

**CLOSING REPORT--“CONTINUING EXCELLENCE”--This Closing Report summarizes accomplishments and progress towards goals during the period of the plan’s validity, March 2005 to February 2008.**

**ACADEMIC IMPROVEMENT**

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

**Indicators of Success:**

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

<b>AREAS FOR DEVELOPMENT</b>	<b>INITIATIVES</b>	<b>ACTIONS</b>	<b>ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS</b>
1. Effective Teaching	<p>A. Promote greater coherence and consistency in courses with multiple sections, in sequential courses, and in program-based courses.</p> <p>B. Establish a Center for Teaching Excellence.</p>	<p>A1. Create faculty-generated objectives, standards, and assessments for courses and programs. (Academic Affairs)</p> <p>B1. Coordinate current initiatives such as the Summer Institute and the various College and Departmental Teacher-Training and Pedagogical Work Sessions. (Academic Affairs)</p>	<p>A1. <b>Objective has been met.</b></p> <ul style="list-style-type: none"> <li>• <b>Academic assessment program in place since 2005;</b></li> <li>• <b>Comprehensive Gen Ed assessment plan established winter 2006 and now on five-year cycle.</b></li> </ul> <p>B1. <b>Accomplished.</b></p> <ul style="list-style-type: none"> <li>• <b>Summer Institute saw all new faculty in attendance in 2005;</b></li> <li>• <b>Institute attended by 14 new faculty and one new staff person in 2006;</b></li> <li>• <b>Institute attended by fifteen new faculty and three new staff in 2007;</b></li> <li>• <b>First-year faculty orientation program established in 2007.</b></li> </ul>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Effective Teaching (continued)</p>	<p>B. Establish a Center for Teaching Excellence. (continued)</p> <p>C. Enhance the quality of academic programs.</p>	<p>B2. Provide for adjunct orientation, coordination, training, assistance, and assessment. (Academic Affairs)</p> <p>C1. Expand workforce of full-time faculty in proportion to enrollment. (President, Academic Affairs, Administration &amp; Business Affairs)</p>	<p><b>B2. Achieved and on-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Office of Adjunct Faculty Support established in 2005 and professional development workshops were scheduled;</b></li> <li>• <b>Workshops expanded in number and location in 2006;</b></li> <li>• <b>More than 107 adjunct faculty attended orientation sessions in summer 2007;</b></li> <li>• <b>Supplemental materials revised and expanded in 2007.</b></li> </ul> <p><b>C1. Accomplished and on-going. Full-time faculty workforce (especially in high-demand areas such as Gen Ed, Biology, Chemistry, English, etc.) expanded relative to enrollment.</b></p> <p><b>Fall semester rate of enrollment growth to faculty expansion:</b></p> <ul style="list-style-type: none"> <li>• <b>2004 to 2005 credit hour increase: 100,724 to 103,280 (+2.53%); 2004 to 2005 full-time faculty expansion: 247 to 260 (+5.26%)</b></li> <li>• <b>2005 to 2006 credit hour increase: 103,280 to 104,545 (+1.22%); 2005 to 2006 full-time faculty expansion: 260 to 272 (+4.62%)</b></li> <li>• <b>2006 to 2007 credit hour increase: 104,545 to 107,214 (+2.55%); 2006 to 2007 full-time faculty expansion: 272 to 291 (+6.98%)</b></li> </ul>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
1. Effective Teaching (continued)	C. Enhance the quality of academic programs. (continued)	<p>C2. Review compensation rates for adjunct faculty members in selected fields to meet market conditions. (President, Academic Affairs, Administration &amp; Business Affairs)</p> <p>C3. Provide additional funds, incentives, and support for adjunct faculty professional development activities. (President, Academic Affairs, Administration &amp; Business Affairs)</p> <p>C4. Create a university-wide plagiarism policy. (Academic Affairs, Student Services &amp; Enrollment Management)</p>	<p>C2. <b>Task completed.</b></p> <ul style="list-style-type: none"> <li>• Annual reviews completed in 2005 and 2006;</li> <li>• Peer comparison undertaken 2007;</li> <li>• Additional \$85,000 budgeted in FY 2007-08 for adjunct salary adjustments.</li> </ul> <p>C3. • <b>Funds for professional development activities provided AY 2004-05 through AY 2007-08.</b></p> <p>C4. • <b>Accomplished in 2006.</b></p>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
1. Effective Teaching (continued)	<p>D. Expand opportunities for collaborative faculty/student research and collaborative interdisciplinary research.</p> <p>E. Encourage and promote outstanding and innovative teaching.</p>	<p>D1. Promote selected collaborative faculty/student research projects, especially interdisciplinary research projects. (Academic Affairs, Public Affairs, Student Research &amp; Creativity Institute)</p> <p>E1. Increase recognition of and reward for: (continued)</p> <ul style="list-style-type: none"> <li>• Outstanding pedagogical and/or professional research. (Academic Affairs)</li> <li>• The integration of technology as a means of augmenting and enhancing teaching and learning. (Information Technology, Academic Affairs)</li> </ul>	<p>D1. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>AY 2005-06: Eight funded projects in SET; SRCI awarded \$34,769 for eight additional projects;</b></li> <li>• <b>AY 2006-07: SET received grants of \$964,277; SRCI awarded \$46,851 for seven student projects;</b></li> <li>• <b>AY 2007-08: SET received grants of nearly \$1.8 million; SRCI awarded \$34,564 to support seven projects, with winter 2008 grants TBD.</b></li> </ul> <p>E1. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Ruth &amp; Ted Braun Fellowship program established 2005, with annual awards presented in 2006 and 2007.</b></li> <li>• <b>Open Source Portfolio project for filing information for various assessments successfully implemented. VSpace/Sakai selected and implemented as improved classroom management tool.</b></li> </ul>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS																
1. Effective Teaching (continued)	F. Promote diversity.	F1. Increase recruitment and retention of faculty from diverse populations and backgrounds. (Academic Affairs, Office of Diversity Programs)	<p>F1. <b>No significant progress.</b></p> <p><b>The increase in female faculty between fall 1995 and fall 2007 was +58 (+10.6%). The increase in minority faculty during that same period was +14 (+1.1%).</b></p> <p><b>However, during the period fall 2004 to fall 2007 change was as follows:</b></p> <table data-bbox="1375 771 1942 901"> <tr> <td><b><u>Female Faculty:</u></b></td> <td><b><u>Percent of Full-Time Faculty:</u></b></td> </tr> <tr> <td>Fall 2005: 110</td> <td>42%</td> </tr> <tr> <td>Fall 2006: 113</td> <td>42%</td> </tr> <tr> <td>Fall 2007: 118</td> <td>42%</td> </tr> </table> <table data-bbox="1375 933 1942 1063"> <tr> <td><b><u>Minority Faculty:</u></b></td> <td><b><u>Percent of Full-Time Faculty:</u></b></td> </tr> <tr> <td>Fall 2005: 36</td> <td>13.8%</td> </tr> <tr> <td>Fall 2006: 37</td> <td>13.9%</td> </tr> <tr> <td>Fall 2007: 38</td> <td>13.5%</td> </tr> </table>	<b><u>Female Faculty:</u></b>	<b><u>Percent of Full-Time Faculty:</u></b>	Fall 2005: 110	42%	Fall 2006: 113	42%	Fall 2007: 118	42%	<b><u>Minority Faculty:</u></b>	<b><u>Percent of Full-Time Faculty:</u></b>	Fall 2005: 36	13.8%	Fall 2006: 37	13.9%	Fall 2007: 38	13.5%
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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
1. Effective Teaching (continued)	F. Promote diversity. (continued)	<p>F2. Embed diversity issues throughout the curriculum, as appropriate. (Academic Affairs, Office of Diversity Programs)</p> <p>F3. Provide additional international teaching and learning opportunities for faculty. (Academic Affairs, International Programs)</p>	<p>F2. <b>Successfully embedded in curriculum as appropriate.</b></p> <ul style="list-style-type: none"> <li>• <b>Diversity required in almost all GE categories;</b></li> <li>• <b>Diversity embedded in 94% of academic programs.</b></li> </ul> <p>F3. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>A total of 34 faculty international teaching/learning activities completed 2004-2007;</b></li> <li>• <b>Greatest increases in faculty-led study abroad experiences (from one in 2004 to seven in 2007);</b></li> <li>• <b>Other experiences 2004-2007 include Fulbrights (one), teaching at sister schools (six), and site visits (two).</b></li> </ul>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
2. Faculty Development	A. Promote and support continuous professional development of faculty.	A1. Provide additional opportunities for faculty professional travel and conference activity, sabbaticals, unit grants, and Foundation funding. (Academic Affairs, Administration & Business Affairs, Foundation)	<p>A1. <b>Achieved and on-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Budgetary processes revised in 2006;</b></li> <li>• <b>By 2007, funding base of \$65,000 and 66 hours of release time provided for internal grants;</b></li> <li>• <b>In 2007, some \$19,400 in supplemental funds awarded to support 42 scholarly presentations.</b></li> </ul>
3. Program Development	A. Maintain rigorous review processes of academic and professional programs.	A1. Complete the HLC/NCA accreditation process through HLC/NCA approval of the monitoring report on academic program assessment, program assessment for general education, and curricular diversity to be submitted by SVSU by December 2006. (Academic Affairs, Colleges, Office of Diversity Programs)	A1. <b>Accomplished.</b>

# ACADEMIC IMPROVEMENT

(Academic Improvement Section 3 was revised fall semester 2006. Revisions were approved by the Board of Control on December 15, 2006.)

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
3. Program Development (continued)	<p>A. Maintain rigorous review processes of academic and professional programs. (continued)</p> <p>B. Assess learning outcomes for General Education.</p>	<p>A2. Develop linkages to area businesses and community organizations through External College Advisory Committees. (Academic Affairs, Colleges)</p> <p>A3. Achieve and/or maintain program-specific accreditation for:</p> <ul style="list-style-type: none"> <li>• Nursing–2005</li> <li>• Engineering–2005</li> <li>• Athletic Training–2008</li> <li>• Occupational Therapy–2006</li> <li>• Education (NCATE)–2009</li> <li>• Business (Interim Report - 2006)–2013</li> <li>• Social Work–2014 (Academic Affairs, Colleges)</li> </ul> <p>B1. State and assess General Education learning outcomes. (Academic Affairs)</p> <p>B2. Assess diversity in General Education. (Academic Affairs)</p>	<p>A2. <b>Achieved and on-going.</b></p> <ul style="list-style-type: none"> <li>• <b>All Colleges have established external advisory boards that meet regularly;</b></li> <li>• <b>“WIRED” grant provides additional extensive region-wide linkages to business and community organizations.</b></li> </ul> <p>A3. <b>Accomplished. All accreditations achieved or on-schedule for maintaining accreditation.</b></p> <ul style="list-style-type: none"> <li>• <b>Nursing–full ten-year re-accreditation;</b></li> <li>• <b>Engineering–full six-year period with “no weakness” noted;</b></li> <li>• <b>Athletic Training–visit on-schedule for 2008;</b></li> <li>• <b>Education–preparation for 2009 visit;</b></li> <li>• <b>Business–interim reports submitted;</b></li> <li>• <b>Social Work–visit scheduled for 2014.</b></li> </ul> <p>B1. <b>Achieved and on-going.</b></p> <p>B2. <b>Achieved and on-going.</b></p>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
3. Program Development (continued)	C. Assess undergraduate and graduate programs.	<p>C1. Assess learning outcomes for all programs. (Academic Affairs)</p> <p>C2. Increase undergraduate student success in writing, mathematical, and technological skills. (Academic Affairs)</p> <p>C3. Increase by 15% annually the total number of students who study abroad through individual placements and faculty-led groups. (Academic Affairs, International Programs)</p>	<p>C1. <b>Completed as part of HLC/NCA accreditation process.</b></p> <ul style="list-style-type: none"> <li>• Instruments developed by Academic Assessment Advisory Board used annually;</li> <li>• Data from 2004-2006 analyzed and incorporated in planning.</li> </ul> <p>C2. <b>Direct support for student success provided on continuing basis by Writing Center, Math Resource Center, and Student Technology Center.</b></p> <p>C3. <b>Goal met and exceeded.</b></p> <ul style="list-style-type: none"> <li>• AY 2005-06, study abroad increased from 91 to 110 students (+18%);</li> <li>• AY 2006-07, study abroad increased from 108 to 143 students (+32%);</li> <li>• Number of destinations increased over a four year period from 36 in AY 2002-03 to 108 in AY 2006-07.</li> </ul>

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3. Program Development (continued)	D. Assess undergraduate programs.	D1. Develop new undergraduate programs to meet regional and State needs. (Academic Affairs)	D1. <b>Curricular revision on-going.</b> <ul style="list-style-type: none"> <li>• <b>December 2006–curricular revisions for 13 departments ratified.</b></li> <li>• <b>March 2007–curricular revisions from 17 departments ratified.</b></li> </ul>

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3. Program Development (continued)	E. Assess graduate programs.	E1. Develop new graduate programs to meet regional and State needs. (Academic Affairs.)	<p>E1. <b>The following new graduate or revised programs implemented 2005–2007:</b></p> <ul style="list-style-type: none"> <li>• <b><u>ABS</u>—concentrations in Human Communication and Technical Communication in CDMD program; certificate programs in Conflict Resolution and Student Services in MAS program.</b></li> <li>• <b><u>Business</u>—MBA revised and offered as hybrid.</b></li> <li>• <b><u>Education</u>—Master’s in Principalship, Master’s of E-Learning.</b></li> <li>• <b><u>Nursing &amp; Health Sciences</u>—Master’s of Health Leadership, concentration in Clinical Nurse Leader, Master’s of Occupational Therapy.</b></li> <li>• <b><u>Science, Engineering &amp; Technology</u>—Professional Master’s of Technology (dormant).</b></li> </ul>



## PROGRAM QUALITATIVE DISTINCTIVENESS

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

**Indicators of Success:**

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
1. Student creative, scholarly, or service projects of distinction	A. Increase faculty-guided student research, creative, or service projects.	A1. Establish and develop Student Research and Creativity Institute. (President)  A2. Fund A1 at \$100,000 per year. (President)	A1. <b>Objective achieved.</b> <ul style="list-style-type: none"> <li>• <b>SRCI established in 2005;</b></li> <li>• <b>Committee membership doubled to 14 in 2007.</b></li> </ul> A2. <b>SRCI funded at \$50,000 each year (2005-2007).</b>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Student creative, scholarly, or service projects of distinction (continued)</p>	<p>A. Increase faculty-guided student research, creative, or service projects. (continued)</p> <p>B. Expand opportunities for innovative service-learning and community involvement activities.</p>	<p>A3. Evaluate and select merit-based proposals for support. (Institute, President)</p> <p>A4. Promote and publicize student achievements through A1. (Institute, Public Affairs)</p> <p>B1. Initiate collaborative University/faculty/student projects. (President)</p>	<p>A3. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Fall 2005—total of 13 applications, eight approved for funding (\$34,769);</b></li> <li>• <b>Fall 2006—total of 9 applications, three approved for funding (\$25,769);</b></li> <li>• <b>Winter 2007—total of 10 applications, four approved for funding (\$20,802);</b></li> <li>• <b>Fall 2007—total of 22 applications, seven approved for funding (\$35,015);</b></li> <li>• <b>Winter 2008—pending.</b></li> </ul> <p>A4. <b>Objective achieved. Print and broadcast media coverage has been extensive.</b></p> <p>B1. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>In 2005, SRCI funded two community service projects at \$15,332 (included in 1A1 above);</b></li> <li>• <b>In 2006-07, SRCI funded three community service projects at \$23,932 (included in 1A1 above);</b></li> <li>• <b>In 2007, the University collaborated on a City of Saginaw Sesquicentennial mural.</b></li> </ul>

## PROGRAM QUALITATIVE DISTINCTIVENESS

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>2. Programs and initiatives which improve the University educational experience and which create distinctive qualities</p>	<p>A. Stimulate initiatives within academic and extracurricular programs.</p>	<p>A1. Establish competitive-based Qualitative Distinctiveness Strategic Fund at \$150,000 per year. (President)</p> <p>A2. Evaluate and select proposals for support through normal University channels. (President)</p>	<p>A1. <b>Achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Fund established as a budget item in FY 2005-06;</b></li> <li>• <b>Fund maintained in FY 2006-07 and FY 2007-08.</b></li> </ul> <p>A2. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Center for Public Policy &amp; Service created 2006;</b></li> <li>• <b>Distinctive Program in Music supports Musical Artists in Residence, send music ambassadors to schools, and provides new music scholarships;</b></li> <li>• <b>Distinctive Program in Theatre supported by new full-time technical director and set designer, provides scholarships, additional performances, and participation in American College Theatre Festival.</b></li> </ul>

# ENROLLMENT MANAGEMENT

(Enrollment Management Section 1A was revised fall semester 2006. Revisions were approved by the Board of Control on December 15, 2006)

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

**Indicators of Success:**

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Moderately Paced Enrollment Growth, consistent with University's Mission</p>	<p>A. Deepen markets for student recruitment.</p>	<p>A1. Increase total University enrollment from a fall semester 2006 total enrollment of 9,543 to a revised total enrollment of 9,840 for the fall semester of 2008 (+297 students, +3,11%). (Academic Affairs, Student Services &amp; Enrollment Management)</p>	<p>A1. <b>Given continued declines in graduate Education, teacher certification, and non-degree enrollment, it is unlikely that the fall 2008 enrollment goal of 9,840 will be met.</b></p> <p><b>Fall semester enrollment increases were as follows:</b></p> <ul style="list-style-type: none"> <li>• <b>Fall semester 2005: 9,569 (+121, +1.28%)</b></li> <li>• <b>Fall semester 2006: 9,543 (-26, -0.27%)</b></li> <li>• <b>Fall semester 2007: 9,662 (+119, +1.25%)</b></li>   <li>• <b>Fall semester 2005: 103,280 credit hours</b></li> <li>• <b>Fall semester 2006: 104,545 credit hours</b></li> <li>• <b>Fall semester 2007: 107,214 credit hours</b></li> </ul>

# ENROLLMENT MANAGEMENT

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
<p>1. Moderately Paced Enrollment Growth, consistent with University's Mission (continued)</p>	<p>A. Deepen markets for student recruitment. (continued)</p>	<p>A1. Rebuild total Education graduate enrollment to a revised total enrollment of 1,425 for the fall semester of 2008. (Academic Affairs)</p>	<p>A2. <b>Regional job market conditions in K-12 schools have resulted in decreasing enrollments in Education graduate and teacher certification programs.</b></p> <p><b><u>Graduate Education:</u></b></p> <ul style="list-style-type: none"> <li>• Fall semester 2005: 1,394 (+12, +0.87%)</li> <li>• Fall semester 2006: 1,338 (-56, -4.0%)</li> <li>• Fall semester 2007: 1,327 (-11, -.82%)</li> </ul> <p><b><u>Teacher Certification:</u></b></p> <ul style="list-style-type: none"> <li>• Fall semester 2005: 471 (-75, -13.7%)</li> <li>• Fall semester 2006: 370 (-101, -21.4%)</li> <li>• Fall semester 2007: 296 (-74, -20%)</li> </ul> <p><b>A new graduate recruiter for the Macomb campus has been hired. It is anticipated that above enrollments will be rebuilt significantly.</b></p>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS																																																																			
1. Moderately Paced Enrollment Growth, consistent with University's Mission (continued)	A. Deepen markets for student recruitment. (continued)	<p>A3. Increase total non-Education graduate enrollment from a fall semester 2004 total enrollment of 247 (excluding MSTP) to a revised total enrollment of 482 for the fall semester of 2008 (+235 students, +95.14%) to include the following individual graduate program enrollment goals: (Academic Affairs)</p> <table border="1" data-bbox="871 592 1495 998"> <thead> <tr> <th></th> <th>Fall 2004</th> <th>Fall 2008</th> <th># Change</th> <th>% Change</th> </tr> </thead> <tbody> <tr> <td>CMM*</td> <td>55</td> <td>66</td> <td>11</td> <td>20.0</td> </tr> <tr> <td>MBA</td> <td>60</td> <td>113</td> <td>53</td> <td>88.3</td> </tr> <tr> <td>MLPA<sup>#</sup></td> <td>67</td> <td>132</td> <td>65</td> <td>97.0</td> </tr> <tr> <td>MSHL</td> <td>--</td> <td>26</td> <td>26</td> <td>---</td> </tr> <tr> <td>MSN</td> <td>65</td> <td>91</td> <td>26</td> <td>40.0</td> </tr> <tr> <td>MSOT</td> <td>--</td> <td>54</td> <td>54</td> <td>---</td> </tr> </tbody> </table> <p>*Program title changed to CDMD in fall 2007.  <sup>#</sup>Program title changed to MAS in winter 2005.</p>		Fall 2004	Fall 2008	# Change	% Change	CMM*	55	66	11	20.0	MBA	60	113	53	88.3	MLPA <sup>#</sup>	67	132	65	97.0	MSHL	--	26	26	---	MSN	65	91	26	40.0	MSOT	--	54	54	---	<p>A3. Objective has not been met. While it is not anticipated that total non-Education graduate enrollment in fall 2008 will meet target enrollment of 482, enrollment within specific programs will meet or exceed target enrollment within those programs,</p> <table border="1" data-bbox="1564 592 1999 998"> <thead> <tr> <th></th> <th>Fall 2007</th> <th># Change</th> <th>% Change</th> </tr> </thead> <tbody> <tr> <td>CDMD</td> <td>42</td> <td>0</td> <td>0.0</td> </tr> <tr> <td>MBA</td> <td>96</td> <td>30</td> <td>2.6</td> </tr> <tr> <td>MAS</td> <td>66</td> <td>1</td> <td>1.5</td> </tr> <tr> <td>MSHL<sup>†</sup></td> <td>6</td> <td>6</td> <td>---</td> </tr> <tr> <td>MSN</td> <td>86</td> <td>20</td> <td>30.3</td> </tr> <tr> <td>MSOT<sup>‡</sup></td> <td>53</td> <td>29</td> <td>120.8</td> </tr> <tr> <td>(Total)</td> <td>349</td> <td></td> <td></td> </tr> </tbody> </table> <p><sup>†</sup>First intake was in winter 2007.  <sup>‡</sup>First intake was in fall 2006.</p>		Fall 2007	# Change	% Change	CDMD	42	0	0.0	MBA	96	30	2.6	MAS	66	1	1.5	MSHL <sup>†</sup>	6	6	---	MSN	86	20	30.3	MSOT <sup>‡</sup>	53	29	120.8	(Total)	349		
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# ENROLLMENT MANAGEMENT

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Moderately Paced Enrollment Growth, consistent with University's Mission (continued)</p>	<p>A. Deepen markets for student recruitment. (continued)</p> <p>B. Expand and improve campus facilities to accommodate enrollment growth.</p>	<p>A4. Establish appropriate benchmarks for maintaining high value tuition and fee rates. (Board of Control, President, Administration &amp; Business Affairs)</p> <p>B1. Increase the number of students living on campus to 1,800 by fall 2005 and maintain maximum occupancy. (Administration &amp; Business Affairs, Student Services &amp; Enrollment Management)</p>	<p>A4. <b>The University continues to benchmark its tuition and fees with other selected Michigan public universities and remains the lowest of the 15 public state universities.</b></p> <p>B1. <b>Goal met and exceeded.</b></p> <p><b><u>Residential Students:</u></b></p> <ul style="list-style-type: none"> <li>• <b>Fall semester 2005: 1,869 (+170)</b></li> <li>• <b>Fall semester 2006: 2,040 (+171)</b></li> <li>• <b>Fall semester 2007: 2,202 (+162)</b></li> </ul> <p><b><u>Occupancy Rate:</u></b></p> <ul style="list-style-type: none"> <li>• <b>Fall semester 2005: 99%</b></li> <li>• <b>Fall semester 2006: 102%</b></li> <li>• <b>Fall semester 2007: 100%</b></li> </ul>

## ENROLLMENT MANAGEMENT

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOAL
2. Recruitment of Well-Prepared Students	A. Increase recruitment and retention of high-achieving students.	A1. Increase recruitment and enrollment of high-achieving students (i.e., with 3.5 high school GPA and above) to comprise 42% of FTIC class by 9/2008. (Admissions, Student Services & Enrollment Management)	<p>A1. <b>Goal achieved in 2006.</b></p> <ul style="list-style-type: none"> <li>• <b>Fall 2005: 41% FTICs with 3.5 or higher hsgpa</b></li> <li>• <b>Fall 2006: 42% FTICs with 3.5 or higher hsgpa</b></li> <li>• <b>Fall 2007: 37% FTICs with 3.5 or higher hsgpa</b></li> </ul> <p><b>Two factors account for the lower hsgpa for the 2007 FTIC class:</b></p> <ol style="list-style-type: none"> <li>1) <b>The ACT minimum for the Presidential Scholarship was raised in 2007, reducing the number of FTICs with 3.5 or higher hsgpa who would otherwise have applied;</b></li> <li>2) <b>The number of students in the 3.5 to 4.0 hsgpa range declined by 37 from 2006 to 2007. However, the 2007 FTIC class is academically stronger than the 2006 FTIC class because it includes 77 more students in the 3.0 to 3.49 hsgpa range and six more students in the 4.0 and higher hsgpa range.</b></li> </ol>

## ENROLLMENT MANAGEMENT

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

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOAL
<p>2. Recruitment of Well-Prepared Students (continued)</p>	<p>A. Increase recruitment and retention of high-achieving students. (continued)</p>	<p>A2. Increase average ACT score for entering FTIC class to exceed the national average for comparable institutions by 9/2008. (Admissions, Student Services &amp; Enrollment Management)</p> <p>A3. Provide additional enhanced learning opportunities and support services for high-achieving students, e.g., Honors Program, Roberts Fellows Program, Foundation Scholars Program, internships, study abroad. (President, Academic Affairs)</p>	<p>A2. <b>Progress on-going towards achievement of goal.</b></p> <p><b>ACT Composite Score for FTICs:</b></p> <ul style="list-style-type: none"> <li>• <b>Fall 2005: SVSU: 21.09; Peer National: 21.3</b></li> <li>• <b>Fall 2006: SVSU: 20.9; Peer National: 21.7</b></li> <li>• <b>Fall 2007: SVSU: 21.3; Peer National: 21.9</b></li> </ul> <p>A3. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Honors program increased number of completed theses from eight in 2004 to 23 in 2007;</b></li> <li>• <b>Roberts Fellows Program has enrolled 90 participants since inception in 2000;</b></li> <li>• <b>Foundation Scholars Program applications increased 39% from 2004 to 2007 (443 to 617 applications);</b></li> <li>• <b>New government internships and music internships through Public Policy &amp; Service Center and Music Ambassadors program;</b></li> <li>• <b>Study abroad increased 52% from 2004 to 2007 (91 to 138 students).</b></li> </ul>

## ENROLLMENT MANAGEMENT

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>2. Recruitment of Well-Prepared Students (continued)</p>	<p>A. Increase recruitment and retention of high-achieving students. (continued)</p> <p>B. Increase recruitment and support for minority students.</p>	<p>A4. Increase private and general fund support for merit and talent-based scholarships by approximately 10% per annum. (Development, Foundation)</p> <p>B1. Increase enrollment of students from under-represented racial, ethnic, and cultural backgrounds to reflect the minority student high school graduation rates for Bay, Midland, Saginaw, and Tuscola counties by 9/2008. (Admissions, Student Services &amp; Enrollment Management)</p>	<p>A4. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Thirty new endowed scholarships established 2004 to 2007;</b></li> <li>• <b>General fund scholarship support increased 22.5% in FY 2005-06, 12.5% in FY 2006-07, and 12.9% in FY 2007-08.</b></li> </ul> <p>B1. <b>Objective met and exceeded.</b></p> <p><b><u>SVSU minority undergraduate enrollment vs. Four-County high school minority graduation rate:</u></b></p> <ul style="list-style-type: none"> <li>• <b>2000-04: SVSU: 12.91%; Four-County: 12.97%</b></li> <li>• <b>2001-05: SVSU: 13.16%; Four-County: 12.49%</b></li> <li>• <b>2002-06: SVSU: 13.15%; Four-County: 12.68%</b></li> </ul>

## ENROLLMENT MANAGEMENT

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
2. Recruitment of Well-Prepared Students (continued)	C. Increase recruitment and support for international students. (continued)	C1. Increase total international enrollment to 4% of total enrollment by 9/2008. (International Programs) (continued)	<p>C1. <b>Modest progress.</b></p> <p><b><u>International Student Enrollment</u></b></p> <ul style="list-style-type: none"> <li>• <b>Fall semester 2005: 290 (-21, -6.8%)</b></li> <li>• <b>Fall semester 2006: 360 (+70, +24.1%)</b></li> <li>• <b>Fall semester 2007: 352 (-8, -2.2%)</b></li> </ul> <ul style="list-style-type: none"> <li>• <b>International student enrollment as a percent of total enrollment: 3.0%, 3.8%, and 3.6% for the years 2005, 2006, and 2007 respectively.</b></li> </ul>

# ENROLLMENT MANAGEMENT

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

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Success of Students and Graduates	A. Improve opportunities, programs, personnel, and efforts to increase rates of student success.	A1. Increase rates of student baccalaureate degree program completion 1.5% annually by 9/2008 to include higher retention rates for FTIC and transfer students and higher graduation rates for all students. (Academic Affairs, Student Services & Enrollment Management)	<p>A1. <b>Modest progress.</b></p> <p><b><u>Freshman Completion Rates:</u></b></p> <p><b>Fall 2005: 36.2% (+0.9% over previous year)</b>  <b>Fall 2006: 33.6% (-2.6%)</b>  <b>Fall 2007: 35.9% (+2.3%)</b></p> <p><b><u>Freshman Retention Rates:</u></b></p> <p><b>Fall 2005: Freshmen: 67.2%</b>  <b>Fall 2006: 67.9 (+0.7%)</b>  <b>Fall 2007: 68.8% (+1.1%)</b></p> <p><b><u>Transfer Completion Rates:</u></b></p> <p><b>Fall 2005: 44.3% (+3.9%)</b>  <b>Fall 2006: 47.7% (+3.4%)</b>  <b>Fall 2007: 46.9% (-0.8%)</b></p> <p><b><u>Aggregate Annual Completion Rates:</u></b></p> <p><b>Fall 2005: +4.7% over previous year</b>  <b>Fall 2006: +0.8%</b>  <b>Fall 2007: +1.42%</b></p>

## ENROLLMENT MANAGEMENT

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>3. Success of Students and Graduates (continued)</p>	<p>A. Improve opportunities, programs, personnel, and efforts to increase rates of student success. (continued)</p> <p>B. Strengthen the Office of Career Planning &amp; Placement to consolidate career research, development, advising, internships, and job placements.</p>	<p>A2. Evaluate means to more appropriately determine student retention and success rates by 9/2005. (Academic Affairs, Student Services &amp; Enrollment Management)</p> <p>A3. Develop and implement a comprehensive evaluation of student services. (Student Services &amp; Enrollment Management)</p> <p>B1. Increase contact with regional employers and school-to-work connections by 5% per year; increase employment and entrepreneurial opportunities for graduating students by 2% per year. (Career Planning &amp; Placement, Student Services &amp; Enrollment Management)</p>	<p>A2. <b>Goal achieved.</b></p> <p><b>Federal Government retention and completion rates, the national standard for colleges and universities, now fully utilized.</b></p> <p>A3. <b>Objective accomplished.</b> (See Campus Culture 1E1.)</p> <p>B1. <b>Goal partially achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Regional employee and school-to-work contacts increased by 15.8%, 10.6%, and 5.1% for 2005, 2006, and 2007 respectively.</b></li> <li>• <b>Entrepreneurial and employment opportunities for graduating students decreased by 9.0%, 2.4%, and 1.6% for the years 2005, 2006, and 2007 respectively.</b></li> </ul>

## TECHNOLOGY

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

**Indicators of Success:**

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Teaching and Learning Using Technology	<p>A. Evaluate technology use in teaching and learning.</p> <p>B. Integrate technology into assessment processes where appropriate.</p>	<p>A1. Conduct a full-scale evaluation of needs, uses, and competencies regarding technology among campus stakeholders. (Information Technology, Academic Affairs, Staff Relations)</p> <p>B1. Implement technology plans developed by the Academic Assessment Advisory Board. (Information Technology, Academic Affairs)</p>	<p>A1. <b>Completed on schedule.</b></p> <ul style="list-style-type: none"> <li>• Survey sent to faculty winter 2006;</li> <li>• Technology skills testing program implemented winter 2006;</li> <li>• Workshops and training sessions to address deficiencies conducted 2007 and will be on-going.</li> </ul> <p>B1. <b>Plans implemented on schedule.</b></p> <ul style="list-style-type: none"> <li>• Blackboard site used for assessment portfolios;</li> <li>• VSpace/Sakai replaced Blackboard in 2007.</li> </ul>



## TECHNOLOGY

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Teaching and Learning Using Technology (continued)</p>	<p>D. Continue to explore new technology and foster programmatic implementation, as appropriate. (continued)</p>	<p>D2. Revise course management system usage, as needed. (Information Technology)</p> <p>D3. Provide increased support for faculty and student technology implementation. (Information Technology, Academic Affairs, Student Services &amp; Enrollment Management)</p>	<p>D2. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Course management system assessment conducted 2006;</b></li> <li>• <b>New course content management system (Vspace/Sakai) selected and implemented 2007, with improvements to system on-going.</b></li> </ul> <p>D3. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Training workshops for V Space/Sakai offered on a regular basis;</b></li> <li>• <b>Mini-workshops for students offered regularly;</b></li> <li>• <b>E-portfolio workshops for full-time and adjunct faculty offered on a continuing basis.</b></li> </ul>

## TECHNOLOGY

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
1. Teaching and Learning Using Technology (continued)	<p>E. Address issues of academic integrity regarding technology.</p> <p>F. Articulate and implement policies for connecting technology goals to grant processes.</p>	<p>E1. Develop technological infrastructure to support academic integrity goals. (Information Technology)</p> <p>F1. Research and pursue appropriate technology-centered grant opportunities. (Academic Affairs, Sponsored Programs)</p>	<p>E1. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Security study conducted in response to increased use of student technology portfolios;</b></li> <li>• <b>Security up-graded and considered sufficient by Academic Integrity Task Force.</b></li> </ul> <p>F1. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Grant opportunities reviewed by Sponsored Programs on a regular basis;</b></li> <li>• <b>In FY 2007, six proposals funded by external grants for \$1.9 million in support.</b></li> </ul>

## TECHNOLOGY

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
1. Teaching and Learning Using Technology (continued)	G. Continue to integrate technology into the teaching/learning process, as appropriate.	<p>G1. Establish basic technology competencies for all students and evaluation strategies for such competencies. (Information Technology, Academic Affairs)</p> <p>G2. Increase technology integration into the curriculum, as appropriate. (Information Technology, Academic Affairs)</p>	<p>G1. <b>Goal achieved. (See Technology 1A1.)</b></p> <p>G2. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>In fall 2007 semester, 132 on-line sections scheduled;</b></li> <li>• <b>In winter 2008, 60% of all course sections utilized learning management systems.</b></li> </ul>

## TECHNOLOGY

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>2. Institutional Efficiency and Effectiveness through Technology</p>	<p>A. Facilitate improved administrative functions.</p>	<p>A1. Conduct a full-scale evaluation of needs, uses, and competencies regarding technology among campus stakeholders. (All)</p> <p>A2. Fully utilize the features of the University's Administrative and Student Systems. (Information Technology, Administration &amp; Business Affairs, Student Services &amp; Enrollment Management)</p> <p>A3. Research, benchmark, and implement best business practices in the use of technology across campus. (Information Technology, Administration &amp; Business Affairs)</p>	<p>A1. <b>No activity.</b></p> <p>A2. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Periodic assessments of underutilized features of Colleague conducted;</b></li> <li>• <b>Consultation with University clients on Colleague efficiencies conducted on a continuing basis.</b></li> </ul> <p>A3. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Training in Colleague provided to University clients;</b></li> <li>• <b>Imaging system currently being implemented.</b></li> </ul>

## TECHNOLOGY

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>2. Institutional Efficiency and Effectiveness through Technology (continued)</p>	<p>B. Continue to evaluate and answer hardware and software needs.</p> <p>C. Continue to explore new technology, and implement where appropriate.</p>	<p>B1. Place and support current releases of software and current hardware in all student labs. (Information Technology)</p> <p>B2. Upgrade faculty computers, peripherals, and software on an established basis. (Information Technology)</p> <p>C1. Research and evaluate new technologies for improving institutional efficiency and effectiveness. (Information Technology, Administration &amp; Business Affairs)</p>	<p>B1. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Student lab hardware up-graded every four years;</b></li> <li>• <b>Software in student labs up-graded annually.</b></li> </ul> <p>B2. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Faculty office hardware up-graded every four years;</b></li> <li>• <b>Software in faculty offices up-graded when available and as part of student lab up-grades.</b></li> </ul> <p>C1. <b>Goal achieved. (See Academic Improvement 1E1 and Technology 2A3.)</b></p>

## TECHNOLOGY

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>3. Regional Leadership on Technology Issues</p>	<p>A. Share technological innovations developed by the University with the larger community and collaborate on key projects.</p>	<p>A1. Encourage research in and presentation about issues surrounding technology (especially technology and teaching) through conference participation, publication, etc. (Academic Affairs, Public Affairs)</p> <p>A2. Increase technology collaboration with entities such as K-12 schools and the medical community. (Academic Affairs, Public Affairs, Information Technology)</p> <p>A3. Encourage mini-grant proposals for innovative faculty/community partnerships on technology issues. ([See 1C1 above.] Information Technology, Academic Affairs, Public Affairs)</p>	<p>A1. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Faculty and staff participate in national workshops/conferences and SVSU training.</b></li> </ul> <p>A2. <b>On-going collaboration.</b></p> <ul style="list-style-type: none"> <li>• <b>Fiber installed in regional medical centers;</b></li> <li>• <b>Expansion of regional network to schools supported by Title III grant.</b></li> </ul> <p>A3. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>SVSU Resource Grant available to all disciplines;</b></li> <li>• <b>SET receives second-largest amount from grant.</b></li> </ul>

## TECHNOLOGY

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
3. Regional Leadership on Technology Issues (continued)	A. Share technological innovations developed by the University with the larger community and collaborate on key projects. (continued)	A4. Increase University/community partnerships on issues of technology. ([See 1F1 above.] Information Technology, Sponsored Programs, Public Affairs)	<p>A4. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Currently, 100% of service area technology-accessible;</b></li> <li>• <b>Grant funding secured to connect service area with campus;</b></li> <li>• <b>Grant funding resulted in regional and statewide partners.</b></li> </ul>

## CAMPUS CULTURE

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

**Indicators of Success:**

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
1. Quality of Cultural Life and Personal Well-Being	A. Increase and expand civic engagement, community service, and leadership development programs.	<p>A1. Expand student volunteer service programs by 5% per year. (Student Life Center)</p> <p>A2. Promote and encourage faculty and staff community service activities. (Staff Relations, Public Affairs)</p>	<p>A1. <b>Goal achieved.</b></p> <p><b><u>Student volunteer service programs increased:</u></b></p> <ul style="list-style-type: none"> <li>• AY 2004-05 +118.6% over AY 2003-04</li> <li>• AY 2005-06 + 11.5% over AY 2004-05</li> <li>• AY 2006-07 + 42.3% over AY 2005-06</li> </ul> <p>A2. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• Service activities promoted through University channels;</li> <li>• Survey submitted to University community winter 2007 to determine new community service opportunities.</li> </ul>

## CAMPUS CULTURE

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>A. Increase and expand civic engagement, community service, and leadership development programs. (continued)</p>	<p>A3. Develop and sustain a comprehensive leadership development program and a program to facilitate student civic engagement. (Student Life Center, Residential Life)</p> <p>A4. Develop linkages between employee professional development activities and University goals/priorities. (Staff Relations, Academic Affairs)</p> <p>A5. Examine and redefine role and purpose of athletic programs. (Athletics, Student Services &amp; Enrollment Management)</p>	<p>A3. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Living Leadership Program in 4<sup>th</sup> year, currently with 32 students;</b></li> <li>• <b>MCC Americorp Scholarship Program enrolls average of 30 students per year;</b></li> <li>• <b>AY 2006-07 Cardinal Leadership Institute inaugurated, enrolling 50 students.</b></li> </ul> <p>A4. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Manager training sessions established in 2006 and now on-going;</b></li> <li>• <b>Leadership Development Program initiated in 2006 and now on-going;</b></li> <li>• <b>“Outstanding Performance Award” for administrative professionals in 2<sup>nd</sup> year.</b></li> </ul> <p>A5. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Three-year strategic plan developed in 2007.</b></li> </ul>

## CAMPUS CULTURE

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>B. Evaluate overall health and safety issues for the campus.</p> <p>C. Educate the campus community on wellness issues and promote healthy lifestyle choices.</p>	<p>B1. Publish yearly report on the status of health and counseling services, campus safety, and student alcohol and substance abuse. (Student Counseling Center, Health Services, University Police)</p> <p>C1. Develop and sustain a campus-wide wellness program to encourage healthy lifestyle decisions. (Student Life Center, Staff Relations)</p> <p>C2. Expand the alcohol and substance abuse prevention programs for students by increasing student participation by 10% per year. (Student Counseling Center)</p>	<p>B1. <b>Objective accomplished.</b></p> <ul style="list-style-type: none"> <li>• <b>Reports published annually;</b></li> <li>• <b>Findings and results periodically presented to Board of Control.</b></li> </ul> <p>C1. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Wellness program initiated spring 2006;</b></li> <li>• <b>Program revised for 2007-08.</b></li> </ul> <p>C2. <b>Program successfully expanded.</b></p> <p><b><u>Increase in student participation:</u></b></p> <ul style="list-style-type: none"> <li>• <b>AY 2004-05 +31.4% over AY 2003-04</b></li> <li>• <b>AY 2005-06 +160% over AY 2004-05</b></li> <li>• <b>AY 2006-07 +11.0% over AY 2005-06</b></li> </ul>

## CAMPUS CULTURE

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>D. Foster a sense of community which supports and honors diversity.</p>	<p>D1. Increase the number of international and multi-cultural programs and maintain strong attendance. (International Programs, Office of Diversity Programs)</p> <p>D2. Increase student, faculty, and staff participation in campus diversity programming and training by 3% per year. (Staff Relations, Office of Diversity Programs, Academic Affairs)</p> <p>D3. Establish learning activities that facilitate student, faculty, and staff interaction across diverse cultures. (Office of Diversity Programs, International Programs, Academic Affairs)</p>	<p>D1. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>International and multi-cultural events have seen increased attendance 2005-2007 (e.g., International Food Festival increased from 600 to 800 attendees between 2006 and 2007).</b></li> </ul> <p>D2. <b>Goal achieved.</b></p> <p><b><u>Faculty/Staff participation increased:</u></b></p> <ul style="list-style-type: none"> <li>• <b>AY 2004-05 +50% over AY 2003-04</b></li> <li>• <b>AY 2005-06 +70% over AY 2004-05</b></li> <li>• <b>AY 2006-07 + 80% over AY 2005-06</b></li> </ul> <p>D3. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Saginaw County Youth Leadership Initiative established in 2005 and now in 3<sup>rd</sup> year;</b></li> <li>• <b>Social Awareness Day hosted in 2007;</b></li> <li>• <b>Science Fair and Math Extravaganza bring county-wide K-12 students to SVSU.</b></li> </ul>

## CAMPUS CULTURE

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Quality of Cultural Life and Personal Well-Being (continued)</p>	<p>D. Foster a sense of community which supports and honors diversity. (continued)</p> <p>E. Provide a rich range of artistic, scholarly, and other co-curricular events.</p>	<p>D4. Establish and promote Diversity Excellence Award. (Foundation, Office of Diversity Programs)</p> <p>E1. Evaluate annually the depth and quality of student activities, programs, and events. (Student Services &amp; Enrollment Management)</p> <p>E2. Increase the number and range of student-planned campus activities, and increase student participation by 10% per year. (Student Life Center)</p>	<p>D4. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Roosevelt Ruffin Diversity Award established in 2004 and now in 3<sup>rd</sup> year;</b></li> <li>• <b>Diversity Circles Award for awareness course created in 2006;</b></li> <li>• <b>Recognition event for Saginaw County Youth Leadership Institute on annual basis since 2006.</b></li> </ul> <p>E1. <b>Goal achieved; evaluation on-going. (See Enrollment Management 3A3.)</b></p> <p>E2. <b>Goal achieved.</b></p> <p><b><u>Increase in student-planned campus activities:</u></b></p> <ul style="list-style-type: none"> <li>• <b>AY 2004-05 +65.2% over AY 2003-04</b></li> <li>• <b>AY 2005-06 +166% over AY 2004-05</b></li> <li>• <b>AY 2006-07 +11.9% over AY 2005-06</b></li> </ul>

## CAMPUS CULTURE

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
1. Quality of Cultural Life and Personal Well-Being (continued)	F. Foster institutional loyalty among students and alumni.	<p>F1. Increase alumni involvement in campus life by 20% per year through career exploration programs and other annual events. (Alumni Relations, Career Planning &amp; Placement)</p> <p>F2. Establish a commuter student advisory board to assist with campus events. (Student Life Center)</p>	<p>F1. <b>Progress on-going.</b></p> <p><b><u>Alumni Celebration Attendance:</u></b></p> <ul style="list-style-type: none"> <li>• 2005 +114.5% over 2004</li> <li>• 2006 +114.4% over 2005</li> <li>• 2007 - 52.0% from 2006</li> </ul> <p>(Banquet changed to all-day event in 2007)</p> <ul style="list-style-type: none"> <li>• Increased number of alumni events scheduled 2005-2007.</li> </ul> <p>F2. <b>Goal achieved. Advisory Board meets monthly.</b></p>

## CAMPUS CULTURE

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
2. Quality Physical Environment	<p>A. Schedule and prioritize deferred maintenance and construction projects.</p> <p>B. Develop and improve a comprehensive recycling and sustainable use program.</p>	<p>A1. Complete Ryder Center and Dining Services renovations. (Campus Facilities)</p> <p>A2. Complete renovation and expansion of Pioneer Hall and of Wickes Stadium. (President, Administration &amp; Business Affairs)</p> <p>A3. Implement landscape master plan. (Campus Facilities)</p> <p>A4. Complete retention pond and irrigation projects as well as improvements to Old Theatre, sports plaza, Ryder Center, and parking lots.</p> <p>B1. Conduct full-scale evaluation of campus materials reuse/recycling and waste reduction practices, and establish continuous improvement goals. (Student Life Center, Residential Life, Staff Relations, Campus Facilities)</p>	<p>A1. <b>Renovations completed on schedule.</b></p> <p>A2. <b>Renovation and expansion project completed on schedule.</b></p> <p>A3. <b>Landscape master plan project completed 2007.</b></p> <p>A4. <b>Projects completed on schedule.</b></p> <p>B1. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Preliminary review completed 2006;</b></li> <li>• <b>Review referred to Campus Facilities and Staff Relations for further consideration.</b></li> </ul>

## COMMUNITY RELATIONS

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

**Indicators of Success:**

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

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Cultural and Intellectual Programming	A. Strengthen the University's identity as a community resource for cultural and intellectual enrichment.	<p>A1. Examine purpose of existing programs and events, attendance data, needs of the greater community, marketing, cost, and diversity to create additional opportunities. (Conference &amp; Events Center, Public Affairs, Academic Affairs, Office of Diversity Programs)</p> <p>A2. Utilize University intellectual and cultural resources to improve outreach programs. (Student Life, Public Affairs, Academic Affairs)</p>	<p>A1. <b>No significant progress.</b></p> <ul style="list-style-type: none"> <li>• <b>Subcommittee formed in 2005, with several meetings conducted. No formal action or plan resulted from these activities.</b></li> </ul> <p>A2. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Activities vary in response to local opportunities and have included such initiatives as a mural project, invitational jazz clinics for high schools, and community health and wellness clinics.</b></li> </ul>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Cultural and Intellectual Programming (continued)</p>	<p>A. Strengthen the University's identity as a community resource for cultural and intellectual enrichment. (continued)</p>	<p>A3. Effectively market an intellectual journal consistent with University mission. (<i>Cardinalis</i> Editorial Board, University Communications, ABS Dean)</p> <p>A4. Increase collaboration with community arts, cultural, and educational organizations. (University Communications, Colleges of ABS and COE)</p> <p>A5. Increase membership and participation in Institute for Learning in Retirement by 10 % annually to reach goal of 800 by 9/2008. (Continuing Education)</p>	<p>A3. <b>Task completed.</b></p> <ul style="list-style-type: none"> <li>• <b>University journal of record <i>Cardinalis</i> revised to address market needs.</b></li> </ul> <p>A4. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Activities vary in response to community needs and opportunities;</b></li> <li>• <b>Faculty and staff serve on numerous community boards;</b></li> <li>• <b>Recent collaborative efforts with regional orchestras and music societies and with other arts organizations.</b></li> </ul> <p>A5. <b>Goal achieved and exceeded.</b></p> <ul style="list-style-type: none"> <li>• <b>Membership increased 12% in FY 2005, 14% in FY 2006, and 26% in FY 2007;</b></li> <li>• <b>Membership reached 874 by June 30, 2007 and is currently more than 1,000.</b></li> </ul>

## COMMUNITY RELATIONS

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
<p>1. Cultural and Intellectual Programming (continued)</p> <p>2. Community Service</p>	<p>A. Strengthen the University's identity as a community resource for cultural and intellectual enrichment. (continued)</p> <p>A. Create volunteer and civic engagement activities that strengthen and develop ties between the University and the region.</p>	<p>A6. Increase attendance of faculty and staff, including 2nd/3rd shift employees, at programs and events. (University Communication, Staff Relations)</p> <p>A1. Expand and continuously improve opportunities for civic engagement. (Staff Relations, President's Office, Office of Diversity Programs, Government Relations, Student Life [See Campus Culture 1A1.]</p> <p>A2. Establish recognition programs for exemplary faculty, staff, and student volunteer activities. (Staff Relations, Academic Affairs, Office of Diversity Programs, Student Life Center)</p>	<p>A6. <b>On-going.</b></p> <p>A1. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>New initiatives undertaken by Center for Public Policy &amp; Service, ECS, and Diversity Programs.</b></li> </ul> <p>A2. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Roosevelt Ruffin Award, Diversity Circles Award, Saginaw County Youth Leadership Celebration, "Outstanding Performance Award" all instituted during period of current strategic plan;</b></li> <li>• <b>Student Life Center has on-going and new recognition programs.</b></li> </ul>

## COMMUNITY RELATIONS

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
3. Institutional Professional Service	A. Facilitate and create opportunities for the economic development of the community and the professional enhancement of its citizens.	<p>A1. Increase the number of initiatives between community and Center for Business and Economic Development (CBED), Independent Testing Laboratory (ITL), Solidica, and other identified projects. (CBED, President)</p> <p>A2. Expand model Public School Academy partnerships. (School-University Partnerships)</p>	<p>A1. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>“WIRED” grant valued at \$5 million per-year for 3 years awarded;</b></li> <li>• <b>21<sup>st</sup> Century Job Fund grant acquired.</b></li> </ul> <p>A2. <b>Goal achieved and exceeded.</b></p> <ul style="list-style-type: none"> <li>• <b>Maximum number of allowable charter schools reached 2005;</b></li> <li>• <b>Enrollment increased from 1,131 in 2005 to 9,593 in 2007.</b></li> </ul>

## COMMUNITY RELATIONS

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
4. University Communications	A. Strengthen SVSU's institutional identity.	<p>A1. Implement an integrated marketing and communications plan. (University Communications)</p> <p>A2. Develop the SVSU website as the University's primary marketing, research, and communication tool to position SVSU as a leader in website marketing. (Student Services and Enrollment Management)</p> <p>A3. Evaluate annually all major University publications for effectiveness by utilizing focus groups, surveys, and peer study. Create and effectively market a major identity publication. (University Communications)</p>	<p>A1. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Integrated marketing plan developed 2005-06;</b></li> <li>• <b>Implementation through broad-based advertising, media strategies panel, and homepage redesign.</b></li> </ul> <p>A2. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Website redesigned 2006-07 for student audience;</b></li> <li>• <b>Student focus groups allow for additional improvements;</b></li> <li>• <b>Complete re-design of website will be outsourced; RFP's under review, with redesign to be completed summer 2008.</b></li> </ul> <p>A3. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Annual evaluations resulted in redesign of internal newsletter and increased distribution of external identity publications.</b></li> </ul>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
4. University Communications (continued)	A. Strengthen SVSU's institutional identity. (continued)	<p>A4. Market University brand, identity, and institutional goals. (University Communications, Public Affairs, Admissions)</p> <p>A5. Expand news coverage and establish a crisis communication plan and a media internal advisory group. (Media Relations)</p> <p>A6. Support Student Research and Creativity Institute through media strategies, SVSU's major identity publication, website, and recruitment materials. (University Communications, President)</p>	<p>A4. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Consistent themes reinforced through press releases and resultant favorable media coverage.</b></li> </ul> <p>A5. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Crisis communication plan developed 2005;</b></li> <li>• <b>Advisory committee established 2005;</b></li> <li>• <b>Expanded news coverage experienced 2005-2007.</b></li> </ul> <p>A6. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>SRCI promoted through media conference, strong media coverage, webpage, and print materials.</b></li> </ul>
5. University Advancement	A. Increase external support.	A1. Retain campaign consultant and develop strategies for endowment campaign. (Foundation)	<p>A1. <b>Goal achieved.</b></p> <ul style="list-style-type: none"> <li>• <b>Ketchum retained as consultant in 2005;</b></li> <li>• <b>Planning study conducted and campaign leadership selected;</b></li> <li>• <b>More than \$19 million towards \$20 million goal secured.</b></li> </ul>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
5. University Advancement (continued)	A. Increase external support. (continued)	<p>A2. Increase endowments to reach goal of \$50 million by 2008. (Foundation, Administration &amp; Business Affairs)</p> <p>A3. Develop a planned-giving program that includes an advisory group and a recognition society. (Foundation)</p>	<p>A2. <b>Since July 1, 2001, the <i>Promise for Tomorrow</i> Campaign has raised a total of \$19,050,530 towards the goal of \$20,000,000, and 100% participation from the Board of Control and the SVSU Foundation Board has been achieved. This total includes the following major endowments:</b></p> <ul style="list-style-type: none"> <li>• Allen Foundation Research Endowment (\$1 million)</li> <li>• Kresge II Challenge Endowment (\$1.3 million)</li> <li>• Field Endowed Chair in Health Sciences (\$1.5 million)</li> <li>• Spicer Endowed Chair in Engineering (\$1.5 million)</li> <li>• Gerstacker Fellowship Program (\$1.5 million)</li> <li>• Braun Fellowship Program (\$1.5 million)</li> <li>• Entrepreneurship Institute (\$2 million)</li> <li>• Schlicker Scholarship Endowment (\$1.2 million)</li> <li>• Osher Lifelong Learning Institute (\$1 million)</li> </ul> <p><b>In the final phases of the campaign, solicitation for major gifts continues, regional and vice chairs are conducting community campaigns, and a direct mail appeal is being planned.</b></p> <p>A3. <b>Currently being developed.</b></p> <ul style="list-style-type: none"> <li>• <b>Ten-person advisory group established;</b></li> <li>• <b>Donor recognition society established.</b></li> </ul>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS
<p>5. University Advancement (continued)</p>	<p>A. Increase external support. (continued)</p>	<p>A4. Increase alumni visibility, activity, communications, and financial support of SVSU; increase membership from 1,752 in fall 2004 to 3,000 by fall 2008. (Alumni Relations)</p> <p>A5. Increase Annual Fund campaign by 10% annually. (Foundation)</p>	<p>A4. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>New events scheduled for alumni involvement;</b></li> <li>• <b>Improved communication through e-newsletter;</b></li> <li>• <b>Increased attendance at most alumni events;</b></li> <li>• <b>Alumni giving increased 38% from 2005 to 2006.</b></li>   <li>• <b>Membership criteria reassessed in 2006; based on new criteria, membership grew from 192 members in 2005 to 712 members by 2007.</b></li> </ul> <p>A5. <b>Annual Fund administration revised 2006 on advice of consultant.</b></p> <ul style="list-style-type: none"> <li>• <b>Exact comparisons with Annual Fund prior to 2006 no longer possible;</b></li> <li>• <b>2006 Annual Fund raised \$441,350 from 1,326 donors;</b></li> <li>• <b>2007 Annual Fund raised \$484,237 from 1,396 donors (+9%, +5%)</b></li> </ul>

## COMMUNITY RELATIONS

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	ACCOMPLISHMENTS/PROGRESS TOWARDS GOALS
6. Government Relations	A. Increase Federal, State and local government support.	<p>A1. Obtain merit-based Federal support from legislative delegation. (Government Relations)</p> <p>A2. Obtain increased per-student appropriated support from the State. (Government Relations)</p> <p>A3. Cooperate with Kochville Township on development of Cardinal Square and on other initiatives. (Government Relations)</p>	<p>A1. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>\$100,000 Federal support received in 2006;</b></li> <li>• <b>\$1.5 million pending in Federal 2007-08 budget.</b></li> </ul> <p>A2. <b>On-going.</b></p> <ul style="list-style-type: none"> <li>• <b>Concept of “floor funding” at \$3,890 per student established in FY 2005 Higher Education Bill;</b></li> <li>• <b>Concept sustained at \$3,560 in FY 2006 HE Bill;</b></li> <li>• <b>5.0% increase in State appropriations in 2006.</b></li> </ul> <p>A3. <b>On-going.</b></p>