



SVSU

***Board of Control
Minutes***

December 16, 2016



SAGINAW VALLEY STATE UNIVERSITY

MEETING MINUTES
BOARD OF CONTROL
REGULAR FORMAL SESSION
Wickes Hall, Room 350
December 16, 2016
1:30 p.m.

PRESENT:

Jenee Velasquez, Chair
David Gamez, Vice Chair
Cathy Ferguson, Secretary
John Kunitzer, Treasurer
Scott Carmona
Dennis Durco
Patrick McInnis
Vicki Rupp
Donald Bachand, Ex Officio

ABSENT:

OTHERS PRESENT:

Shaun Bangert	Cody McKay
Laine Blasch	Lisa Micsak
JJ Boehm	James Muladore
Anthony Bowrin	Marc Peretz
Sue Brasseur	Press
Jo Brownlie	Alan Reno
Heidi Chernich	Kate Scott
Sidney Childs	Linda Sims
John Decker	William Stanton
Craig Douglas	Dick Thompson
Deborah Huntley	Mamie Thorns
Mary Kowaleski	Mike Watson
David Lewis	

SAGINAW VALLEY STATE UNIVERSITY
BOARD OF CONTROL
DECEMBER 16, 2016
REGULAR FORMAL SESSION
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I. CALL TO ORDER

Chair Velasquez called the meeting to order at 1:30 p.m.

II. PROCEDURAL ITEMS

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

There were no additions to or deletions from the agenda. The agenda was APPROVED as distributed.

B. Approval of Minutes October 24, 2016 Regular Formal Session of the Board of Control

It was moved and supported that the minutes of the October 24, 2016 Regular Formal Session be approved.

The minutes were unanimously APPROVED as written.

C. Recognition of the Official Representative of the Faculty Association

Professor Shaun Bangert, President of the Faculty Association, congratulated the Student Association on their recent Battle of the Valleys victory.

Professor Bangert also commented that the faculty recommended for sabbaticals today have been thoroughly vetted by their peers and they are very deserving of this opportunity to explore some new and exciting direction in their research.

D. Recognition of the Student Association

Cody McKay, President of the Student Association, noted that, for the ninth consecutive year, SVSU won the annual week-long Battle of the Valleys fundraising competition with Grand Valley State University. Mr. McKay noted that \$26,000 was raised for this year's charity. The Student Association collected funds for Hidden Harvest, an organization that provides food for pantries and kitchens across the Great Lakes Bay Region.

President Bachand thanked the Student Association for all their generosity and enthusiasm for a very worthwhile cause. He noted that they continue to make their university proud.

E. Communications and Requests to Appear Before the Board

- Heidi Chernich, Administrative Secretary, Staff Member of the Month for June, was introduced to the Board. (Appendix One: Chernich)
- Kate Scott, Director of the English Language Program, Staff Member of the Month for October, was introduced to the Board. (Appendix Two: Scott)

- Lisa Micsak, Administrative Services Coordinator, Staff Member of the Month for November was introduced to the Board. (Appendix Three: Micsak)

III. ACTION ITEMS

1. Resolution to Congratulate the 2016 Student Association for Their Leadership in the Battle of the Valleys Competition

RES-2203 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 2016, SVSU students raised \$26,000 for this year's charity partner, Hidden Harvest whose mission is to supply the Great Lakes Bay Region food pantries. Hidden Harvest strives to alleviate hunger and end food waste by providing a safe, coordinated system of rescuing surplus food and redistributing it – free of charge- to soup kitchens, food pantries, after-school programs, senior centers, shelters and other agencies serving those in need; and

WHEREAS, for the ninth consecutive year, SVSU has won the week-long Battle of the Valleys fundraising competition with Grand Valley State University; and

WHEREAS, over the 14-year history of Battle of the Valleys, SVSU students have now supported community causes with a combined \$357,329 in donations; and

WHEREAS, in total, the two universities have collected \$552,150 since 2003;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulate the 2016 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 and in the Great Lakes Bay Region.

Chair Velasquez expressed thanks to the Student Association for their leadership in this year's "Battle of the Valleys" fundraising competition.

The motion was APPROVED unanimously.

2. Resolution to Congratulate the 2016 SVSU Men's Soccer Team

RES-2204 It was moved and supported that the following resolution be adopted:

WHEREAS, The 2016 Saginaw Valley State University Men's Soccer Team finished the season as GLIAC champions posting a final record of 15-5-1; and,

WHEREAS, The Saginaw Valley State University Men's Soccer Team was ranked number 12 nationally going into the NCAA Division II Playoffs; and,

WHEREAS, Tyler Stephens (Roseville, Michigan), Matt Wilson (Huron Valley, Michigan) and Andrew Dalou (West Bloomfield, Michigan) were all named to the District Two Conference Commissioner's Association All-Midwest Region First Team. Troy Watson (Toronto, Ontario) earned Second Team All-Midwest Region Honors, and Stephens earned First Team All-GLIAC honors and Defensive Player of the Year honors. Roderic Green (Commerce, Michigan) was named Freshman of the Year and All-GLIAC Second Team. Coach Andy Wagstaff earned GLIAC Coach of the Year Honors, Wilson, Watson, and Dalou were all named to the league's All-GLIAC First Team, Liam Reilly (Huddersfield, England) and Connor Keane (Manchester, England) both earned All-GLIAC Second Team honors, and Tobee Oyeleye (London, England) earned All-GLIAC Honorable Mention honors;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulate Head Coach Andy Wagstaff, Assistant Coach Colby Cunningham, Assistant Coach Michael Lamb, Assistant Coach Luke Ruff, Assistant Coach Matt Walker and team members Louis Barrow, Andrew Dalou, Matt Davis, Alberto Gangutia, Roderic Green, Oakley Hanger, Joshua Howell, Connor Keane, Kevin Kelly, Brett Landles, Azaad Liadi, Tobee Oyeleye, Pablo Ortiz, Griffin Parks, Liam Reilly, Lorenzo Rodriguez, Omar Sinclair, Brian Sockow, Leutrim Shefkiu, Tyler Stephens, Hunter Theis, Stefan Tomasevic, Troy Watson, Jahmall Whittaker, Matt Wilson, and Max Winterton for attaining this high level of achievement and commend Coach Wagstaff and the team for their outstanding performance on the field. Their commitment to excellence and performance has brought national distinction to the University and its athletic programs.

The motion was APPROVED unanimously.

3. Resolution to Congratulate the 2016 SVSU Men's Cross Country Team

RES-2205 It was moved and supported that the following resolution be adopted:

WHEREAS, The Saginaw Valley State University Men's Cross Country Team advanced to the 2016 NCAA National Championships, finishing in 10th place overall; and,

WHEREAS, Nate Frasier (Holly, Michigan), Eddie Komph (Fairhaven, Michigan), and Joey Southgate (Unionville, Michigan) earned All-Region accolades from the U.S. Track and Field Cross Country Coaches Association (USTFCCCA), and Tom Goforth earned All-American honors at the 2016 National Championships;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulate Head Coach Rod Cowan, Assistant Coach

Jason Hartmann, and Assistant Coach Angelina Ramos, and team members Clyde Anderson, Branden Bohling, Blake Borkowski, Codey Cook, Tellis Donjanowski, Parker Eisengruber, Tristan Fackelman, Nate Frasier, Tom Goforth, Thomas Kean, Timmy Kimball, Eddie Komph, Kavi Kulkarni, Logan Malone, Austen Mandernach, Andrew Plude, Nick Plude, Rob Roest, Ryan Silvestri, Joey Southgate, Blake Staffne, and Jonathan Voth for attaining this high level of achievement and commend Coach Cowan and the team for their outstanding performance on the course. Their commitment to excellence and performance has brought national distinction to the University and its athletic programs.

The motion was APPROVED unanimously.

4. Resolution to Congratulate the 2016 SVSU Women's Volleyball Team

RES-2206 It was moved and supported that the following resolution be adopted:

WHEREAS, The 2016 Saginaw Valley State University Women's Volleyball Team finished the season posting a final record of 20-12; and,

WHEREAS, The team qualified for the 2016 GLIAC Tournament as the number four seed and advanced to the NCAA Division II Playoffs for the second consecutive season and just the fifth time in program history and advanced to the Round of 32 in the NCAA Midwest Regionals; and,

WHEREAS, Kaylee Schmitt (DeWitt, Michigan) was named All-GLIAC First Team and AVCA All-Midwest Region Honorable Mention, Tamara Heller (Rome, Ohio) and Kelly Vellucci (Livonia, Michigan) were named All-GLIAC Second Team, and Libero Emily Nieman (Chesterfield, Michigan) was selected All-GLIAC Honorable Mention and Vellucci became the program's all-time leader in assists while Schmitt is now the all-time leader in attack percentage;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University congratulate Head Coach Will Stanton, Assistant Coach Chelsea Bertie, Assistant Coach Shannon Flippin, and team members Andrea Brigham, Olivia Dean, Rachel Eisenhour, Emily Friesl, Tamara Heller, Kennedy Marker, Reagan Moffit, Emily Nieman, Kaylee Schmitt, McKenzie Schuster, Hannah Tabit, Sarah Tabit, Abbie Toland, Kelly Vellucci and Leze Vukaj for attaining this high level of achievement and commend Coach Stanton and the team for their outstanding performance on the court. Their commitment to excellence and performance has brought national distinction to the University and its athletic programs.

The motion was APPROVED unanimously.

5. Resolution to Grant Undergraduate and Graduate Degrees

RES-2207 **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 16 and December 17, 2016 Commencement ceremonies as certified by the faculty and Registrar.

President Bachand noted that roughly 685 undergraduate and graduate students are expected to complete degree requirements at the end of the Fall semester.

The motion was APPROVED unanimously.

6. Resolution to Grant Emeritus Status to Jo Brownlie

RES-2208 **It was moved and supported that the following resolution be adopted:**

WHEREAS, Saginaw Valley State University grants emeritus/emerita status to retiring faculty/administrators who have served the University with distinction; and

WHEREAS, Ms. Brownlie assumed the administrative role as Director of the Osher Lifelong Learning Institute (OLLI) in 2001 with additional commitments to the university since 1985 as Director of the Office of Continuing Education and Director of the Center for Corporate and Professional Development.

WHEREAS, during her 16 years as Director of Osher Lifelong Learning, Ms. Brownlie established the organization as part of the OLLI National Network – this first and largest of its kind in Michigan.

WHEREAS, OLLI is part of a national network of 120 learning institutions for individuals over 50 that has offered 2,000 classes, 300 daylong trips, and more than 35 multi-day trips both domestically and abroad, all of which have been planned and implemented in part by Ms. Brownlie in her 16 years of service to the OLLI organization.

WHEREAS, Ms. Brownlie has collaborated with 400 instructors, including SVSU faculty, to deliver more than 250 courses per year to OLLI members, 125 of which are SVSU Alumni.

WHEREAS, under Ms. Brownlie's direction, OLLI is a financial contributor to SVSU, as she secured a financial award of \$100,000 from the Bernard Osher Foundation in 2005, along with a \$1 million endowment from the Osher Foundation in both 2007 and 2008.

WHEREAS, Ms. Brownlie's leadership has facilitated the rapid growth of SVSU-OLLI from a few hundred members in its inaugural year (2001) to nearly 2,000 members in the current year coming from as far away as Ann Arbor to Tawas, to partake in the University's many academic and cultural offerings.

WHEREAS, Ms. Brownlie received her Master of Business Administration from SVSU in 1985 and has distinguished herself in the community as the founding President of the Saginaw Chapter of the National Association of Career Women and rose to National President, as well as leadership in the Saginaw Exchange Club and Great Lakes Bay Women.

WHEREAS, Ms. Brownlie's dedication to the development of cultural and intellectual resources for the region's people over 50, strong leadership, and kind and thoughtful mentorship has earned the respect of those with whom she works.

NOW, THEREFORE, BE IT RESOLVED THAT, for her exemplary service to the SVSU community and the community at large, Ms. Jo Brownlie be recognized as Director of Osher Lifelong Learning Emerita.

Ms. Linda Sims, Executive Director of Communications and External Affairs, noted that Ms. Brownlie has been with the university since 1985. Ms. Sims stated that Jo was very instrumental in establishing the Osher Lifelong Learning Institute. Ms. Sims added that this group has grown to approximately 2,000 members since it was established in 2001. She expressed that she was very pleased to recommend Ms. Jo Brownlie for Emerita status.

The motion was APPROVED unanimously.

7. Resolution to Grant Emeritus Status to Eric R. Gilbertson

RES-2209 It was moved and supported that the following resolution be adopted:

WHEREAS, Saginaw Valley State University grants emeritus/emera status to retiring faculty/administrators who have served the University community with distinction; and

WHEREAS, Eric R. Gilbertson served as President of Saginaw Valley State University from August 1989 until February 2014, providing exemplary leadership for an unprecedented twenty-four years; and

WHEREAS, Eric R. Gilbertson directed several private fundraising campaigns to increase opportunities for students and to attract distinguished scholars to serve both students and SVSU's community partners throughout the region and the state; and

WHEREAS, Eric R. Gilbertson was dedicated to promoting leadership development programs to benefit SVSU's population as well as members of the community, believing such initiatives would enrich lives and bolster the region. Among the programs created during his presidency were The Gerstacker Fellowship Program, The Roberts Fellowship Program, The Vitito Global Leadership Institute, and The Great Lakes Bay Youth Leadership Institute; and

WHEREAS, Eric R. Gilbertson was particularly committed to international education exchanges, believing these lift student aspirations and change lives and perspectives in dramatic and extraordinary ways. In consequence, the University during his tenure developed and expanded sister-institution relationships with universities in Japan, Great Britain, India and Taiwan, providing opportunities for hundreds of students from SVSU to participate in these and other international exchanges, and for dozens of SVSU faculty to develop professionally through collaborative research projects or presentations overseas on topics of bilateral interest. Similarly, the University during this period hosted hundreds of international visitors for short and long-term stays that enhanced the global awareness of the campus community; and

WHEREAS, Eric R. Gilbertson served as president during a period that included major construction projects such as Curtiss Hall in 1996, the Doan East building in 2001, the Regional Education Center (later named Gilbertson Hall in his honor) in 2003, and the Health & Human Services building in 2010. Zahnaw Library, Pioneer Hall and student housing also experienced major expansions during his presidency; and

WHEREAS, Eric R. Gilbertson contributed immeasurably to other facets of the campus community; and his accomplishments have been unsurpassed in achievement and leadership for the university,

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University bestow on Eric R. Gilbertson the title of "President Emeritus" with all the rights and privileges appertaining to this distinction.

President Bachand stated that Eric led this institution for nearly a quarter-century, as SVSU grew to become what is recognized today in terms of our physical campus, our strong academic programs, and our exceptional student body.

President Bachand commented that it is an honor and a privilege to recommend Eric R. Gilbertson as President Emeritus.

Chair Velasquez offered congratulations to Eric on his retirement and extended sincere thanks, on behalf of the entire Board, for his contributions over the past 24 years.

The motion was APPROVED unanimously.

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

RES-2210 **It was moved and supported that the following resolution be adopted:**

WHEREAS, the Saginaw Valley State University Board of Control, the academy'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 and reappointed members of the Board of Directors of the following Charter Schools:

Charlevoix Montessori, Charlevoix

Jennifer Earls

Appointment

Term: 1/1/17 – 6/30/19

Ms. Earls is a Marketing Manager for Facet Marketing Service in Charlevoix. Ms. Earls believes the strengths that she brings to the board are her marketing, fundraising, and networking skills, along with her passion to see a natural, wholesome education for her son.

Judi Sigulinsky

Appointment

Term: 1/1/17 – 6/30/18

Ms. Sigulinsky earned her BA and MS in Elementary Education from the University of Iowa. Ms. Sigulinsky is a retired teacher with 40 years of experience in the education field. She believes her extensive educational background in teaching as well as her service on different boards, committees, and developing educational programs will be an asset to the Academy board.

Flat River Academy, Belding

Aaron Antcliff

Reappointment

Term: 1/1/17 – 6/30/18

Mr. Antcliff is a former board member of Flat River Academy (formerly Grattan Academy.) He was inadvertently left off the June 2016 resolution for reappointment.

Genesee STEM Academy, Flint

Dennis Brownfield Appointment Term: 1/1/17 – 6/30/18

Mr. Brownfield earned his BA in Education from the University of Michigan, Flint. Mr. Brownfield retired from the Flint Public Schools after 22 years as a teacher. Mr. Brownfield has a heart for “city kids.” His knowledge in education and what urban schools need to succeed will be an asset to the Academy board.

Kingsbury Country Day School, Oxford

Adam Stewart Appointment Term: 1/1/17 – 6/30/18

Mr. Stewart earned his BA in Marketing and Communication from Southwestern University of Texas. He currently serves as a Senior Account Executive for Scripps Networks Interactive of Birmingham. Mr. Stewart has three children attending the Academy—with one graduate. His expertise and extensive experience in marketing will be an asset to the Academy board.

Merritt Academy, New Haven

Michelle Glaza Appointment Term: 1/1/17 - 6/30/17

Ms. Glaza earned her BS in Marketing Management from Lawrence Technological University of Southfield. She currently serves as a Senior Sales Representative for American Woodmark of Winchester, Virginia. Ms. Glaza believes her over 25 years in professional sales, speaking, and listening skills will be an asset to the Academy board.

Pontiac Academy of Excellence, Pontiac

Kelly Bidelman Appointment Term: 1/1/17 – 6/30/19

Ms. Bidelman earned her BA in Political Science from Oakland University and her Juris Doctor from the University of Detroit, School of Law. She currently serves as Managing Attorney at the Legal Aid & Defender Association of Pontiac. Ms. Bidelman believes her board experience, legal expertise and teaching experience will be an asset to the Academy board.

Alfred Patrick Appointment Term: 1/1/17 – 6/30/17

Mr. Patrick earned his BA from the University of Southwestern Louisiana-Lafayette. He currently serves as the Senior Deputy Director of Oakland Livingston Human Service Agency in Pontiac. Mr. Patrick believes he would bring skills in leadership, community awareness, connectivity, listening, communication and networking to the Academy board.

Saginaw Preparatory Academy, Saginaw

Carmen Castillo Appointment Term Ending: 6/30/19

Ms. Castillo currently serves in production at the General Motors Powertrain Plant in Saginaw. She wants to stay involved in education of her children that attend the Academy. Ms. Castillo will fulfill the parent representation on the Academy board.

The New Standard Academy, Flint

DeAmphord Thomas Appointment

Term: 7/1/16 – 6/30/17

Mr. Thomas retired from the U.S. Postal Service, serving as a Clerk/Supervisor and the Army Reserves as a Clinical Specialist/Operations Noncommissioned Officer. Mr. Thomas has been volunteering at the Academy for the past four years. He believes his interpersonal and communication skills will be an asset to the Academy board.

The motion was APPROVED unanimously.

9. Resolution to Appoint Kate Nigro to the Marshall M. Fredericks Sculpture Museum Board

RES-2211 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 Kate Nigro be appointed to fill a three-year term replacing Nancy Lamb, which will expire in April 2019.

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.

10. Resolution to Approve Faculty Sabbaticals for 2017-18

RES-2212 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,

Name	Department	Leave Request	Proposal Title
Frances, Sherrin	English	Winter 2018	Protest Library Book Project
Gehrke, Jules	History	Winter 2018	The Decline and Rebirth of Canals in Twentieth-Century Britain
Haskett, Brandon	Music	Winter 2018	Effective Teaching Practices of Steel Band Directors

Name	Department	Leave Request	Proposal Title
Hitt, James	Philosophy	Fall/Winter 2017-18	Applied Philosophy of Mind
Jolly, Ken	History	Fall 2017	The NAACP's Fight Against Racist State Violence in Michigan and the Making of the Black Freedom Movement
Koperski, Jeff	Philosophy	Fall/Winter 2017-18	Philosophy of Science and Divine Action
Nichols, David	Philosophy	Fall 2017	Heidegger and Tragedy
Pan, Patrick	Mathematical	Winter 2018	Reflexivity of Transformations and Characterization of Derivable Maps
Ravuri, Evelyn	Geography	Fall/Winter 2017-18	Graduate Certificate Work in Urban Planning
Sirias, Danilo	Management	Fall 2017	Better coordination as a mechanism to improve patient flow in healthcare systems
Stinson, Jennifer	History	Fall/Winter 2017-18	"They All Mixed in Together, the White and the Colored" : Freedom, Family, and the Emergence of Race in the Rural Upper Midwest, 1820-1920

NOW, THEREFORE, BE IT RESOLVED, THAT, the following faculty members be granted sabbatical leaves as specified below for the academic year of 2017-2018.

The motion was APPROVED unanimously.

11. Resolution to Approve Accelerated Certification with Residency Programs

RES-2213 It was moved and supported that the following resolution be adopted:

WHEREAS, the University Curriculum and Academic Policy Committee unanimously endorsed the Secondary Accelerated Certification with Residency - Teacher Education: Middle/Secondary & Educational Leadership at its meeting of October 7, 2016 and at the November 15th, 2016 ratification meeting, and the Elementary Accelerated Certification with Residency - Teacher Education: Elementary, Early Childhood, Special Education & Educational Technology and Development programs at its meeting of October 14th, 2016 and at the November 15th, 2016 ratification meeting, and

WHEREAS, there is a teacher shortage across the United States and the US Bureau of Labor Statistics forecasts nearly 700,000 new jobs in education field through 2024, and

WHEREAS, the University has met with the Michigan Department of Education and Michigan Works to help displaced workers with bachelor's degrees or higher have the option of becoming an elementary or secondary teacher, and

WHEREAS, the University was contacted by the Michigan Department of Education to develop and offer an accelerated program with residency leading to teacher certification in Michigan,

NOW, THEREFORE, BE IT RESOLVED, THAT the Secondary Accelerated Certification with Residency and Elementary Accelerated Certification with Residency programs be approved for implementation in Fall semester of the 2017-18 academic year, and

BE IT FURTHER RESOLVED, THAT the faculty in the College of Education be commended for their timely response to the demand for accelerated teacher certification in the region and throughout the state.

Provost Huntley noted that the proposed accelerated certification program in the College of Education was developed in response to a request SVSU received from the Michigan Department of Education to provide an expedited path for displaced workers and others seeking to start a new career as an educator. She stated that there is a teacher shortage across the United States and the U.S. Bureau of Labor Statistics forecasts nearly 700,000 new jobs in the education field through 2024.

Provost Huntley stated that under SVSU's new program, students who have completed a bachelor's degree previously will be able to complete their teacher certification in one year. The program features a classroom residency, meaning these students will be teaching in K-12 classrooms as they complete their course work.

The motion was APPROVED unanimously.

12. Resolution to Grant Honorary Degree to Roxie Rose Reno

RES-2214 It was moved and supported that the following resolution be adopted:

WHEREAS, The Board of Control of Saginaw Valley State University grants honorary degrees as part of commencement activities; and

WHEREAS, Saginaw Valley State University fosters an environment of inquiry and openness that respects the diversity of all whom it serves and thus, wishes to recognize the success of all students; and

WHEREAS, Roxie Rose Reno has enabled Alan Reno to have a college experience much more like that of his peers, allowing Mr. Reno to confidently, safely, efficiently and independently participate in valued daily academic activities; and

WHEREAS, Roxie's incredible partnership with Mr. Reno has helped to educate many individuals on campus and throughout the Great Lakes Bay region on the important role of Assistance Dogs in promoting independence for people with a variety of disabilities; and

WHEREAS, during their time at Saginaw Valley State University, both Mr. Reno and Roxie have displayed an exemplary devotion to education, as displayed by their participation in presentations in Occupational Therapy courses, as well as her attendance with Mr. Reno to every minute of class that he has attended; and

WHEREAS, Roxie is far more than just a companion for Mr. Reno but has played a major part in contributing to his success, allowing him to achieve the highest goals of education; and

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State University approve the granting of an Honorary Degree in Canine Support to Roxie Rose Reno to be presented at the December 16, 2016 Commencement.

Provost introduced SVSU student, Alan Reno along with his service dog, Roxie. Provost Huntley stated that Mr. Reno will graduate with his Bachelor's Degree from Saginaw Valley State University this evening – an accomplishment made possible in large part through Roxie's dedicated assistance throughout Alan's SVSU career.

Provost Huntley noted that Alan has been a very successful student and Roxie has never missed a class throughout Alan's studies. Provost Huntley added that she is pleased to recognize Roxie's contributions to Allen's education by granting her an honorary degree in K-9 support.

Chair Velasquez congratulated Mr. Reno and Roxie on their success and thanked them, along with Alan's parents, for taking the time to attend the Board meeting.

The motion was APPROVED unanimously.

13. Resolution of the Board of Control Regarding Police Oversight Committee

RES-2215 It was moved and supported that the following resolution be adopted:

WHEREAS, in order to be in compliance with MCL 390.1511 which sets forth the statutory authority for the Board of Control to establish the SVSU Police Department Oversight Committee, comprised of students, faculty, and staff of Saginaw Valley

State University who receive and address grievances by persons against the SVSU police department or SVSU police officers and may make recommendations to the University regarding any appropriate disciplinary measures;

NOW, THEREFORE, BE IT RESOLVED, that the Board affirms its establishment of the SVSU Police Department Oversight Committee, and further directs that the President is authorized to specify the charge to this Oversight Committee, approve its operating procedures, and approve the methods for election of its members, in a manner consistent with Act No. 120, Public Acts of 1990, being MCL 390.1511, and this resolution.

The motion was APPROVED unanimously.

14. Resolution to Approve the Auxiliary FY 2017, FY2018 and FY2019 Operations Budgets

RES-2216 It was moved and supported that the following resolution be adopted:

WHEREAS, The FY2017 and FY2018 Auxiliary Operations Budgets as revised and the FY2019 Auxiliary Operations budget, inclusive of student housing rental rates, has been reviewed by the Business, Finance, Audit and Facilities Committee;

NOW, THEREFORE, BE IT RESOLVED, That the Auxiliary Operations revised FY2017 and FY2018 operating budgets and the operating budget and student housing rental rates for FY2019 be approved as per the attached schedules.
(Appendix Four: Budget)

Mr. Muladore noted that in the proposed resolution, room and board rates would increase by an average of 3.7 percent for the 2019 fiscal year, including planned technology improvements. He also stated that students living in the First Year Suites would pay \$8,874 for their housing and meal plan for the upcoming 2017-18 academic year; that would rise to \$9,096 in 2018-19. Students residing in M.J. Brandimore House or a Living Center residence hall would pay \$9,378 for their housing and meal plan for the upcoming academic year; that would increase to \$9,986 for the 2018-19 academic year.

The motion was APPROVED unanimously.

15. Resolution to Reappoint Auditors for Fiscal Year 2017

RES-2217 It was moved and supported that the following resolution be adopted:

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

WHEREAS, Andrews Hooper Pavlik PLC (AHP) submitted a proposal to the University to provide financial audit services for a five-year period beginning with fiscal year 2016 through fiscal year 2020; and,

WHEREAS, The Business, Finance and Audit & Facilities Committee has reviewed and finds satisfactory the past performance of AHP and as a result recommends their firm's reappointment for fiscal year 2017;

NOW, THEREFORE, BE IT RESOLVED, That AHP be reappointed to conduct the fiscal year 2017 financial audit.

The motion was APPROVED unanimously.

16. Motion to Accept the University Strategic Plan 2016-2020

BM-1183 Trustee Rupp made a formal motion to accept the University Strategic Plan 2016-2020. Trustee McInnis supported the motion.
(Appendix Five: Strategic Plan)

President Bachand announced that he is pleased to present the SVSU Strategic Plan for 2016-2020. He noted that it represents careful input from many key stakeholders and positions the University well.

President Bachand stated that this plan sets the framework for our future over the next five years. He added that he is very confident, that with everyone's dedication and commitment, SVSU will achieve its strategic goals. He stressed that the implementation of this strategic plan is essential in reaching our goals in light of challenging times.

President Bachand indicated that the real work begins as we enter into Phase II of the process — to cascade this plan across the campus and connect all divisions and departments work to the overall strategies. He stressed that the plan is a living document that will be monitored and tracked on a regular basis via the Web portal.

President Bachand expressed thanks to the many individuals who participated in Phase I of the planning process. He took a moment to thank Laine Blasch on her work along with the team working on our metrics dashboard — led by Nick Wagner. President Bachand also took time to thank Trustee Durco, Kunitzer, McInnis and Rupp for agreeing to offer support and consultation to the sub team working on our dashboard metrics.

Chair Velasquez offered congratulations to everyone involved in developing a comprehensive plan with a strong strategic vision and strategy to guide the institution through 2020. Chair Velasquez also thanked the Board of Control sub team on their good work supporting this effort and she expressed her gratitude to Trustee Rupp for leading the sub team group.

The motion was APPROVED unanimously.

IV. INFORMATION AND DISCUSSION ITEMS

17. Workforce Data Report

Dr. Mamie Thorns, Special Assistant to the President for Diversity Programs, shared with the Board SVSU's Annual Affirmative Action Audit Report as required by the Office for Federal Contract Compliance Program. She noted that SVSU is required to practice affirmative action as governed by our status as a federal contractor. Dr. Thorns commented that this university continually works hard to recruit and retain a diverse work force. (Appendix Six: Report)

V. REMARKS BY THE PRESIDENT

President Bachand announced that after two national searches, two long-time colleagues have been selected to serve as dean of their respective colleges. Tony Bowrin has been selected as our new dean for the College of Business and Management, and Marc Peretz has been chosen as our new dean for the College of Arts and Behavioral Sciences. Each has been serving as interim dean and has been effective in leading his respective college.

President Bachand stated that Dr. Bowrin joined the accounting faculty in 2009 and served as associate dean from 2013 until his appointment as interim dean. Dr. Peretz joined the SVSU music faculty in 1989 and served nearly 20 years as department chair; he has served as interim dean since July 2015. President Bachand thanked all those individuals who served on the search committees, attended open forums, or otherwise participated in the selection processes.

VI. OTHER ITEMS FOR CONSIDERATION

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

BM-1184 It was moved and supported that the Board move to Informal Session to Discuss Collective Bargaining and Personnel Evaluations

The Board moved to Informal Session at 2:45 p.m. and reconvened in Regular Formal Session at 4:35 p.m. Board members in attendance: Carmona, Durco, Ferguson, Gamez, Kunitzer, McInnis, Rupp and Velasquez. Also in attendance: President Bachand, Linda Sims and Mary Kowaleski.

Trustee Kunitzer made a formal motion to establish compensation for the University President and Vice Presidents. Trustee Ferguson supported the motion.

19. Resolution to Establish Compensation for the University President and Vice Presidents

RES-2218 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; Dr. Deborah Huntley, Provost and Vice President for Academic Affairs; and Mr. James Muladore, Executive Vice President for Administration and Business Affairs.

NOW, THEREFORE, BE IT RESOLVED, That the President's and Vice President's base salaries for the 2017 calendar year be set as follows:

Dr. Donald J. Bachand \$280,500

Dr. Deborah Huntley \$224,400

Mr. James G. Muladore \$214,200

The motion was APPROVED unanimously.

VII. ADJOURNMENT

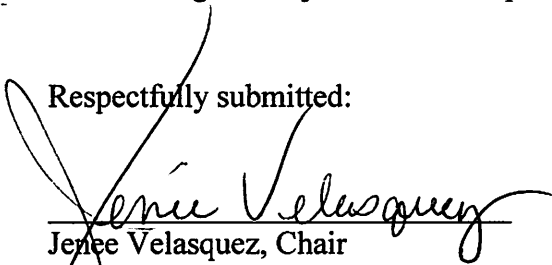
20. Motion to Adjourn

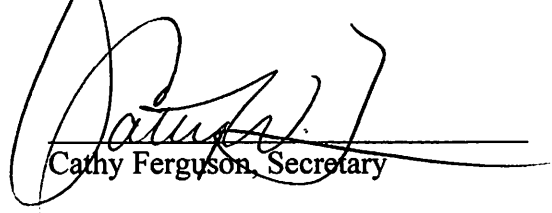
BM-11 85 It was moved and supported that the meeting be adjourned.


The motion was APPROVED unanimously.

The meeting was adjourned at 4:45 p.m.

Respectfully submitted:


Jenée Velasquez, Chair


Cathy Ferguson, Secretary


Mary Kowaleski
Recording Secretary

Heidi Chernich

Administrative Secretary • June Staff Member of the Month

Every smile has a purpose for Heidi Chernich.

After her 16-year-old son, VJ, ended his life in September 2008, Chernich's approach to connecting with people has changed. It's an approach that she brings to her work as administrative secretary at the Office of Academic Affairs.

"The way you treat people and the way you smile at someone can make a difference," she said. "Sometimes just saying 'hi' can make that difference, especially if someone seems sad."

Chernich's own struggles with despair following her son's death led her to step away from a 25-year career as a legal assistant with the UAW. She spent four years in that state of mind before deciding to re-enter the work force by answering an advertisement seeking candidates for SVSU's clerical pool.

She was hired, spending weeks at a time in various offices before landing a full-time position in the Office of Diversity Programs. She was hired at Academic Affairs in April 2015.

The move to SVSU helped Chernich reengage with the world, exposing her to supportive and friendly co-workers. The network she built on campus also was supportive of Chernich when she joined Walk For Hope, a Saginaw-based nonprofit organization that raises awareness about depression and suicide. A number of Chernich's colleagues have joined in her efforts with the group.

"It's a passion of mine," she said of Walk For Hope's mission. "Very close to my heart."

The nonprofit hosts an annual fundraiser that supports educational programs aimed at training people how to approach those suffering from depression and thoughts of suicide.

"My son was the most normal 16-year-old, and I didn't even realize he was suffering from depression," she said. The lessons learned, meanwhile, have made her daily interactions more rich and meaningful, she said.

"I try to get to know everyone, including the student workers," Chernich said.

She considers her Academic Affairs co-workers "like a family."

"They're just a great group of people to work with," she said.

Meanwhile, her at-home family also keeps Chernich smiling. With her husband of 30 years, Vince, Chernich raised five children, including two who still live at home. Chernich said a new addition to that family tree — a 4-year-old grandson — has given her another purpose for smiling.

"He and I share a really special bond," Chernich said. "We had a connection right from the beginning, and he makes everything worthwhile."

"He makes me smile every time."



Kate Scott

Director of the English Language Program • October Staff Member of the Month

If you're trying to conceal the nature of your conversation by speaking in a non-English language in front of Kate Scott, your secret might not be so safe.

The director of the English Language Program is charged with helping international students learn English, but the extent of her handle on other languages remains a source of mystery to those on campus — and that's the way she likes it.

"There was this one student talking to another who hadn't bought his textbook yet," Scott recalled. "They were going back in forth (in Arabic) about this until, finally, I told him, 'You just need to go to the bookstore.' They both looked at me a little surprised. 'You know what we were saying?'"

Mostly she knew what they were saying, at least.

"I just left it at that," she said with a smile.

Scott's understanding of that particular language began in the Sudan, where she served as a third grade teacher shortly after graduating from SVSU as an elementary education major in 2007.

Her 3-year stint in the northeastern African nation — where they speak Arabic — helped inspire Scott to continue working in international education when she returned to the United States in 2010. That inspiration led her back to SVSU, where she began as a teacher in the ELP that same year, largely working with students from Saudi Arabia.

Scott was hired as the program's assistant director in 2011 and became director in early 2014.

"I love my staff," the Kalamazoo native said of the 19 people she oversees. "They're one of the reasons why I like my job so much. They are considerate, competent and genuinely like each other."

The team sometimes turns meetings into potlucks; other times, the group enjoys organizing outings with the program's students. In addition to the 22 hours of intensive language instruction students receive each week, "We also want to make sure the students have an authentic experience in our community," Scott said. For instance, her staff and students earlier this month visited Johnson's Giant Pumpkin Farm in Saginaw.

It's not all fun and games, however. The ELP recently earned some serious stripes. In August, the program received SVSU's first 4-year accreditation designation from The Commission on English Language Program Accreditation.

Scott is proud of the accomplishment, and the program in general, which is celebrating its 20th year on campus.

"It's one of the best places you could work," she said of the program.

She might be able to inform people of that fact in more languages than one — she just won't tell you how many.



Lisa Micsak

Administrative Services Coordinator • November Staff Member of the Month

Lisa Micsak is from a one-traffic light town, but when it comes to her career, she's discovered an open road without a stop sign in sight.

The Linwood native now serves as the administrative services coordinator for The Conference Center at SVSU, where she began working while still an undergraduate student in 2010.

She graduated with a Bachelor of Business Administration in management in December 2013, then returned as a full-time employee in June 2014 to The Conference Center at SVSU.

While a university campus provides a busier setting than her small town beginnings did, Micsak said it was the "close-knit family atmosphere" at her office that inspired her to apply for a job there after graduation. "The best memories I have here all involve the people," she said. "It is inspiring how well everyone looks out for each other and takes pride in the overall community-oriented culture of the university, making it a very harmonious atmosphere."

That level of comfort spills over into interactions with clients. The Conference Center at SVSU works both with clientele on campus as well as outside organizations and guests interested in utilizing campus facilities for various events.

One of Micsak's favorite work experiences involved coordinating the wedding of a couple whose groom was an SVSU graduate. Micsak, though, largely worked with the bride-to-be, who lived in another state at the time.

"Our correspondence was all by email or phone leading up to the wedding," Micsak said. "She had to really trust my recommendations and planning abilities. When we finally met on the day before the wedding, it was amazing to see the excitement and joy on her face."

Micsak's professional ambitions include furthering her career in higher education. She is enrolled at SVSU in classes for a Master of Public Administration and expects to graduate in May 2018.

"Long-term, I would like to work with students and look forward to being a mentor to them," she said. "Most of my life, friends have come to me for guidance or advice. A lot of people need someone to listen to them and provide a caring outside perspective to help them with critical decisions they are encountering in their life."

Micsak said her accomplishments don't belong exclusively to her. She often is cheered on by her family, and her parents have played an important key role in her success.

"I was the first college graduate in my immediate family, so being able to attend my graduation, for them, was like attending their own graduation," she said.

"They've been my motivators and my role models; without them I would not be where I am today, and for them I am truly grateful."

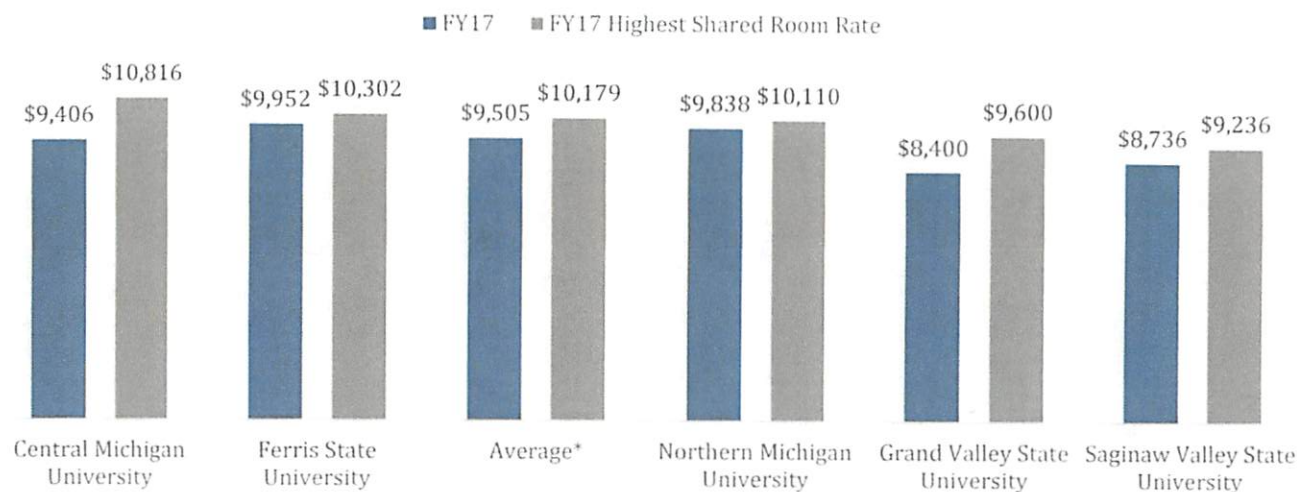




PRELIMINARY
AUXILIARY FUND BUDGET SUMMARY
FY2017 - FY2019

	FY 2017 Revised Budget	FY 2018 Revised Budget	FY 2019 Preliminary Budget
REVENUES			
Housing Contracts	\$17,015,000	\$16,994,000	\$17,501,000
Other Operating Income	10,130,000	10,008,000	10,003,000
Summer Income	225,000	225,000	225,000
Conference Center & Athletic Complex	3,069,000	3,220,000	3,520,000
Non-program Revenues	356,000	356,000	356,000
Total Revenues	30,795,000	30,803,000	31,605,000
EXPENDITURES			
Program	21,626,000	21,762,000	22,281,000
Debt Service	6,934,000	6,859,000	6,778,000
Total Expenditures	28,560,000	28,621,000	29,059,000
Net Operating Margin	\$2,235,000	\$2,182,000	\$2,546,000
Net Operating Margin Percentage	7.26%	7.08%	8.06%
Housing Occupancy			
Fall Domestic FTIC	924	920	920
Fall Total	2,414	2,345	2,310
Average Fall/Winter Total	2,330	2,263	2,229
Average Rate Increase	3.17%	2.20%	3.68%

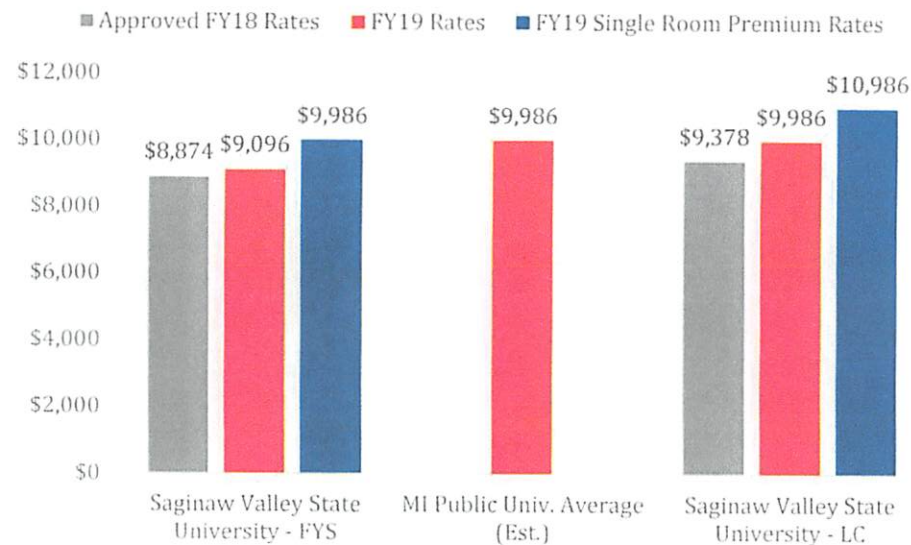
Michigan Peer Universities Freshman Room & Board Rates



SVSU Proposed FY19 Room & Board Rates

Housing Contract Composite % Increase

	Base	W/Technology Increment
FY15	2.44%	-
FY16	2.44%	-
FY17	2.36%	3.17%
FY18	1.41%	2.20%
Proposed FY19	2.96%	3.68%



*Based upon the least expensive rate of Michigan Public Universities.



SAGINAW VALLEY
STATE UNIVERSITY.

ANNUAL AFFIRMATIVE ACTION REPORT
Workforce Data
September 2015



Presented by: Dr. Mamie T. Thorns
Special Assistant to the President of Diversity Programs

AAP Executive Summary

Office of Diversity and Inclusion

The Office of Diversity and Inclusion administers programs and activities designed to foster a diverse faculty, staff, and student body at Saginaw Valley State University. The office further coordinates the University's Affirmative Action and Equal Opportunity programs and monitors the University's compliance with Executive Order 11246, Title VII of the Civil Rights Act of 1964 (as amended by the Civil Rights Act of 1991), Title VI of the Civil Rights Act of 1964, the Equal Pay Act of 1963, Title IX of the 1972 Education Amendments Act, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, the Americans with Disabilities Act of 1990, Section 503 and 504 of the Rehabilitation Act of 1973, the Michigan Elliot-Larsen Civil Rights Act of 1977 and the Michigan Persons with Disabilities Act of 1977. In addition, the Office in collaboration with Human Resources investigates discrimination, sexual harassment and other discriminatory and harassment complaints filed against University employees by other employees or students.

Saginaw Valley State University updates the Affirmative Action Audit Report annually. It provides an analysis of the University's workforce with special emphasis on the percentages of women and minorities in job groups compared to the education-related labor markets. It is available for inspection Monday through Friday from 8 a.m. – 4:30p.m. in the Office of Diversity and Inclusion, 260 Wickes Hall, Saginaw Valley State University, University Center, Michigan 48710.

Introduction

This report summarizes the 2015 Saginaw Valley State University (SVSU) Affirmative Action Plans (AAP) for Women and Minorities, Veterans, and Individuals with Disabilities (IWDs). Transactions, which represent the summaries included in this report, were reflective of personnel transactions from September 15, 2014 through September 15, 2015.

Saginaw Valley State University is required to practice affirmative action as governed by our status as a federal contractor. The Office for Federal Contract Compliance Programs (OFCCP) ensures that businesses with contracts of at least \$10,000 with the Federal government do not discriminate and that they take affirmative action in hiring.

This mission creates a number of different (and detailed) requirements, such as:

- ☐ The development of a written affirmative action plan
- ☐ The creation of an internal audit and reporting system
- ☐ The posting of several notices of non-discrimination and employees' rights under the laws as overseen by the OFCCP

The Affirmative Action Audit is presented to the Board of Control annually in accordance with federal requirements as a federal contractor. The audit gives an overview and provides an analysis of the University's workforce with special emphasis on the percentages of women, minorities, veterans, and individuals with disabilities as compared to the labor market.

Purpose

The purpose of Saginaw Valley State University's Affirmative Action Plan is to reaffirm the University's continuing commitment to the principles of affirmative action and equal opportunity employment. Because Saginaw Valley State University has a number of contracts with the federal government, it is required by **Executive Order 11246 (as amended)** to develop and implement an affirmative action plan. This plan must have "a set of specific and result-oriented procedures to which the contractor commits [itself] to apply every good faith effort... to achieve prompt and full utilization of minorities and females, at all levels and all segments of [its] workforce where deficiencies exist" (41 CFR 60-2.10).

The first step in achieving this goal is an analysis of the utilization of females and members from underrepresented groups to determine areas of underutilization. Underutilization means that the number of persons from these groups is significantly less than would be reasonably expected given the availability of qualified females and members of underrepresented groups in the recruitment area. If underutilization is found, the institution must make a serious good-faith effort to develop and implement procedures and practices that are designed to increase the number of females and minorities in areas where they are underutilized. Hiring goals must be established for females and minorities in those job groups where they are underrepresented.

Employment of Veterans and Individuals with Disabilities (IWDs)

Effective March 24, 2014, the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) issued Final Rules that made significant changes to affirmative action programs for veterans and individuals with disabilities. The OFCCP established an overall hiring benchmark of 7% for Veterans, and a 7% utilization goal for the employment of qualified IWDs for each job group in the University's workforce. This will need to be a part of our next steps process.

Next Steps

Females, Veterans, and IWDs, SVSU will focus on the following action-oriented recommendations to correct any problem areas identified in the annual Affirmative Action Plans for Females and Minorities, Veterans, and IWDs

- Dissemination of affirmative action data to key leaders and search committees in order to affectively recruit to those job groups and divisions where placement goals exist.
- Continue to increased compliance focus on monitoring, documenting and assessing recruitment and outreach activities, specifically those for Veterans and IWDs
- Continue to promote SVSU's Inclusion & Advocacy Training program for faculty and staff.

- **Recruitment and Retention is everybody's responsibility at SVSU.**
- **We will need to survey our workforce to obtain data on Veterans and IWDs.**

Total Workforce as of 9/15/15

September 15, 2015		Females		Minorities	
	Total	#	%	#	%
Total Employees	827	409	49%	120	15%
Exec, Admin, & Managers	304	150	49%	49	16%
Faculty	309	141	46%	54	17%
Support Staff	214	118	55%	17	8%

Exec, Admin, & Managers represent 37% of the workforce

Faculty represent 37% of the workforce

Support Staff represent 26% of the workforce

Promotion Rates v Employment Rates

9/16/14 to 9/15/15

Promotions	Total	Female		Minority	
Total Promotions	31	16	52%	4	13%
Total Faculty	15	7	47%	1	7%
Total Staff	16	9	56%	3	19%

Employment Rate	Total	Female		Minority	
Total	827	409	49%	120	15%
Total Faculty	309	141	46%	54	17%
Total Staff	518	268	52%	66	13%

Female Faculty Promotion rate (47%) is above their Employment rate (46%)
 Minority Faculty Promotion rate (7%) is below their Employment rate (17%)

Female Staff Promotion rate (56%) is above their Employment rate (52%)
 Minority Staff Promotion rate (19%) is above their Employment rate (13%)

Total Workforce by Division 9/15/15

Division	Total	Fem	Min	Black	Hispanic	Asian Am	Native Am	2 or more races
Academic Affairs	519	284	85	24	20	39	0	2
		55%	16%	5%	4%	8%	0%	1%
Administration & Business Affairs	256	97	29	16	9	1	1	2
		38%	11%	6%	4%	0%	0%	2%
President	52	28	12	6	4	2	0	0
		54%	23%	12%	8%	4%	0%	0%
TOTAL UNIVERSITY	827	409	126	46	33	42	1	4
		49%	15%	6%	4%	5%	0%	0%

Two Divisions have a Female workforce greater than 50%
Two Divisions have minority representation equal to or greater than 16%

Benchmarks: Gender

Labor Force Comparisons	Total	Females
Total SVSU 9/15/15	827	49%
Saginaw, Bay, Midland counties (2010 Census) ¹	187,545	49%
United States (2010 Census) ²	137,369,340	47%
Employed at 4-yr Public Universities in <u>United States</u> 2013 (IPEDS)	1,598,492	54%
Employed at 4-yr Public Universities in <u>Michigan</u> 2013 (IPEDS) ³	64,756	54%
¹ Most current race/gender labor force statistics available		
² 2010 US Census, All occupations		
³ CMU, MTU, & WMU did not report in 2012, reported in 2013		

SVSU Female workforce is equal to the Saginaw, Bay, Midland counties (2010 Census); below 4 year Public Universities (MI & US)

Benchmarks: Race / Ethnicity

Labor Force Stats	Total	Total Minority	Black	Hisp	Asian Amer	Native Amer	2 or More Races
Total SVSU 9/15/15	827	15.2%	5.6%	4.0%	5.1%	0.1%	0.5%
Saginaw, Bay, Midland counties (2010 Census) ¹	187,220	14.7%	7.9%	4.8%	1.2%	0.8%	
United States (2010 Census) ²	137,369,340	31.5%	10.6%	14.4%	5.1%	0.5%	0.9%
Employed at 4-yr Public Universities in <u>United States</u> 2013 (IPEDS)	1,598,492	25.4%	9.8%	7.4%	6.6%	0.6%	0.8%
Employed at 4-yr Public Universities in <u>Michigan</u> 2013 (IPEDS) ³	64,756	18.3%	7.8%	2.9%	6.3%	0.4%	0.8%
¹ Most current race/gender labor force statistics available; does not include non-resident aliens							
² 2010 US Census, All occupations							
³ CMU, MTU, & WMU did not report in 2012, reported in 2013							

SVSU Minority workforce is above the local labor force (Saginaw, Bay & Midland counties) (2010 census) and below the 4 year Public Universities (IPEDS)

Strategic Plan 2016-2020

Adopted by the Board of Control • December 2016



SAGINAW VALLEY
STATE UNIVERSITY

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Introduction



I am pleased to present the SVSU Strategic Plan for 2016-2020. It represents the collective thoughts of many key stakeholders and positions the University to become recognized for its educational excellence, innovative teaching, experiential learning and state-of-the-art facilities. I am confident that with the dedication and commitment from our Board of Control, faculty and staff, SVSU will achieve its strategic goals. In the process, we will continue to transform lives and positively impact our communities.

The implementation of this strategic plan is essential in reaching our goals in light of challenging times. I would like to thank the many individuals who participated in this phase of the planning process. Their sincere and candid input in identifying challenges and creative ideas to address them will drive change, leading us to be the first choice for those striving for personal and professional success.

A handwritten signature in black ink, reading "Donald J. Bachand". The signature is written in a cursive, flowing style.

Dr. Donald J. Bachand
President



Strategic Planning Leadership Team

Dr. Don Bachand	President
Ms. Shaun Bangert	President of the Faculty Association & Professor of Art
Mr. J.J. Boehm	Director of Media & Community Relations
Ms. Merry Jo Brandimore	Associate Provost for Student Affairs/Dean of Students (Former)
Dr. Stephanie Brouet	Associate Professor of Chemistry
Ms. Sue Crane	Business and Financial Analyst
Mr. John Decker	Associate Vice President for Administration & Business Affairs/ General Counsel
Dr. Craig Douglas	Dean of the College of Education
Mr. Jarrod Eaton	President of Student Association
Dr. Frank Hall	Dean of the College of Science, Engineering & Technology
Dr. Deborah Huntley	Provost and Vice President for Academic Affairs
Ms. Mary Kowaleski	Executive Assistant to the President/Secretary to the Board of Control
Mr. Jim Muladore	Executive Vice President for Administration and Business Affairs
Dr. Marc Peretz	Interim Dean of the College of Arts and Behavioral Sciences
Mr. Ron Portwine	Associate Vice President for Administration and Business Affairs
Dr. Judy Ruland	Dean of the College of Health and Human Services
Ms. Linda Sims	Executive Director of Communications & External Affairs
Dr. Mamie Thorns	Special Assistant to the President for Diversity Programs
Dr. Rama Yelkur	Dean of the College of Business and Management (Former)

Guiding Principles

Mission

We transform lives through educational excellence and dynamic partnerships, unleashing possibilities for impact in our community and worldwide.

Vision

We will be renowned for our innovative teaching, experiential learning and state-of-the art facilities and be the first choice for those striving for personal and professional success.

Core Values

We value:

- Passion for academic exploration and achievement
- Supportive environments focused on student success
- Diversity and inclusivity
- High standards for ethical behavior and financial stewardship
- A safe, friendly and respectful campus climate
- Community engagement

Strategic Framework

Strategic Goals

1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.
2. Our people, climate and culture transform lives.
3. SVSU is widely known across Michigan as a sought-after institution of higher learning.
4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.
5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Mission

We transform lives
through
educational excellence
and **dynamic**
partnerships, unleashing
possibilities
for **impact** in
our **community**
and **worldwide.**

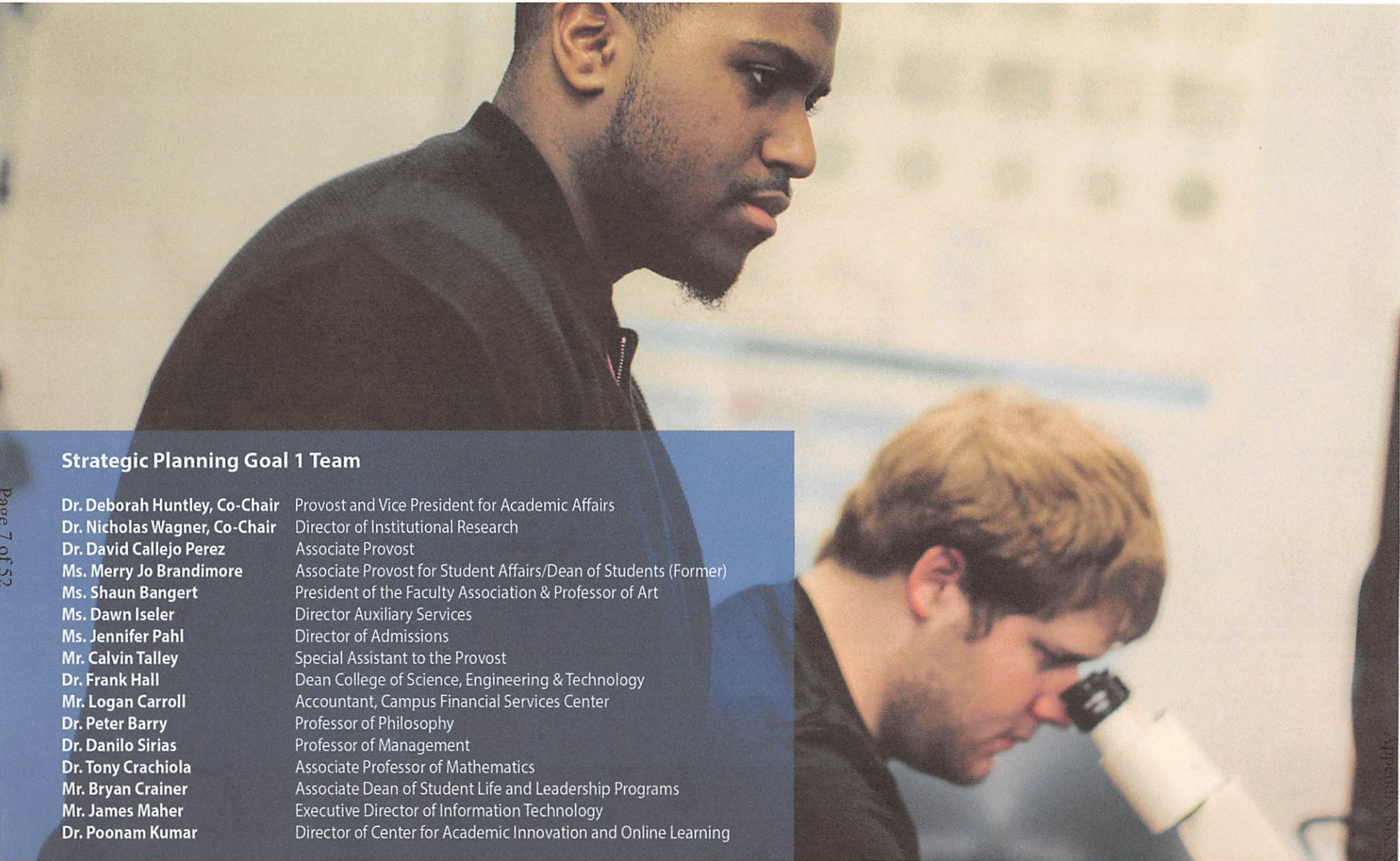
Vision

We will be renowned
for our
innovative teaching,
experiential learning
and **state-of-the art**
facilities
and be the **first choice**
for those striving for
personal and
professional success.

Passion for academic exploration and achievement
Supportive environments focused on student success
Diversity and inclusivity

High standards for ethical behavior and financial
stewardship
A safe, friendly and respectful campus climate
Community engagement

Core Values



Strategic Planning Goal 1 Team

Dr. Deborah Huntley, Co-Chair	Provost and Vice President for Academic Affairs
Dr. Nicholas Wagner, Co-Chair	Director of Institutional Research
Dr. David Callejo Perez	Associate Provost
Ms. Merry Jo Brandimore	Associate Provost for Student Affairs/Dean of Students (Former)
Ms. Shaun Bangert	President of the Faculty Association & Professor of Art
Ms. Dawn Iseler	Director Auxiliary Services
Ms. Jennifer Pahl	Director of Admissions
Mr. Calvin Talley	Special Assistant to the Provost
Dr. Frank Hall	Dean College of Science, Engineering & Technology
Mr. Logan Carroll	Accountant, Campus Financial Services Center
Dr. Peter Barry	Professor of Philosophy
Dr. Danilo Sirias	Professor of Management
Dr. Tony Crachiola	Associate Professor of Mathematics
Mr. Bryan Crainer	Associate Dean of Student Life and Leadership Programs
Mr. James Maher	Executive Director of Information Technology
Dr. Poonam Kumar	Director of Center for Academic Innovation and Online Learning

SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Strategy	Target Date	Owner	Resources/Collaboration Needed
1 Determine future size of the university and achieve enrollment goals for long term sustainability.	Jun-17 & Ongoing	Provost, Executive Vice President for Administration & Business Affairs, President	
a Develop long-term enrollment goals for domestic and international admissions.	Jun-17	Provost, Executive Vice President for Administration & Business Affairs, Director of Admissions, Director of Institutional Research	
b Employ best practices in admissions and financial aid to achieve enrollment targets.	Fall 2017 & Ongoing	Provost, Executive Vice President for Administration & Business Affairs, Director of Admissions, Director of Institutional Research, Director of Financial Aid	Consultant
c Engage internal and external stakeholders in recruiting and promoting programs.	Ongoing & Annually	Provost, Director of Admissions, Executive Director of Communications & External Affairs	Enrollment Management Council
2 Improve retention, persistence and graduation rates.	Dec-19	Provost	
a Improve first-to-second year retention for domestic and international students with focused attention on students' transition to the university.	Ongoing & Annually	Provost, Associate Provost for Student Affairs, Director of Advising, Director of Orientation Programs	Student Success Committee

Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Strategy	Target Date	Owner	Resources/Collaboration Needed
b Improve persistence for students beyond the first year.	Ongoing & Annually	Provost, Associate Provost for Student Affairs, Director of Advising, Academic Deans, Director of Multicultural Services	Student Success Committee
c Reduce achievement gaps between minority students and the general student population.	Dec-19	Provost, Director of Academic Advising, Special Assistant to the Provost, Director of Multicultural Services	Student Success Committee
d Improve persistence and graduation rates for students who require developmental education.	Fall 2018	Provost, Dean of Arts & Behavioral Sciences, Dean of Science, Engineering and Technology	Student Success Committee
e Facilitate timely graduation of students through curriculum, scheduling, processes and technology.	Dec-19	Provost, Associate Provost for Student Affairs, Director of Advising, Registrar, Director of Institutional Research, Director of Office of Multicultural Services	"Schedule Planner" software, Information Technology Services
3 Deliver a portfolio of high quality programs.	Ongoing & Annually	Provost	
a Obtain and maintain relevant accreditations and program reviews.	Ongoing & Annually	Provost, Associate Provost & Academic Deans	

Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Strategy	Target Date	Owner	Resources/Collaboration Needed
b Develop strategic plan for each college to ensure programs are current, meet employer/regional needs and prepare students for a diverse and global society.	Dec-17	Academic Deans	
c Create and promote externally recognized programs of excellence in each college and student affairs.	Ongoing & Annually	Provost, Associate Provost, Associate Vice President for Academic Affairs, Academic Deans	University Communications
d Leverage strengths to develop relevant, inter/multi-disciplinary programs.	Sep-17	Provost, Academic Deans	
e Measure, track and increase opportunities for service and experiential learning in all colleges (linked to strategic priority 5, 2a).	Dec-17	Associate Vice President Academic Affairs, Director of Institutional Research, Special Assistant to the Provost	
f Increase online program offerings, including fully online graduate programs and online courses in all general education categories.	Dec-17	Provost, Academic Deans, Director of Center for Academic Achievement	
4 Maximize the academic, personal and professional growth for all students.	Ongoing	Provost	

Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Strategy	Target Date	Owner	Resources/Collaboration Needed
a Ensure all undergraduate students experience high impact educational practices each year of their full-time enrollment.	Ongoing & Annually	Provost, Associate Provost for Student Affairs, Associate Vice President for Academic Affairs	Office of Institutional Research
b Integrate general education, academic programs and co-curricular experiences to develop students' capacity to think critically, reason logically and communicate effectively.	Ongoing & Annually	Provost, Associate Provost, Associate Provost for Student Affairs	
c Optimize impact of student affairs programming through assessment leading to continuous improvement.	May-17 & Ongoing	Associate Provost for Student Affairs	
d Leverage curricular and co-curricular opportunities to ensure that students interact with diverse populations and experience diverse cultures.	Ongoing & Annually	Provost, Associate Provost for Student Affairs, Associate Provost of International and Advanced Studies	
5 Promote innovation and excellence in teaching and scholarly activities, achieving national and international recognition.	Ongoing	Provost	
a Support and recognize innovative teaching by individual faculty, departments, programs and colleges.	Ongoing & Annually	Provost, Director of the Center for Academic Innovation	

Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Strategy	Target Date	Owner	Resources/Collaboration Needed
b Enhance opportunities for departmental engagement and support, as well as professional development for early and mid-career faculty.	Ongoing & Annually	Provost, Director of the Center for Academic Innovation, Academic Deans	
c Provide state-of-the-art facilities for teaching across all modalities.	Dec-17	Provost, Director of the Center for Academic Innovation	Executive Vice President for Administration & Business Affairs
d Provide support to assist faculty in achieving scholarly goals, including teaching and engagement.	Ongoing & Annually	Provost, Director of the Center for Academic Innovation, Academic Deans, Director Sponsored Programs	Executive Vice President for Administration & Business Affairs



Strategic Planning Goal 2 Team

Dr. Mamie Thorns, Co-Chair	Special Assistant to the President for Diversity Programs
Mr. John Decker, Co-Chair	Associate Vice President for Administration & Business Affairs/General Counsel
Dr. Joni Boye-Beaman	Executive Assistant to the Dean of the College of Arts & Behavioral Sciences
Mr. Eddie Jones	Director Student Counseling Center
Ms. Ann Coburn-Collins	Director of Academic Programs Support
Ms. Dorie Wenglikowski	Manager of Custodial Operations
Ms. Jenna Briggs	Director of Graduate and International Admissions
Ms. Monica Reyes	Director of Disability Services
Ms. Brittany Collins	Assistant Professor Communications
Dr. Kimberly Lacey	Assistant Professor of English
Dr. Joseph Ofori-Dankwa	Harvey Randall Wickes Chair in International Studies
Ms. Cynthia Bala	Director of Human Resources
Mr. Michael Watson	Athletic Director
Mr. Leo Mioduszewski	Chief of Police

Our people, climate and culture transform lives.

Goal 2. Our people, climate and culture transform lives.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
1 Create a culture for professional development.	Sep-17	Director of Human Resources, Special Assistant to the President for Diversity Programs	Academic and Student Affairs, University Communications, Information Technology Systems, Faculty Association, Support Staff Association
a Develop a strategic approach for a comprehensive professional development program for all employees.	May-17	Director of Human Resources	Academic & Student Affairs, Diversity Programs, University Communications, Information Technology Services, Faculty Association, Support Staff Association
b Ensure University compliance with all relevant federal and state laws, related to equal opportunity and civil rights.	May-17 & Ongoing	Special Assistant to the President for Diversity Programs, Director of Human Resources, General Counsel	Academic & Student Affairs, University Police, Athletics, Disability Services
c Establish a system for tracking professional development, thus creating a first-year baseline with a goal to increase participation by 10% over two years (from FY 17/18 through FY 19/20).	Jul-17	Director of Human Resources	Information Technology Services, Office of Institutional Research
d Implement a professional development program for all employees.	Jul-17 & Ongoing	Director of Human Resources	Academic & Student Affairs, Diversity Programs, University Communications, Information Technology Services, Faculty Association, Support Staff Association

Goal 2. Our people, climate and culture transform lives.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
e Invest in ongoing development training that is inclusive, targeted, incentivized and incorporated with performance goals.	Jul-17 & Ongoing	Executive Vice President for Administration & Business Affairs, Provost, President	Financial resources for training; collaboration with Faculty Association, Support Staff Association, Human Resources, Diversity Programs
2 Increase cultural understanding, tolerance, equity and inclusion for all members of the SVSU campus community.	Sep-17 & Ongoing	Special Assistant to the President for Diversity Programs, Executive Vice President for Administration & Business Affairs, Provost	Information Technology Systems
a Review existing data focused on cultural understanding, tolerance, equity and inclusion; identify gaps and collect additional data as needed.	Feb-17	Special Assistant to the President for Diversity Programs	Office of Institutional Research, Academic & Student Affairs, Administration & Business Affairs
b Develop a strategic approach for programming priorities and preferred method(s) of delivery.	May-17	Special Assistant to the President for Diversity Programs, Executive Vice President for Administration & Business Affairs, Provost	Information Technology Services
c Provide opportunities/programs to the campus community to further their understanding of tolerance, equality and inclusion.	Sep-17	Special Assistant to the President for Diversity Programs, Provost, Executive Vice President for Administration & Business Affairs, Associate Provost for Student Affairs	University Communications, Information Technology Services

Goal 2. Our people, climate and culture transform lives.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
3 Continue to increase the diversity of faculty, staff and the student body.	Sep-17, Ongoing & Annually	Special Assistant to the President for Diversity Programs, Director of Human Resources	Financial resources for expanded recruitment initiatives, collaborations with Inclusion Advocacy Advisory Board, Office of Institutional Research
a Enhance strategies of recruiting and retaining administrators, faculty and staff members from diverse ethnic backgrounds.	May-17	Special Assistant to the President for Diversity Programs, Director of Human Resources	Inclusion Advocacy Advisory Board, African American Resource Consortium
b Enhance strategies of recruiting and retaining students from diverse and ethnic backgrounds.	May-17	Special Assistant to the President for Diversity Programs, Director of Admissions	Institutional Research, Academic and Student Affairs
c Develop additional best practices to strengthen the recruitment and hiring process for the inclusion of underrepresented employee groups.	May-17	Special Assistant to the President for Diversity Programs, Director of Human Resources	Office of Institutional Research, International Programs, Affinity Groups, Departmental Leaders
d Establish and monitor recruitment and retention goals by employee group, division and college.	May-17 & Ongoing	Special Assistant to the President for Diversity Programs, Director of Human Resources	Office of Institutional Research
e Implement program models to assess success in retaining diverse students and refine/update as needed.	May-17	Special Assistant to the President for Diversity Programs, Associate Provost for International & Advanced Studies, Director of Admissions	Associate Provost for Student Affairs/Dean of Students, International Programs, English Language Programs, Institutional Research

Goal 2. Our people, climate and culture transform lives.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
4 Align hiring and compensation strategy for employees to regularly utilize market data/peer information to maximize its competitive position while maintaining our fiscal goals.	Jul-17	Director of Human Resources, Executive Vice President for Administration & Business Affairs	
a Review and refine the University compensation strategy for Administrative Professional staff. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison • Conduct a periodic internal equity review of compensation 	Within six months of finalization of overall University business strategy	Director of Human Resources, Executive Vice President for Administration & Business Affairs	President's Office, Academic and Student Affairs, Diversity Programs
b Review and refine the University compensation strategy for faculty and support staff in accordance with collective bargaining negotiations. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison 	90 days prior to applicable collective bargaining agreements	Director of Human Resources, Executive Vice President for Administration & Business Affairs	
c Review and refine the University compensation strategy for part-time employees. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison • Conduct a periodic internal equity review of compensation 	Within 18 months of finalization of overall University business strategy	Director of Human Resources, Executive Vice President for Administration & Business Affairs, Provost, Director of Adjunct Faculty & Academic Support Programs	
d Align annual Performance Management evaluation process with strategic goals. <ul style="list-style-type: none"> • Create a program to reward behavior that drive results • Increase year-round manager coaching activities • Develop a plan to promptly respond to market changes 	May-17	Director of Human Resources	President's Office, Administration & Business Affairs, Academic & Student Affairs
e Adopt a plan to track employee turnover and recruiting losses. <ul style="list-style-type: none"> • Identify reasons for employee resignations and rejection by job candidate • Link to public and private sector data 	Jul-17	Director of Human Resources	College and University Professional Association-HR, Society of Human Resource Management-Private Sector



We *live loud.*

Strategic Planning Goal 3 Team

Ms. Linda Sims, Co- Chair
Mr. James Dwyer, Co-Chair
Mr. Ron Portwine
Mr. J.J. Boehm
Mr. Jarrod Eaton
Dr. Stephanie Brouet
Ms. Carolyn Wierda
Mr. Nicholas Taylor
Ms. Angela Pohl
Ms. Heidi Lang

Executive Director of Communications & External Affairs
Executive Director of Alumni Relations
Associate Vice President for Administration and Business Affairs
Director of Media & Community Relations
President of Student Association
Associate Professor of Chemistry
Executive Director of STEM
Associate Director of Admissions
Associate Athletic Director – Senior Woman Administrator
Pre-Health Professions Advisor

Dr. Rama Yelkur, Co-Chair

Former Dean of the College of Business and Management

SVSU is widely known across Michigan as a sought-after institution of higher learning.

Goal 3. SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
1 Increase SVSU's reputation and standing relative to competitors and improve public awareness of SVSU's defining attributes.	Dec-17	Executive Director of Communications & External Affairs	
a Utilize and share data from Student Insights Report & Dartlet survey to familiarize stakeholders with current perceptions in comparison to our competitors in the State of Michigan.	Dec-16	Executive Director of Communications & External Affairs	University Communications, Public Affairs Council
b Highlight the impact of faculty, staff, student and institutional success regionally and across the state.	Ongoing	Director of Media & Community Relations	University Communications, Public Affairs Council
c Track the number of independent visits to campus and target informational offerings to visitors in high-traffic areas.	Ongoing	Director of Admissions, Athletic Director, Director Conference Center	Office of Admissions, Athletics, Alumni Relations, Conference Center
d Increase awareness and support for SVSU with local, state and federal officials on appropriating capital outlay and other higher education policy.	Ongoing	Director of Governmental Affairs	Governmental Affairs, External Affairs, Alumni Relations, President's Office
2 Develop and implement a strategic integrated marketing plan.	Dec-16	Executive Director of Communications & External Affairs	University Communications

Goal 3. SVSU is widely known across Michigan as a sought-after institution of higher learning.

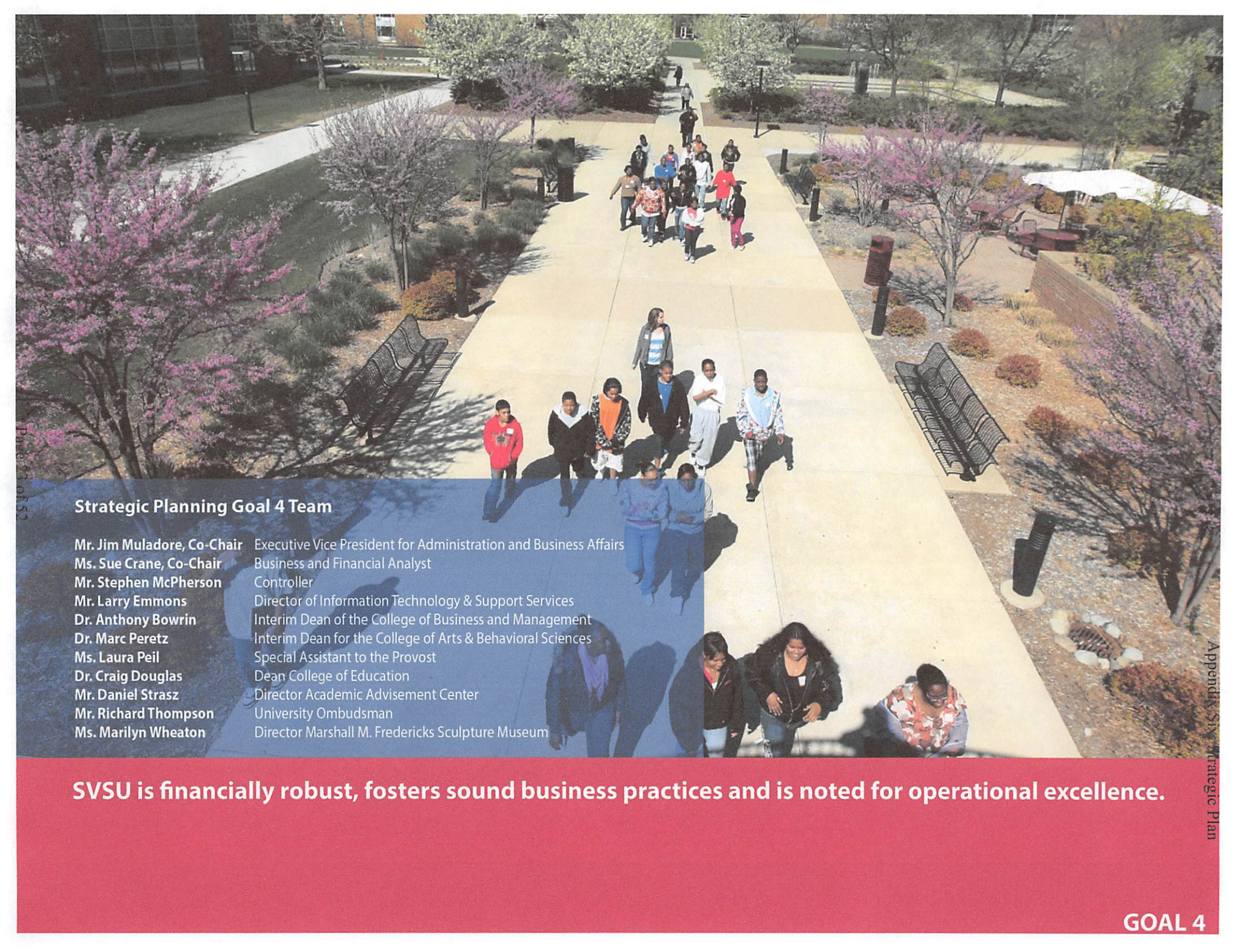
Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
a Develop tactics such as general advertising, outreach activities and public relations aimed to expose SVSU more broadly.	Ongoing	Executive Director of Communications & External Affairs	University Communications
b Support Admissions efforts to increase interest from prospective students, improve Admissions communication strategies and expand pool of students who are contacted.	Dec-16	Director of Admissions	
c Conduct surveys of how students learned of SVSU and why they chose SVSU.	Dec-17	Director of Admissions	
d Increase public's understanding of SVSU opportunities and outcomes with the development of new materials and expanding our story telling.	Ongoing	Executive Director of Communications & External Affairs, Director of Media & Community Relations	University Communications
3 Increase alumni engagement with SVSU.	Jun-17 & Ongoing	Executive Director of Alumni Relations	
a Promote and encourage participation of all offices/academic departments in SVSU Connect.	Dec-16	Executive Director of Alumni Relations	

Goal 3. SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
b Increase alumni enrollment in SVSU Connect with the goal to achieve 2,500 by June 2017, 5,000 by June 2018 and 10,000 by June 2020.	Jun-17	Executive Director of Alumni Relations	
c Provide evidence of alumni engagement with all academic departments, (i.e. mentorship, internships, job sharing, speaking engagements, student recruitment, etc.)	Jun-17	Executive Director of Alumni Relations	
d Increase number of affinity groups.	Jun-17	Executive Director of Alumni Relations	
4 Strengthen and centralize external and internal communications.	Dec-17 & Ongoing	Executive Director of Communications & External Affairs	
a Identify best practices among peer institutions regarding cross-campus communication to strengthen internal communications at SVSU.	Sep-17	Director of Media & Community Relations	University Communications
b Further establish and enforce social media and web standards for SVSU.	Jun-17	Director of Web Communications	University Communications, Web Communications

Goal 3. SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
c Develop consistency in training for all ambassador/affinity groups and boards with a uniform SVSU orientation and individual training.	Dec-17	Director of Media & Community Relations	University Communications, Public Affairs Council
d Revitalize & centralize SharePoint and web management process and content.	Dec-17	Executive Director of Communications & External Affairs, Executive Vice President for Administration & Business Affairs	Web Communications, Information Technology Services, Office of Academic Affairs

An aerial photograph of a wide, light-colored concrete walkway on a university campus. Several groups of students are walking along the path. The walkway is flanked by landscaped areas with young trees, some of which are in bloom with pink flowers. Benches and black trash receptacles are visible on the sides. The background shows more campus buildings and greenery.

Strategic Planning Goal 4 Team

Mr. Jim Muladore, Co-Chair	Executive Vice President for Administration and Business Affairs
Ms. Sue Crane, Co-Chair	Business and Financial Analyst
Mr. Stephen McPherson	Controller
Mr. Larry Emmons	Director of Information Technology & Support Services
Dr. Anthony Bowrin	Interim Dean of the College of Business and Management
Dr. Marc Peretz	Interim Dean for the College of Arts & Behavioral Sciences
Ms. Laura Peil	Special Assistant to the Provost
Dr. Craig Douglas	Dean College of Education
Mr. Daniel Strasz	Director Academic Advisement Center
Mr. Richard Thompson	University Ombudsman
Ms. Marilyn Wheaton	Director Marshall M. Fredericks Sculpture Museum

SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
1 Develop flexible economic planning to accommodate the uncertain enrollment environment.	Ongoing & Annually	Executive Vice President for Administration & Business Affairs	
a Evaluate optimum enrollment size to ensure sustainability.	Jun-17	Executive Vice President for Administration & Business Affairs, Provost, President	
b Evaluate tuition structure (Undergraduate vs. Undergraduate Professional), non-resident rates and fees.	Dec-17	Executive Vice President for Administration & Business Affairs, Director of Governmental Affairs	
c Implement an economic planning process that ensures that the allocation of financial resources aligns with strategic initiatives.	FY19 & Ongoing Annually	Executive Vice President for Administration & Business Affairs	
d Evaluate opportunities to diversify SVSU revenue base and growth in endowment market value.	Ongoing	Executive Vice President for Administration & Business Affairs, Associate Vice President for Administration & Business Affairs	SVSU Foundation, Alumni Relations, Conference Center at SVSU
2 Ensure the campus includes state-of-the-art facilities and infrastructure.	Dec-17 & Ongoing	Executive Vice President for Administration & Business Affairs	

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

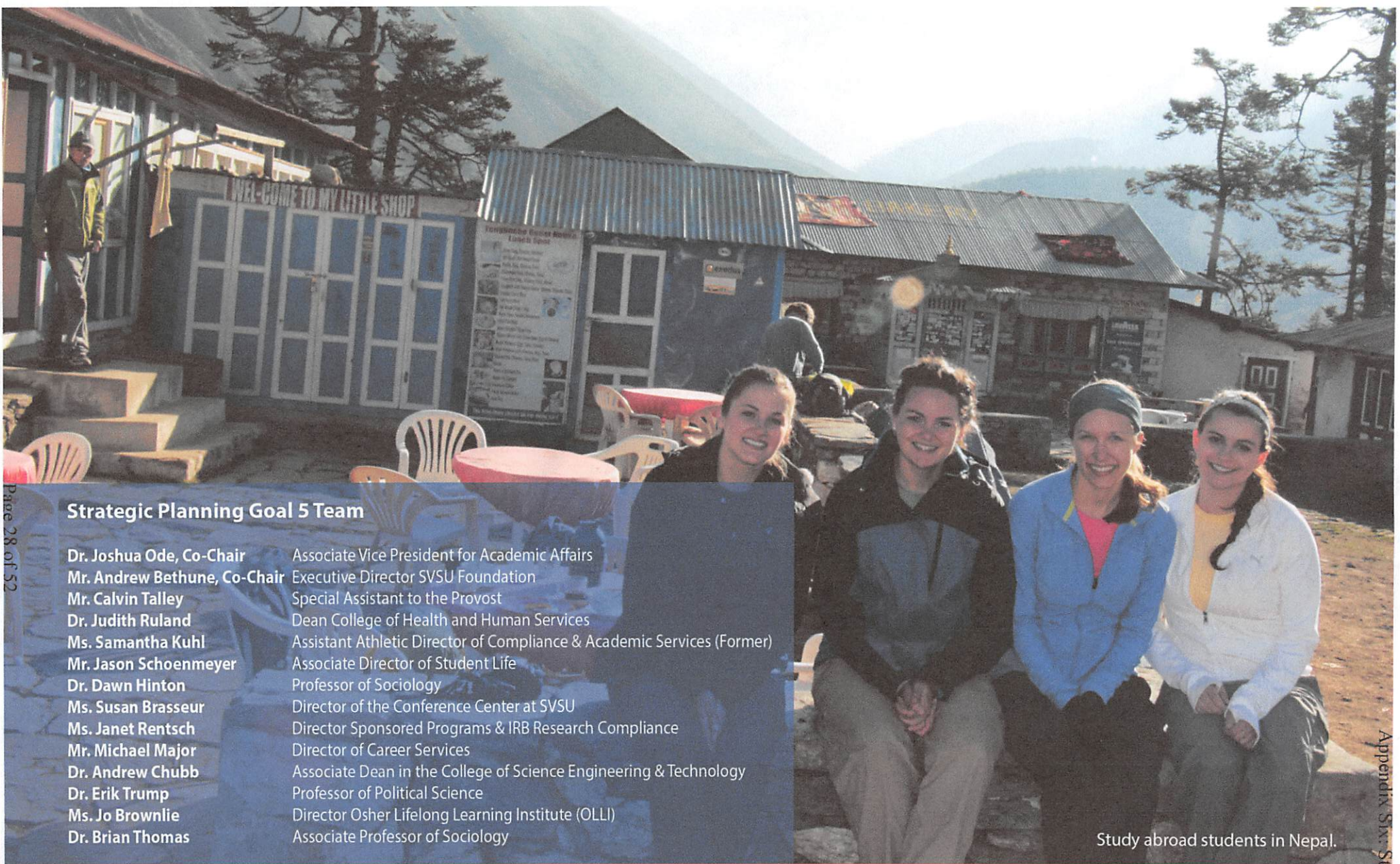
Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
a Evaluate and improve processes that allow stakeholders to provide feedback on facilities and infrastructure.	Dec-17	Executive Vice President for Administration & Business Affairs, Associate Vice President for Administration & Business Affairs, Assistant Vice President Facilities Planning & Construction	
b Review and evaluate facilities infrastructure and deferred maintenance needs on a continuous basis.	Ongoing	Executive Vice President for Administration & Business Affairs, Associate Vice President for Administration & Business Affairs, Assistant Vice President Facilities Planning & Construction	
c Review and update the Information Technology Strategic Plan on a continuous basis to ensure alignment with strategic initiatives.	Oct-17, Ongoing & Annually	Executive Director of Information Technology	Information Technology Executive Committee
3 Create a culture that embraces operational efficiency, best practices and continuous quality improvement.	FY18 & Ongoing	Executive Vice President for Administration & Business Affairs, Provost, President	
a Expand and re-define the role of the Business Process Improvement Group to lead the University efforts in promotion of sound business practices and operational excellence.	May-17	Executive Director of Information Technology	

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
b Establish University metrics to evaluate improved operational efficiency.	May-17	Executive Vice President for Administration & Business Affairs, Executive Director of Information Technology	Business Process Improvement Group
c Create and implement an organizational development training plan related to identifying and implementing operational efficiencies, best practice and continuous improvement.	Jun-17	Executive Director of Information Technology, Executive Vice President for Administration & Business Affairs, Provost	Professional Development Resources, Human Resources
d Incorporate a cost/benefit analysis into the comprehensive review of all University operations and programs.	FY18 & Ongoing	Budget Director	Office of Academic Affairs
4 Establish institutional data governance policies and practices for the University's enterprise information management that aligns with University goals.	Mar-17 & Ongoing	Director of Institutional Research	Information Technology Services
a Establish a Data Governance Council that will develop and monitor policies, standards, definitions and strategies of data governance.	Jan-17 & Ongoing	Executive Vice President for Administration & Business Affairs, Provost	
b Identify and prioritize data governance needs as they pertain to mission critical decision-making and reporting to key stakeholders.	Mar-17	Director of Institutional Research	Information Technology Services; University Dashboards

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
c Create and implement a data governance plan that defines mission, vision, goals, metrics and success measures.	Mar-17 & Ongoing	Director of Institutional Research	



Strategic Planning Goal 5 Team

Dr. Joshua Ode, Co-Chair	Associate Vice President for Academic Affairs
Mr. Andrew Bethune, Co-Chair	Executive Director SVSU Foundation
Mr. Calvin Talley	Special Assistant to the Provost
Dr. Judith Ruland	Dean College of Health and Human Services
Ms. Samantha Kuhl	Assistant Athletic Director of Compliance & Academic Services (Former)
Mr. Jason Schoenmeyer	Associate Director of Student Life
Dr. Dawn Hinton	Professor of Sociology
Ms. Susan Brasseur	Director of the Conference Center at SVSU
Ms. Janet Rentsch	Director Sponsored Programs & IRB Research Compliance
Mr. Michael Major	Director of Career Services
Dr. Andrew Chubb	Associate Dean in the College of Science Engineering & Technology
Dr. Erik Trump	Professor of Political Science
Ms. Jo Brownlie	Director Osher Lifelong Learning Institute (OLLI)
Dr. Brian Thomas	Associate Professor of Sociology

Study abroad students in Nepal.

Our community engagement activities drive regional and institutional success both locally and worldwide.

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
1 Create and support an organizational structure and culture that reflects SVSU's commitment to community engagement.	Dec-16 & Ongoing	Associate Vice President for Academic Affairs, Director Institutional Research, Executive Director of Communications & External Affairs	
a Develop an institute for community engagement.	Dec-16	Associate Vice President for Academic Affairs	SVSU Foundation, Student Affairs
b Develop a data management system for community engagement.	Jul-17	Associate Vice President for Academic Affairs	Office of Institutional Research, Office of Student Affairs
c Benchmark peer and aspirational peer institutions for community engagement.	Jul-17	Associate Vice President for Academic Affairs	Office of Institutional Research, Office of Student Affairs
d Strengthen relationships with internal and external constituents to enhance access to campus and promote partnerships with the community.	Jul-17 & Ongoing	Executive Director of Communications & External Affairs, Provost, Executive Vice President for Administration & Business Affairs	

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
e Achieve 2025 Carnegie Community Engagement re-classification.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs	
2 Integrate community engagement activities into academic programs and research.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs, Associate Provost Student Affairs	
a Evaluate, improve and develop service learning and community-based courses.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs, Director Center for Academic Innovation & Online Learning, Deans	Office of Institutional Research
b Evaluate, improve and develop scholarship and research that contributes to outreach and engagement.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs, Director Sponsored Programs, Deans	
c Increase the number of faculty and staff who participate in community outreach.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs	Deans, Student Affairs
d Increase the number of students who participate in curricular and co-curricular community engagement. <ul style="list-style-type: none"> Percentage participating in internships Percentage participating in outreach Percentage participating in community based research 	Jul-17 & Ongoing	Associate Vice President for Academic Affairs	Career Services, Student Affairs, Sponsored Programs, Institutional Research, Deans

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
e Develop a community engagement certificate program honoring civically engaged students.	Dec-18	Associate Vice President for Academic Affairs	Academic Deans, Office of Student Affairs, Center for Academic Achievement
3 Create and expand mutually beneficial partnerships that impact our community.	Dec-18 & Ongoing	Associate Vice President for Academic Affairs, Executive Director of Communications & External Affairs, Executive Director SVSU Foundation, Director Sponsored Programs	
a Prioritize institutional resources to enhance community engagement.	Jun-18 & Ongoing	Associate Vice President for Academic Affairs, Executive Director SVSU Foundation	Administration & Business Affairs, Sponsored Programs
b Evaluate, improve and develop community partnerships.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs, Executive Director of Communications & External Affairs, Executive Director SVSU Foundation, Associate Provost Student Affairs	Institutional Research
c Evaluate and develop external funding to support community engagement activities.	Jul-17 & Ongoing	Executive Director SVSU Foundation, Director Sponsored Programs	Office of Academic Affairs

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
d Develop a proactive community engagement outreach program to match SVSU resources with community needs through the Public Affairs Council.	Jul-17 & Ongoing	Executive Director of Communications & External Affairs	SVSU Foundation, Office of Academic Affairs
4 Increase awareness internally and externally of community engagement activities.	Jun-17 & Ongoing	Associate Vice President for Academic Affairs, Executive Director of Communications & External Affairs	
a Develop a marketing plan to promote community engagement activities.	Jul-17	Executive Director of Communications & External Affairs	Office of Academic Affairs
b Develop guidelines addressing approaches, processes, liabilities and expectations for participation in community engagement.	Jan-18	Associate Vice President for Academic Affairs, Associate Provost Student Affairs, Executive Director of Communications & External Affairs	General Counsel, Sponsored Programs
c Develop an interactive map which describes community engagement activities/partnerships.	Jun-17	Associate Vice President Academic Affairs	SVSU Foundation, Office of Student Affairs



Measures of Success

An important element of any strategic plan is a description of success in quantitative ways. This table summarizes the critical measures of success for SVSU's strategic goals. Targets describe what level of a particular success measure is to be achieved.

More detailed measures may be tracked as necessary to inform these high-level metrics.

Mission

We transform lives through educational excellence and dynamic partnerships, unleashing possibilities for impact in our community and worldwide.

Vision

We will be renowned for our innovative teaching, experiential learning and state-of-the art facilities and be the first choice for those striving for personal and professional success.

Strategic Goals	Measures of Success	Targets	Benchmark
Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.	Increased overall 6-year graduation rates .	Greater than or equal to 45% by 2021.	As of Fall 2015 - 40% (IPEDS definition).
	Increased first- to second-year retention rates .	Greater than or equal to 78% by 2018.	As of Fall 2015 - 73% for domestic students, 70% average over last 5 years.

Strategic Goals	Measures of Success	Targets	Benchmark
	Increased strategic use of online & hybrid courses and programs to increase enrollment and reducing time to graduation.	15% of total sections by 2020. MBA fully online by 2018	10% of total section in AY 2015-16.
	Achieve First Time in College (FTIC) enrollments consistent with desired targets.	Increase 10% by Fall 2018.	As of Fall 2016, 1,354 FTIC.
	Expand enrollments in College of Business & Management (CBM) and College of Education (COE) undergraduate and graduate programs.	20% increase in CBM and COE enrollments by 2020.	As of AY 2015-16, CBM = 1,397 students; COE = 951 students.
	Ensuring that all students experience high impact educational practices .	100% of undergraduates by 2021.	N/A
Goal 2. Our people, climate and culture transform lives.	Increased overall professional development opportunities and participation in areas identified by a SVSU Needs Assessment.	Significant improvement in the SVSU Needs Assessment by 2020 (Specific targets to be determined).	N/A
	Increased overall opportunities and participation in cultural competency activities in areas identified by the 2014 Climate Survey.	Significant improvement in the Climate Survey by 2020 (Specific targets to be determined).	N/A

Strategic Goals	Measures of Success	Targets	Benchmark
Goal 3. SVSU is widely known across Michigan as a sought-after institution of higher learning.	To continue to strive for a highly talented, diverse faculty and staff workforce.	To achieve at or above percentages of the workforce data compared to the region and peer Michigan Public Universities.	As of 9/2015, SVSU had 827 full-time employees, 49% female and 15.2% minority. Over the same time period, the Saginaw, Bay, Midland region 49% female and 14.7% minority, Michigan Public Universities 54% female and 18.3% minority. Fall 2015 = 12%
	Increased diversity of the student body.	Increased diversity of select population groups: Combined African American and Hispanic populations from 12% to 15% by 2020.	
	Increase SVSU's reputation standing relative to competitors.	Move toward median or above the peer institutions in Dartlet's external survey by Fall 2018.	SVSU ranked below peer institutions for "strongest overall reputation" in Fall 2015 External Survey.
	A marketing plan that contributes to increased SVSU public awareness.	Move toward median rankings in Student Insights Report by Spring 2018.	SVSU ranked #11 among Michigan institutions in awareness perceptions among High School seniors surveyed in spring 2016.
	Increased alumni engagement with SVSU.	2,500 alumni enrolled in SVSU Connect, 20 affinity groups established and a 10% increase in the Legacy enrollments by June 2017.	As of August 2016 - 1,535 alumni enrolled in SVSU Connect, 14 affinity groups and 193 Legacy enrollments.
	Improved web site performance and efficiency and increased social media followers through the revitalization and centralization of web management process and content.	Increase new web visitors and search engine traffic by 7%, increase social media followers by 10% by June 2017.	As of 9/2016, new user visits total 33% of overall web site visitors, search engine traffic at 42% of overall visits to website. <u>SVSU followers</u> as of August 2016 - Facebook - 26,757, Twitter - 4,651, YouTube - 592, Instagram - 1,496.

Strategic Goals	Measures of Success	Targets	Benchmark
Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.	Positive budget operating margins that contribute to adequate reserve levels and retirement of outstanding debt.	Capital Projects Reserve = \$45 million by 6/30/2023; Increase Operating Reserves by 5% annually; Outstanding debt reduced to \$72 million by 6/30/2023; Net Tuition Revenue Growth.	Capital Projects Reserve = \$36.2 million as of 6/30/2015; Debt = \$117.3 million as of 6/30/2016; General Fund Reserve (Unrestricted) = \$2.4 million as of 6/30/2016.
	Controlling operating costs per Fiscal Year Equivalent Students (FYES) .	Maintain lowest "Expenditures per FYES" as compared to peer Michigan public universities.	FY15 Expenditures per FYES = \$13,965; lowest among Michigan public universities.
	Continued capital investment .	Adequate funding for new projects and deferred maintenance needs.	Maintain or exceed funding levels as required by the capital projects plan.
	Growth in endowment market value .	Endowment value increases from \$73 million to \$100 million by 2020; Increase endowment distributions at the rate of annual inflation in support of University initiatives.	Endowment net assets = \$73.64 million as of 6/30/16. Endowment distributions = \$2.48 million as of 6/30/16.
	Recognition by independent organizations for operational and financial excellence .	Positive audit, credit ratings and peer organization reviews.	2016 Credit Ratings: Standards & Poor = A; Moody's =A1
Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.	Developed institute and metrics for community engagement .	Established by June 2017.	N/A

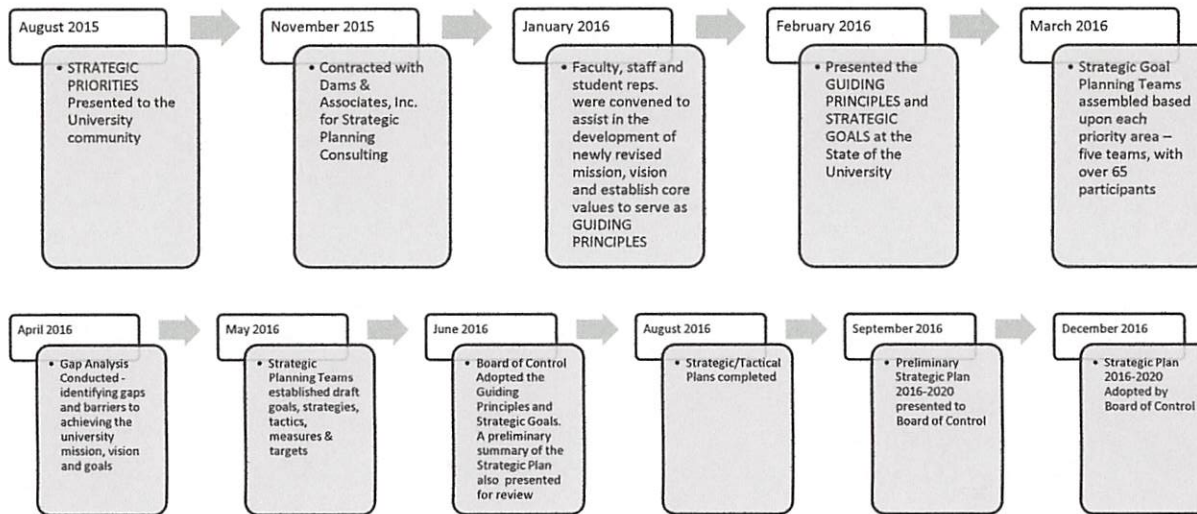
Strategic Goals	Measures of Success	Targets	Benchmark
	Increased number of students/faculty/staff participating in service learning, community-based research and outreach.	Benchmarking completed by July 2017 with identified targets.	N/A
	Enhance impact of regional, national and global partnerships.	Benchmarking completed by July 2017 with identified targets.	N/A



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Appendix Six, Strategic Plan

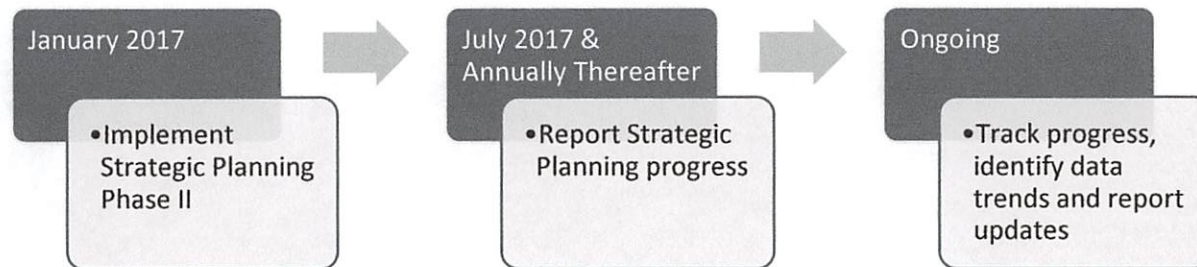
Timeline



Ongoing

- ❖ Communicate and report results of the Strategic Plan to the University community and key stakeholders clearly and often.
- ❖ Continue internal conversations on how all can contribute to the SVSU mission, vision and live out the core values.
- ❖ Focus on strategy throughout the year through strategy-based leadership and staff meeting agendas and annual progress reports.
- ❖ Utilize process and outcome metrics for continuous improvement toward service excellence.
- ❖ Regularly review, validate and update the Strategic Plan.
- ❖ Celebrate success!

Next Steps



Implementation Schedule

Strategies and Tactics Sorted by Completion Date (Month-Year)	2016	2017	2018	2019	2020
3 1 a Utilize and share data from Student Insights Report & Dartlet survey to familiarize stakeholders with current perceptions in comparison to our competitors in the State of Michigan.	Dec-16				
3 2 Develop and implement a strategic integrated marketing plan.	Dec-16				
3 2 b Support Admissions efforts to increase interest from prospective students, improve Admissions communication strategies and expand pool of students who are contacted.	Dec-16				
3 3 a Promote and encourage participation of all offices/academic departments in SVSU Connect.	Dec-16				
5 1 Create and support an organizational structure and culture that reflects SVSU's commitment to community engagement.	Dec-16 & Ongoing				
5 1 a Develop an institute for community engagement.	Dec-16				
4 4 a Establish a Data Governance Council that will develop and monitor policies, standards, definitions and strategies of data governance.		Jan-17 & Ongoing			
2 2 a Review existing data focused on cultural understanding, tolerance, equity and inclusion; identify gaps and collect additional data as needed.		Feb-17			
2 4 b Review and refine the University compensation strategy for faculty and support staff in accordance with collective bargaining negotiations. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison 		90 days prior to applicable collective bargaining agreements			
4 4 Establish institutional data governance policies and practices for the University's enterprise information management that aligns with University goals.		Mar-17 & Ongoing			

Strategies and Tactics Sorted by Completion Date (Month-Year)	2016	2017	2018	2019	2020
4 4 b Identify and prioritize data governance needs as they pertain to mission critical decision-making and reporting to key stakeholders.		Mar-17			
4 4 c Create and implement a data governance plan that defines mission, vision, goals, metrics and success measures.		Mar-17 & Ongoing			
1 4 c Optimize impact of student affairs programming through assessment leading to continuous improvement.		May-17 & Ongoing			
2 1 a Develop a strategic approach for a comprehensive professional development program for all employees.		May-17			
2 1 b Ensure University compliance with all relevant federal and state laws, related to equal opportunity and civil rights.		May-17 & Ongoing			
2 2 b Develop a strategic approach for programming priorities and preferred method(s) of delivery.		May-17			
2 3 a Enhance strategies of recruiting and retaining administrators, faculty and staff members from diverse ethnic backgrounds.		May-17			
2 3 b Enhance strategies of recruiting and retaining students from diverse and ethnic backgrounds.		May-17			
2 3 c Develop additional best practices to strengthen the recruitment and hiring process for the inclusion of underrepresented employee groups.		May-17			
2 3 d Establish and monitor recruitment and retention goals by employee group, division and college.		May-17 & Ongoing			
2 3 e Implement program models to assess success in retaining diverse students and refine/update as needed.		May-17			

Strategies and Tactics Sorted by Completion Date (Month-Year)		2016	2017	2018	2019	2020
2 4 d	Align annual Performance Management evaluation process with strategic goals. • Create a program to reward behavior that drive results • Increase year-round manager coaching activities • Develop a plan to promptly respond to market changes		May-17			
4 3 a	Expand and re-define the role of the Business Process Improvement Group to lead the University efforts in promotion of sound business practices and operational excellence.		May-17			
4 3 b	Establish University metrics to evaluate improved operational efficiency.		May-17			
1 1	Determine future size of the university and achieve enrollment goals for long term sustainability.		Jun-17 & Ongoing			
1 1 a	Develop long-term enrollment goals for domestic and international admissions.		Jun-17			
3 3	Increase alumni engagement with SVSU.		Jun-17 & Ongoing			
3 3 b	Increase alumni enrollment in SVSU Connect with the goal to achieve 2,500 by June 2017, 5,000 by June 2018 and 10,000 by June 2020.		Jun-17			
3 3 c	Provide evidence of alumni engagement with all academic departments, (i.e. mentorship, internships, job sharing, speaking engagements, student recruitment, etc.)		Jun-17			
3 3 d	Increase number of affinity groups.		Jun-17			
3 4 b	Further establish and enforce social media and web standards for SVSU.		Jun-17			
4 1 a	Evaluate optimum enrollment size to ensure sustainability.		Jun-17			

Strategies and Tactics Sorted by Completion Date (Month-Year)		2016	2017	2018	2019	2020
4	3 c Create and implement an organizational development training plan related to identifying and implementing operational efficiencies, best practice and continuous improvement.		Jun-17			
5	4 Increase awareness internally and externally of community engagement activities.		Jun-17 & Ongoing			
5	4 c Develop an interactive map which describes community engagement activities/partnerships.		Jun-17			
2	1 c Establish a system for tracking professional development, thus creating a first-year baseline with a goal to increase participation by 10% over two years (from FY 17/18 through FY 19/20).		Jul-17			
2	1 d Implement a professional development program for all employees.		Jul-17 & Ongoing			
2	1 e Invest in ongoing development training that is inclusive, targeted, incentivized and incorporated with performance goals.		Jul-17 & Ongoing			
2	4 Align hiring and compensation strategy for employees to regularly utilize market data/peer information to maximize its competitive position while maintaining our fiscal goals.		Jul-17			
2	4 e Adopt a plan to track employee turnover and recruiting losses. • Identify reasons for employee resignations and rejection by job candidate • Link to public and private sector data		Jul-17			
5	1 b Develop a data management system for community engagement.		Jul-17			
5	1 c Benchmark peer and aspirational peer institutions for community engagement.		Jul-17			
5	1 d Strengthen relationships with internal and external constituents to enhance access to campus and promote partnerships with the community.		Jul-17 & Ongoing			
5	1 e Achieve 2025 Carnegie Community Engagement re-classification.		Jul-17 & Ongoing			

Strategies and Tactics Sorted by Completion Date (Month-Year)		2016	2017	2018	2019	2020
5 2	Integrate community engagement activities into academic programs and research.		Jul-17 & Ongoing			
5 2 a	Evaluate, improve and develop service learning and community-based courses.		Jul-17 & Ongoing			
5 2 b	Evaluate, improve and develop scholarship and research that contributes to outreach and engagement.		Jul-17 & Ongoing			
5 2 c	Increase the number of faculty and staff who participate in community outreach.		Jul-17 & Ongoing			
5 2 d	Increase the number of students who participate in curricular and co-curricular community engagement. <ul style="list-style-type: none"> • Percentage participating in internships • Percentage participating in outreach • Percentage participating in community based research 		Jul-17 & Ongoing			
5 3 b	Evaluate, improve and develop community partnerships.		Jul-17 & Ongoing			
5 3 c	Evaluate and develop external funding to support community engagement activities.		Jul-17 & Ongoing			
5 3 d	Develop a proactive community engagement outreach program to match SVSU resources with community needs through the Public Affairs Council.		Jul-17 & Ongoing			
5 4 a	Develop a marketing plan to promote community engagement activities.		Jul-17			
1 3 d	Leverage strengths to develop relevant, inter/multi-disciplinary programs.		Sep-17			
2 1	Create a culture for professional development.		Sep-17			

Strategies and Tactics Sorted by Completion Date (Month-Year)		2016	2017	2018	2019	2020
2 2	Increase cultural understanding, tolerance, equity and inclusion for all members of the SVSU campus community.		Sep-17 & Ongoing			
2 2 c	Provide opportunities/programs to the campus community to further their understanding of tolerance, equality and inclusion.		Sep-17			
2 3	Continue to increase the diversity of faculty, staff and the student body.		Sep-17, Ongoing & Annually			
3 4 a	Identify best practices among peer institutions regarding cross-campus communication to strengthen internal communications at SVSU.		Sep-17			
1 1 b	Employ best practices in admissions and financial aid to achieve enrollment targets.		Fall 2017 & Ongoing			
4 2 c	Review and update the Information Technology Strategic Plan on a continuous basis to ensure alignment with strategic initiatives.		Oct-17, Ongoing & Annually			
1 3 b	Develop strategic plan for each college to ensure programs are current, meet employer/regional needs and prepare students for a diverse and global society.		Dec-17			
1 3 e	Measure, track and increase opportunities for service and experiential learning in all colleges (linked to strategic priority 5, 2a).		Dec-17			
1 3 f	Increase online program offerings, including fully online graduate programs and online courses in all general education categories.		Dec-17			
1 5 c	Provide state-of-the-art facilities for teaching across all modalities.		Dec-17			
2 4 a	Review and refine the University compensation strategy for Administrative Professional staff. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison • Conduct a periodic internal equity review of compensation 		Within six months of finalization of overall University business strategy			

Strategies and Tactics Sorted by Completion Date (Month-Year)		2016	2017	2018	2019	2020
3 1	Increase SVSU's reputation and standing relative to competitors and improve public awareness of SVSU's defining attributes.		Dec-17			
3 2 c	Conduct surveys of how students learned of SVSU and why they chose SVSU.		Dec-17			
3 4	Strengthen and centralize external and internal communications.		Dec-17 & Ongoing			
3 4 c	Develop consistency in training for all ambassador/affinity groups and boards with a uniform SVSU orientation and individual training.		Dec-17			
3 4 d	Revitalize & centralize SharePoint and web management process and content.		Dec-17			
4 1 b	Evaluate tuition structure (Undergraduate vs. Undergraduate Professional), non-resident rates and fees.		Dec-17			
4 2	Ensure the campus includes state-of-the-art facilities and infrastructure.		Dec-17 & Ongoing			
4 2 a	Evaluate and improve processes that allow stakeholders to provide feedback on facilities and infrastructure.		Dec-17			
5 4 b	Develop guidelines addressing approaches, processes, liabilities and expectations for participation in community engagement.			Jan-18		
2 4 b	Review and refine the University compensation strategy for faculty and support staff in accordance with collective bargaining negotiations. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison 			90 days prior to applicable collective bargaining agreements		
4 3	Create a culture that embraces operational efficiency, best practices and continuous quality improvement.			FY18 & Ongoing		

Strategies and Tactics Sorted by Completion Date (Month-Year)		2016	2017	2018	2019	2020
4	3 d Incorporate a cost/benefit analysis into the comprehensive review of all University operations and programs.			FY18 & Ongoing		
5	3 a Prioritize institutional resources to enhance community engagement.			Jun-18 & Ongoing		
1	2 d Improve persistence and graduation rates for students who require developmental education.			Fall 2018		
2	4 c Review and refine the University compensation strategy for part-time employees. • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison • Conduct a periodic internal equity review of compensation			Within 18 months of finalization of overall University business strategy		
5	2 e Develop a community engagement certificate program honoring civically engaged students.			Dec-18		
5	3 Create and expand mutually beneficial partnerships that impact our community.			Dec-18 & Ongoing		
4	1 c Implement an economic planning process that ensures that the allocation of financial resources aligns with strategic initiatives.				FY19 & Ongoing Annually	
1	2 Improve retention, persistence and graduation rates.				Dec-19	
1	2 c Reduce achievement gaps between minority students and the general student population.				Dec-19	
1	2 e Facilitate timely graduation of students through curriculum, scheduling, processes and technology.				Dec-19	

Ongoing Initiatives

1 1 c	Engage internal and external stakeholders in recruiting and promoting programs.
1 2 a	Improve first-to-second year retention for domestic and international students with focused attention on students' transition to the university.
1 2 b	Improve persistence for students beyond the first year.
1 3 a	Obtain and maintain relevant accreditations and program reviews.
1 3 c	Create and promote externally recognized programs of excellence in each college and student affairs.
1 3	Deliver a portfolio of high quality programs.
1 4 a	Ensure all undergraduate students experience high impact educational practices each year of their full-time enrollment.
1 4 b	Integrate general education, academic programs and co-curricular experiences to develop students' capacity to think critically, reason logically and communicate effectively.
1 4 d	Leverage curricular and co-curricular opportunities to ensure that students interact with diverse populations and experience diverse cultures.
1 4	Maximize the academic, personal and professional growth for all students.
1 5 a	Support and recognize innovative teaching by individual faculty, departments, programs and colleges.

1	5	b	Enhance opportunities for departmental engagement and support, as well as professional development for early and mid-career faculty.
1	5	d	Provide support to assist faculty in achieving scholarly goals, including teaching and engagement.
1	5		Promote innovation and excellence in teaching and scholarly activities, achieving national and international recognition.
3	1	b	Highlight the impact of faculty, staff, student and institutional success regionally and across the state.
3	1	c	Track the number of independent visits to campus and target informational offerings to visitors in high-traffic areas.
3	1	d	Increase awareness and support for SVSU with local, state and federal officials on appropriating capital outlay and other higher education policy.
3	2	a	Develop tactics such as general advertising, outreach activities and public relations aimed to expose SVSU more broadly.
3	2	d	Increase public's understanding of SVSU opportunities and outcomes with the development of new materials and expanding our story telling.
4	1	d	Evaluate opportunities to diversify SVSU revenue base and growth in endowment market value.
4	1		Develop flexible economic planning to accommodate the uncertain enrollment environment.
4	2	b	Review and evaluate facilities infrastructure and deferred maintenance needs on a continuous basis.

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