Success Symposium to provide faculty and staff with best-practices; develop new living/learning communities which involve faculty, staff, and students. (Enrollment Management, Student Affairs, Academic Affairs)</p>	

# ENROLLMENT MANAGEMENT

DRAFT

**Goal:** The University will meet or exceed specific enrollment goals in established categories and will increase retention, academic program completion and six-year persistence to graduation rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Monitoring and supporting students (continued)	B. Implement specific student support programs (continued)	<p>B4. Provide high-quality tutorial support in a wide range of academic disciplines through the Academic Achievement Center. (Academic Affairs)</p> <p>B5. Evaluate spring/summer academic offerings and course delivery methods to maximize enrollments. (Enrollment Management, Academic Affairs)</p>	
4. Resources	A. Engage in effective cross-divisional planning initiatives.	<p>A1. Assess existing retention/persistence programs; pilot new initiatives through the Student Success Committee. (See Campus Culture 2A2.) (Enrollment Management, Academic Affairs, Student Affairs)</p> <p>A2. Develop a four-year blueprint for student success with specific goals and outcomes for each year. (Enrollment Management, Academic Affairs)</p>	<p>A2. Progressive year-to-year goals for students have been articulated:</p> <ul style="list-style-type: none"> <li>► transition and engagement;</li> <li>► exploring the university community;</li> <li>► integration and involvement;</li> <li>► preparation for graduation and career.</li> </ul>

# ENROLLMENT MANAGEMENT

DRAFT

**Goal:** The University will meet or exceed specific enrollment goals in established categories and will increase retention, academic program completion and six-year persistence-to-graduation rates.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Resources (continued)	<p>A. Engage in effective cross-divisional planning initiatives. (continued)</p> <p>B. Pursue external funding through grant writing.</p> <p>C. Review and reallocate existing resources</p>	<p>A3. Evaluate and adjust occupancy rates in student housing, as appropriate, in order to maximize learning-community programs. (Administration &amp; Business Affairs, Enrollment Management, Student Affairs)</p> <p>A4. Annually assess the “right size” for the institution with a goal of leveling and sustaining enrollments. (Academic Affairs, Enrollment Management)</p> <p>B1. Seek federal and state grant funding to support student recruitment, retention, and success initiatives. (Enrollment Management)</p> <p>C1. Assess personnel, facility, and program needs; increase as necessary. (Enrollment Management)</p> <p>C2. Evaluate merit-based and need-based scholarships and increase as appropriate. (Enrollment Management, Administration &amp; Business Affairs)</p>	<p>C1. New position for full-time staff member to recruit and retain students from charter schools has been approved.</p>

## Physical and Technological Resources

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**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:

- ▶ Stakeholder recognition of facility and technology excellence
- ▶ Transition from transaction to consulting orientation
- ▶ Establish metrics for:
  - Performance of facilities; (physical assessment/audit and statistical assessment)
  - Building and systems useful life
  - Functionality/useful life
- ▶ Collection, analysis and utilization of peer data for continuous improvement
- ▶ Increased operating efficiencies

## Physical and Technological Resources

**DRAFT**

**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. Facilities and Infrastructure	A. Improve the planning process for the strategic renovation and construction of University facilities.	A1. Integrate Master Plan concepts into institutional processes that determine future projects. (Executive Vice President/Administration & Business Affairs)	
		A2. Conduct formal and ongoing life cycle analyses of facilities and infrastructure. (Campus Facilities)	
		A3. Expand the current facilities planning and resource horizon from two years to ten years. (EVP-ABA)	
		A4. Commence critical Wickes Hall renovations. (Campus Facilities)	
		A5. Complete planning for and begin Ryder Center critical renovations and expansion. (EVP-ABA & Campus Facilities)	
	B. Strengthen management of campus facilities operations.	B1. Refine and continue to implement the recently adopted Facilities Strategic Operating Plan. (Campus Facilities)	

## Physical and Technological Resources

**DRAFT**

**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. Facilities and Infrastructure (continued)	B. Strengthen management of campus facilities operations. (continued)	B2. Identify and implement additional initiatives that support high-level facilities stewardship (custodial, grounds, maintenance, and HVAC). (EVP-ABA & Campus Facilities)	
2. Energy Usage	A. Develop a comprehensive campus-wide energy strategy.	<p>A1. Develop and implement an energy policy that addresses institutional commitment to utility cost-saving measures, carbon emission reduction and source reliability. (EVP-ABA &amp; Campus Facilities)</p> <p>A2. Identify, evaluate and implement potential energy efficiency projects. (EVP-ABA &amp; Campus Facilities)</p> <p>A3. Establish an investment plan to support energy initiatives. (EVP-ABA)</p>	
3. Information Technology	A. Develop a governance model encompassing all IT services.	A1. Establish and operate an Executive Information Technology Committee to develop policies, provide executive oversight, and identify and prioritize projects. (EVP-ABA)	

## Physical and Technological Resources

**DRAFT**

**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
3. Information Technology (continued)	A. Develop a governance model encompassing all IT services. (continued)	A2. Identify and initiate other means to encourage representation from major campus stakeholder groups in IT planning. (EVP-ABA & Executive Director.-ITS)	
	B. Create a long-term strategic plan that articulates IT support of the University's educational mission and administrative services.	B1. Utilize the Executive Information Technology Committee to develop a strategic plan. (EVP-ABA & Exec. Dir.-ITS)	
		B2. Conduct an annual (tactical) planning process integrated with the University's long-term strategic plan and budget cycle. (Exec. Dir.-ITS)	
	C. Identify major near-term priorities.	C1. Develop and implement disaster recovery plans for critical Colleague and network applications. (Exec. Dir.-ITS)	
		C2. Restructure IT help desk operation. (Exec. Dir.-ITS)	
		C3. Identify core university functions for business process redesign. (EXP-ABA & Exec. Dir.-ITS)	

## Physical and Technological Resources

**DRAFT**

**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
3. Information Technology (continued)	C. Identify major near-term priorities. (continued)	<p>C4. Engage Ellucian to perform a business assessment and action plan for more effective use of Colleague. (Exec. Dir.-ITS)</p> <p>C5. Implement database conversion from Unidata to SQL. (Exec. Dir.-ITS)</p> <p>C6. Implement Colleague operating system conversion from UNIX to LINUX. (Exec. Dir.-ITS)</p> <p>C7. Identify and install a successor email product to Zimbra. (Exec. Dir.-ITS)</p> <p>C8. Begin preparations to acquire and implement the Colleague Reporting and Operating Analytics/w ODS (Data Warehouse) and portal. (Exec. Dir.-ITS)</p> <p>C9. Expand technology supportive of mobile applications. (Exec. Dir.-ITS)</p> <p>C10. Create and fund a structure to support emerging technologies (i.e., prototype lab). (EVP-ABA)</p>	



## CAMPUS CULTURE

DRAFT

**Goal:** The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

### Indicators of Success:

- ▶ Increased faculty/staff/student interaction
- ▶ Successful implementation of 50<sup>th</sup> Anniversary Celebration
- ▶ Submission of Carnegie Classification application
- ▶ Increased alumni interaction with current students
- ▶ Improved awareness and analysis of implemented student success strategies

# CAMPUS CULTURE

DRAFT

**Goal:** The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Dynamic campus environment	A. Increase faculty and staff engagement with students outside the classroom.	<p>A1. Increase faculty/staff:</p> <ul style="list-style-type: none"> <li>► membership on advisory teams and inter-divisional task forces;</li> <li>► participation in initiatives and social events.</li> </ul> <p>(Academic Affairs, Student Affairs, Enrollment Management, Diversity Programs)</p> <p>A2. Increase faculty/staff attendance at training workshops and extra-curricular events. (Academic Affairs, Student Affairs, Enrollment Management, Diversity Programs)</p> <p>A3. Host faculty/staff/student discussions on relevant topics. (Academic Affairs, Student Affairs, Diversity Programs)</p>	
	B. Support student organizations to advance the vitality of the university.	<p>B1. Identify collaborative opportunities to support Student Association strategic goals. (Ombudsman, Student Affairs)</p>	

# CAMPUS CULTURE

DRAFT

Goal: The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Dynamic campus environment (continued)	<p>B. Support student organizations to advance the vitality of the university. (continued)</p> <p>C. Engage, expand and diversify audiences for the arts, diversity, cultural, and athletic programs.</p>	<p>B2. Measure the impact of OrgSync to encourage student involvement in Registered Student Organizations. (Student Affairs)</p> <p>B3. Provide increased positive development programs for Greek organizations. (Student Affairs)</p> <p>C1. Implement 50<sup>th</sup> Anniversary events. (All)</p> <p>C2. Expand electronic tracking and incentive programs for students; utilize data to increase student attendance. (Academic Affairs, Enrollment Management, Student Affairs)</p> <p>C3. Increase student participation in music, art, and theater programs. (Academic Affairs)</p>	

# CAMPUS CULTURE

DRAFT

Goal: The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Dynamic campus environment (continued)	D. Structure "Community Engagement" programs to increase the number of students, faculty and staff who participate in service-related activities. (continued)	D1. Report both on-going and new curricular and co-curricular community service initiatives and student participation results in support of the Carnegie application. ([See Program Qualitative Distinctiveness 1A1] All)	
		D2. Measure student engagement and make recommendations. (Academic Affairs, Student Affairs)	
	E. Strengthen role of alumni through purposeful interactions with current students.	E1. Match students with alumni in networking/mentoring relationships with a goal of developing lifelong relationships with the University. ([See University and Community Advancement 1B1] Career Services, CBED, Alumni Relations)	
		E2. Achieve greater student involvement in Forever Red RSO efforts. ([See University and Community Advancement 1A1] Alumni Relations, Student Affairs)	

**Goal:** The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Dynamic campus environment (continued)	<p>E. Strengthen role of alumni through purposeful interactions with current students. (continued)</p> <p>F. Provide University iconic visual that contributes to campus identity.</p> <p>G. Expand and strengthen international student engagement within the campus and surrounding community.</p>	<p>E3. Foster, support, and encourage alumni/student interaction at the college and academic department levels. (Academic Affairs, Alumni Relations)</p> <p>F1. Create and install campus landmark to support new traditions. (Student Affairs?)</p> <p>G1. Implement programs to involve domestic students and international students in collaborative activities, such as sporting events and Homecoming teams. (International Programs, Enrollment Management, Student Affairs)</p> <p>G2. Implement initiatives to increase international student interaction with faculty, staff, and community members and establish appropriate benchmarks to demonstrate success. (International Programs, Enrollment Management, Academic Affairs)</p>	
2. Institutionalization of success initiatives	<p>A. Provide opportunities for personal and professional development of students, faculty and staff.</p>	<p>A1. Implement programs to develop talent and potential of emerging faculty, staff, and student leaders. (All)</p>	

**CAMPUS CULTURE****DRAFT**

**Goal:** The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Institutionalization of success initiatives (continued)	A. Provide opportunities for personal and professional development of students, faculty and staff. (continued)	<p>A2. Consider implementation of a mandatory first-year course in support of student adjustment to an academic culture, leading to improved persistence. ([See Enrollment Management 4A1] Academic Affairs, Enrollment Management)</p> <p>A3. Increase internship placements. (Academic Affairs, Career Services)</p> <p>A4. Conduct student satisfaction surveys and develop programs in response to perceived needs. ([See Enrollment Management 3A2] Institutional Research, Student Affairs, Diversity Programs)</p> <p>A5. Introduce students to career preparation and Career Services resources beginning in the freshman year. (CBED, Enrollment Management, Student Affairs)</p>	

**CAMPUS CULTURE****DRAFT**

**Goal:** The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Institutionalization of success initiatives (continued)	B. Create an assessment team to review data relevant to student success initiatives.  C. Improve internal communication regarding university student success strategies and outcomes.	B1. Utilize relevant student surveys/assessment reports to promote student success. ([See Enrollment Management 3A2] Academic Affairs, Institutional Research, Enrollment Management, Student Affairs)  C1. Facilitate access by appropriate parties to student profile data and program implementation outcomes via publications and/or websites. (Academic Affairs, Enrollment Management, Student Affairs)	
3. Inclusive environment	A. Determine current status of campus climate.	A1. Conduct a Campus Climate Survey, analyze data, and make recommendations. (Diversity Programs, Enrollment Management, Student Affairs)	

**CAMPUS CULTURE****DRAFT**

**Goal:** The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Inclusive environment (continued)	B. Improve focus on students in special populations.	<p>B1. Enhance existing programs that support the engagement of special populations and implement new programs as needed for:</p> <ul style="list-style-type: none"><li>▶ commuter;</li><li>▶ differently-abled;</li><li>▶ graduate students;</li><li>▶ international;</li><li>▶ LGBTQA;</li><li>▶ minority;</li><li>▶ out-of-state;</li><li>▶ transfer;</li><li>▶ veteran/military</li></ul> <p>(Diversity Programs, Enrollment Management, Student Affairs)</p> <p>B2. Provide additional Universal Design workshops to improve curricular and co-curricular materials and programs. (ITD, Academic Affairs)</p> <p>B3. Eliminate physical barriers for individuals using mobility assistance in locations such as, but not limited to: restrooms, power-operated doors, classroom desks, and assistive technology areas. (Academic Affairs, Campus Facilities, Student Affairs)</p>	



**CAMPUS CULTURE****DRAFT**

Goal: The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Inclusive environment (continued)	B. Improve focus on students in special populations. (continued)	B4. Add exercise programs for participants of various ages and physical abilities. (Human Resources)	
4. Integrity and social responsibility	A. Reintroduce Honor Code and Academic Integrity expectations for students.	A1. Develop and provide materials on the Honor Code and Academic Integrity policy for distribution to students at the beginning of each semester. (Academic Affairs)	
		A2. Implement other academic integrity initiatives such as signed student agreements, social media academic integrity discussion sites, and related postings on the website. (Student Association, Academic Affairs, Student Affairs)	
	B. Sustain and promote a healthy and safe campus environment.	B1. Implement programs and resources to meet compliance for Sexual Violence. (Diversity Programs)	B1. Publish[ed] and promote[ed] Sexual Violence Resource Guide.
		B2. Conduct Anti-Harassment/ Discrimination training for entire campus community. (Diversity Programs)	

## CAMPUS CULTURE

**DRAFT**

**Goal:** The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Integrity and social responsibility (continued)	B. Sustain and promote a healthy and safe campus environment. (continued)	B3. Implement U.S. Department of Health & Human Services Suicide Prevention Grant initiative. (Student Affairs)	

## **UNIVERSITY AND COMMUNITY ADVANCEMENT**

**Goal:** The university will increase support from and advance its service to the region, Michigan and beyond as a cultural, intellectual and economic leader.

### **Indicators of Success:**

- ▶ Increased alumni support, engagement and advocacy
- ▶ Development of collaborative external and internal relationships to advance the reputation of the university
- ▶ Increased private support through successful implementation of the 50th anniversary campaign
- ▶ Strengthened internal and external communication of the brand to generate better understanding of SVSU's distinctive qualities
- ▶ Increased Federal, State and Local government support

## UNIVERSITY AND COMMUNITY ADVANCEMENT

**Goal:** The university will increase support from and advance its service to the region, Michigan and beyond as a cultural, intellectual and economic leader.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Alumni Support and Engagement	<p>A. Achieve 8% giving participation rate among alumni who are within the first five years of graduation.</p> <p>B. Institutionalize an alumni development role for select programs, such as athletics and student life, and for each college.</p> <p>C. Engage alumni involvement in CARDS (Cardinal Alumni Recruiting Dedicated Students).</p>	<p>A1. In collaboration with Forever Red Society, create giving opportunities for current SVSU students and their parents to develop a culture of support. (Enrollment Management, Alumni Relations)</p> <p>B1. Test a communications strategy with the College of Business and Management as a model. (CBM, UCOMM, Foundation)</p> <p>B2. Increase the number of alumni career contacts from 150 to 250 by 2015. (Alumni Relations)</p> <p>B3. Involve alumni in faculty-led study abroad opportunities. (Alumni Relations, Academic Affairs, CBED)</p> <p>B4. Engage a minimum of 20 new alumni through affinity connections, with a goal of 300 involved alumni by 2015. (Alumni Relations)</p> <p>C1. Engage at least one alumnus per Michigan county in CARDS program. (Alumni Relations, Admissions)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Alumni Support and Engagement (continued)	C. Engage alumni involvement in CARDS (Cardinal Alumni Recruiting Dedicated Students). (continued)	C2. Connect alumni and students from each county and promote alumni scholarship giving to CARDS. (Alumni Relations, Admissions)  C3. Connect at least 25 alumni in Ohio and Indiana target counties. (Alumni Relations, Admissions)	
2. Collaborative external and internal relationships that advance the reputation of the University	A. Improve, increase and coordinate external speaking opportunities to advance and manage the reputation of the University.	A1. Conduct training workshops for faculty/staff who will serve as public speakers during the 50 <sup>th</sup> anniversary campaign. (UCOMM, Public Affairs Council)  A2. Schedule standard presentation "SVSU at 50" at principal service clubs in Midland, Bay, Saginaw, and Genesee counties and in the Thumb. (UCOMM, Public Affairs Council)  A3. In partnership with the Great Lakes Bay Convention and Visitors Bureau, establish and promote a "speakers bureau" utilizing faculty/staff expertise. (UCOMM, Public Affairs Council, Academic Affairs)	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Collaborative external and internal relationships that advance the reputation of the University (continued)	<p>B. Develop and implement a customer relationship management model for major regional organizations.</p> <p>C. Serve and engage the community through collaborative opportunities</p>	<p>B1. Develop and implement a strategic plan to manage the University's relationships with The Dow Chemical Company, Nexteer Automotive, and Dow Corning. (Foundation, SET, CBM, CBED)</p> <p>C1. Participate in the first annual "Fall for the Arts" regional festival. (Foundation, MFSM)</p> <p>C2. Organize and promote the 2015 Regional Roethke Festival. (UCOMM, Foundation, MFSM)</p> <p>C3. Engage the region in major anniversary activities:</p> <ul style="list-style-type: none"> <li>▶ SVSU 50<sup>th</sup> anniversary</li> <li>▶ MFSM 25<sup>th</sup> anniversary</li> <li>▶ Rhea Miller 20<sup>th</sup> anniversary</li> </ul> <p>(UCOMM, Foundation, MFSM, Academic Affairs)</p> <p>C4. Identify a minimum of one University event per year for strategic enhancement/regional engagement. (UCOMM, Foundation, MFSM, Academic Affairs, Conference and Events)</p>	

## UNIVERSITY AND COMMUNITY ADVANCEMENT

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Collaborative external and internal relationships that advance the reputation of the University (continued)	C. Serve and engage the community through collaborative opportunities (continued)	C5. Conduct an inventory of employee service on non-profit and community organization boards; make strategic appointments. (Public Affairs Council)	
3. Internal and external communication of the brand that generates better understanding of SVSU's distinctive qualities and programs	A. Develop an internal communications system to connect the campus community.	A1. Establish president's weekly message online. (President)	
		A2. Evaluate the purpose and distribution of the <i>Interior</i> . (Public Affairs Council, UCOMM)	
		A3. Coordinate and improve campus-wide e-newsletters. (Public Affairs Council, UCOMM)	
	B. Manage and improve external marketing communications.	B1. Strengthen branding efforts with alumni, donors, and prospective students. (UCOMM, Foundation, Admissions)	

## UNIVERSITY AND COMMUNITY ADVANCEMENT

**Goal:** The university will increase support from and advance its service to the region, Michigan and beyond as a cultural, intellectual and economic leader.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Internal and external communication of the brand that generates better understanding of SVSU's distinctive qualities and programs (continued)	B. Manage and improve external marketing communications. (continued)	B2. Implement integrated marketing/co-ordinated communications initiatives to attract and retain students, increase awareness of the University, and promote private support. (UCOMM, Admissions)	
	C. Communicate and promote distinctive qualities and programs.	C1. Enhance messaging to alumni, friends, students, and parents to improve awareness. (UCOMM, Alumni Relations)	
4. Private Support	A. Develop an on-campus campaign strategy to promote employee participation.	A1. Engage faculty/staff volunteers to promote giving opportunities and assist with personalized cultivation and solicitation efforts. (Foundation, Academic Affairs)	
	B. Determine campaign leadership and develop cultivation /solicitation strategies for public phase.	B1. Identify the "Top 100" prospects in Saginaw, Bay and Midland counties; identify the "Top 100" alumni prospects. (Foundation)	
	C. Develop campaign communication plan for public announcement.	C1. Collaborate with the Integrated Marketing/Coordinated Communications team to coordinate the timing of communications messaging and official public announcements from January 1, 2013 to July 1, 2013. (Foundation, UCOMM)	



## UNIVERSITY AND COMMUNITY ADVANCEMENT

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Private Support (continued)	D. Establish campaign fundraising goal and complete by 2015.	D1. Evaluate the feasibility of \$30 million campaign goal prior to a public announcement. (Foundation)	
5. Public Support	A. Increase Federal, State and local government support.	<p>A1. Continue efforts at the State level to recognize SVSU's enrollment growth, tuition restraint, and efficient use of resources. (Government Relations)</p> <p>A2. Strengthen alumni political advocacy and build relationships with key alumni to broaden the base of support. (Alumni Relations, Government Relations)</p> <p>A3. Meet or exceed previous levels of external grant support. (Sponsored Programs)</p> <p>A4. Increase faculty and staff involvement in grant-writing workshops. (Academic Affairs, Sponsored Programs)</p>	

**UNIVERSITY AND COMMUNITY ADVANCEMENT**

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
5. Public Support (continued)	A. Increase Federal, State and local government support. (continued)	A5. Continue efforts at the State level for recognition of SVSU's need for capital outlay funding for renovations and deferred maintenance for older State-owned campus buildings, including Wickes Hall and the Ryder Center. (Government Relations)	