

**To:** Dr. Doug Haneline  
**From:** Don Flickinger  
**Date:** 10/22/08  
**Subject:** Written Dean Responses to Academic Program Review Recommendations with VPAA response

**APR RECOMMENDATIONS 2007-2008 with response.**

**Program Specific Recommendations:**

***College of Allied Health Sciences***

**BS in Health Care Systems Administration**

The Council recommended to **Continue the Program with Enhancement**. Suggestions by the Council included:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
Program should receive an additional regular faculty position	At this time, I recommend that the program should NOT receive an additional regular faculty position. My recommendation is based upon the fact that there are 2 new BS degrees that will begin enrolling students in the Fall, 2008. Those 2 programs will effectively reduce the number of students enrolled in the HCSA program by allowing students to enroll in a BS degree related to their associate rather than the more generic HCSA degree. Surveys conducted in preparation for the proposals for new courses indicates that around 50 students will be lost to the enrollment of the HCSA program. 50 students equates to one section of each course per year, therefore reducing the number of regular faculty needed to provide instruction in the program.	I concur with the recommendation of the APRC that an additional regular faculty position be granted to the HCSA program.  Demand for the HCSA program continues despite the institution of BS degrees in Nuclear Medicine Technology and Dental Hygiene. Review of faculty work-load for the past 2 years indicates that there was sufficient workload in the program to support 5.8 FTE. Currently, there are 4 tenure track and 2 12-month, 3-year faculty members assigned to the program. As the program expands into the Lansing area and continues to grow in Grand Rapids, there is sufficient load to support the addition of another faculty member.	The VPAA's office supports the APR committee and Dean's recommendation. The VPAA's office will support the approval for an additional tenure-track position for the HCSA program.
Coordinator release time for	I concur with this recommendation. Although	I concur with the recommendation of	The VPAA's office supports the APR

<p>program management and assessment duties should increase as the program's size increases</p>	<p>the duties of the program coordinator are not totally tied to the enrollment in the program, there is currently insufficient time allocated for program coordination. This matter is currently being addressed by reassignment of duties to employees more suited to their accomplishment (e.g. the advising assistant; off campus support staff).</p>	<p>the APRC.</p>	<p>committee and Dean's recommendation for increased reallocated coordinator time. The need will be reviewed this academic year with additional reallocated time to be available starting summer 2009.</p>
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**College of Business**

**AAS in Restaurant and Food Industry Management  
BS in Hotel Management  
BS in Resort Management**

The Council recommended to **Continue the Programs with Enhancement**. Suggestions by the Council included:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
The full-time two-year temporary faculty position should be converted into a tenure-track position; enrollment also justifies retaining the two-year temporary faculty position for adjunct faculty	We transferred a faculty line from another COB department and hired a Hospitality tenure-track faculty member. We will hire another two-year temporary faculty member in the Fall, subject to VPAA approval.	We transferred a faculty line from another COB department and hired a Hospitality tenure-track faculty member, while retaining the two-year temporary faculty position.	The VPAA's office supports the response from the COB Dean.
The coordinator of the program should receive 100% time release for program and internship coordination	The position is evolving, but, at this time, the case hasn't been made to warrant this resource allocation; particularly given our shortage of faculty to cover curricular needs in this growing program.	The position is evolving, but, at this time, the case hasn't been made to warrant this resource allocation.	The VPAA's office supports the response from the COB Dean.
The program's facilities in West Commons need to be air conditioned	This need has been raised on numerous occasions - it is a localized issue, in that Campus Security's portion of the building is air-conditioned. To-date, sufficient facility-improvement resources have not been available. Enrollment growth in the program would seem to warrant this improvement.	This need has been raised on numerous occasions - the most recent quote from physical plant indicates that it will cost about \$60K to do a localized modification (that is substantially lower than previous estimates) and cannot be done until next summer. Institutional funding for this project is not currently available, though enrollment growth in the program would seem to warrant this improvement.	If the total cost is 60K, the VPAA's office will use one-time dollars to complete the AC project.
The program's kitchen needs complete modernization, especially given the centrality of culinary arts in the curricula	On a cost-benefit basis, this is difficult to support, given budgetary constraints. Beyond minor upgrades, this would seem to require external contributions.	On a cost-benefit basis, this is difficult to support, given budgetary constraints. Beyond minor upgrades, this would seem to require external contributions.	The VPAA's office supports working with UAM to secure external funding to modernize the program's kitchen.

In lieu of a computer lab, the College of Business should acquire a 25-station Smart Cart for program faculty to use	The computer cart concept (the COB has its first one - now in constant demand) is a logical and cost-effective solution. With the recent gift of the industry-standard Jonas scheduling software, the need in WCO has definitely escalated. The problem, of course, is the cost - with computers, about \$45K. We'll have to see.	It was concluded that this was not a good solution, technologically, Hospitality will use one of the Business building labs to support its recent gift of the industry-standard Jonas scheduling software.	The VPAA's office supports the response from the COB Dean.
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### AAS in Legal Studies

The Council recommended to **Continue the Programs with Enhancement**. Suggestions by the Council included:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
Currently program management and assessment duties are carried out by faculty without compensation. Regardless of the past willingness of the faculty to carry out these duties without compensation, the stability and health of the program mandate that the program coordinator be compensated.	Though not budgeted for, possibly some stipend might be awarded. Currently there are ten students enrolled in the AAS program; and 42 in the Legal Studies BS, some of whom are taking the same lower division curriculum. That is an insufficient number to warrant a release.	Though not budgeted for, possible some stipend might be awarded. Currently there are ten students enrolled in the AAS program; and 42 in the Legal Studies BS, some of whom are taking the same lower division curriculum. That is an insufficient number to warrant a release.	The VPAA's office supports the response from the COB Dean.

**College of Arts and Sciences**

**BA in Integrative Studies**

The Council recommended to **Continue the Program with Reporting**. Suggestions by the Council included:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
A cadre of advisors needs to be developed beyond the two who currently advise the students	There are currently fewer than 25 students enrolled in the program. The program coordinator receives reassigned time for coordination as well as advising, and the second advisor assists as necessary.	The current advising structure is in line with CAS policies and practices. As the VPAA notes, the coordinator receives reassigned time, and a second advisor is in place.	The VPAA's office supports the response from the A&S Dean.
Initiate a steering committee/program committee with both internal and external members	An internal program committee should be created to facilitate communication and program development.	The Department Head and Program Coordinator will implement the suggestion to create an internal steering committee during the 2008/2009 academic year.	The VPAA's office supports the response from the A&S Dean and recommends the steering committee include a representative from CPTS.
Develop a program-specific capstone experience	The current program requirements specify that a capstone should be identified in consultation with the program coordinator, and this system seems to be working.	The current program curriculum stipulates that students, in consultation with the program coordinator, identify an appropriate capstone course, which is in line with the program goals.	The VPAA's office supports the response from the A&S Dean.
Plan to regularly survey graduates to measure program effectiveness	Survey instruments should be developed and both exit and follow-up surveys should be conducted.	The Department Head and Program Coordinator will construct an appropriate schedule for conducting surveys of students who have graduated from the program.	The VPAA's office supports the response from the A&S Dean.
Develop more specific outcomes	The program plan specifies that outcomes will be developed by the students in the program in consultation with the advisor, which best suits the individualized nature of the program.	The program is individualized, as are the program outcomes.	The VPAA's office supports the response from the A&S Dean.
Take steps to "institutionalize" so that even when a new program coordinator takes over, the philosophy of the program remains in place.	The program philosophy is described in program proposal documents and in the current program review document.	The Department Head and Program Coordinator will review the historical documents and the current program review document to determine the need for creating a separate program philosophy.	The VPAA's office supports the response from the A&S Dean.

**BA in Communication**  
**BS in Applied Speech Communication**  
**AA in Applied Speech Communication**

The Council recommended to **Continue the Programs with Reporting**. Suggestions by the Council included:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
Programs would benefit if the Communication faculty as a whole gathered more frequently to discuss curricular issues	The program should facilitate discussions of all programmatic issues, including curricular issues.	The Department Head, in collaboration with the Program Coordinator, should facilitate discussions of all programmatic issues, including curricular issues, during the 2008/2009 academic year.	The VPAA's office supports the response from the A&S Dean.
A more sophisticated recruitment plan needs to be developed, including the development of print literature	The program should work with University Advancement and Marketing to develop appropriate promotional materials.	The Department Head should work with the Program Coordinator and UAM to develop an appropriate marketing plan and promotional materials during the 2008/2009 academic year.	The VPAA's office will provide marketing support through programmatic marketing dollars.
Student satisfaction might be increased if Communication faculty analyzed the current system of advisement of students and developed a plan to improve it	The program should review the current advising model to see how the model might be improved.	The Department Head will review the current advising model and make recommendations regarding advising during the 2008/2009 academic year.	The VPAA's office supports the response from the A&S Dean.

**AAS in Industrial Chemical Technology**

The Council recommended to **Continue the Program**. Suggestions by the Council included:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
To boost enrollment, the program should advertise itself as not only an occupational	I support the recommendation of the APRC.	The Department Head should work with the Program Coordinator and UAM to explore the best strategies	The VPAA's office will provide marketing support through programmatic marketing dollars

degree, but also as a degree through which a student can ladder into a four-year Chemistry program		for the program during the 2008/2009 academic year.	
Although the age and condition of instructional lab equipment is not currently a problem with the program, much of it is nearing the end of its useful life and should be replaced as needed	ICT equipment is considered under both occupational funding requests and equipment replacement requests.	The Department Head, in consultation with the Program Coordinator, should rank order upcoming equipment requests for consideration under both OCT and university equipment replacement requests.	The VPAA's office supports the response from the A&S Dean.

### AA in Liberal Arts

The Council recommended to **Continue the Program**. Suggestions by the Council included:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
Currently the program's requirements and electives are entirely within the College of Arts and Sciences. The program should consider broadening electives to include non-CAS courses	The current focus of the program could be broadened to include General Education courses throughout the university.	The AA in Liberal Arts currently allows for ten hours taken outside of the College of Arts and Sciences.	The VPAA's office supports the response from the A&S Dean.

### Spanish Minor

The Council recommended to **Continue the Program with Reporting**. Suggestions by the Council included

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
The Spanish faculty should gather on a regular basis to examine and differentiate among the goals of the two minors and the General Education language and culture	The program should facilitate discussions of all programmatic issues, including student learning outcomes.	The Department Head and Program Coordinator should work to develop agreed upon program and course learning outcomes during the 2008/2009 academic year.	The VPAA's office supports the response from the A&S Dean.

program. Agreed-upon levels of attainment should be developed for each SPAN-prefix course			
The Spanish faculty should develop methods to regularly gather and analyze assessment data that reflects student achievement toward program goals	The Spanish faculty have agreed to use the S-CAPE exam to collect data. Program faculty should develop a comprehensive assessment plan.	The Department Head and Program Coordinator should work to develop agreed upon assessment plans during the 2008/2009 academic year.	The VPAA's office supports the response from the A&S Dean and will provide marketing support through programmatic marketing dollars.
The Spanish faculty should develop a plan to increase the visibility of the Spanish programs	The program should work with University Advancement and Marketing to develop appropriate promotional materials and should also meet with appropriate programs internally.	The Department Head should work with the Program Coordinator and UAM to develop an appropriate marketing plan and promotional materials during the 2008/2009 academic year.	The VPAA's office supports the response from the A&S Dean.
The Spanish faculty should work with interested FSU degree programs to develop courses to help prepare program graduates to take advantage of the opportunities in many fields for Spanish-speaking professionals	I support the recommendation of the APRC.	The Department Head and Program Coordinator should make contact with appropriate disciplines during the 2008/2009 academic year to gauge interest.	The VPAA's office supports the response from the A&S Dean.
The Spanish faculty should consider recruiting a program advisory board to help with issues of curriculum, external support, and visibility	I support the recommendation of the APRC.	The Department Head and Program Coordinator should make contact with recent graduates, HS Spanish teachers, and regional university-level Spanish faculty during the 2008/2009 academic year to establish an advisory board.	The VPAA's office supports the response from the A&S Dean.



**College of Education and Human Services**

**BS in Criminal Justice**

**MS in Criminal Justice Administration**

The Council recommended to **Continue the Programs with Enhancement**. Suggestions by the Council included:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
The programs should receive two additional regular faculty positions (load for each should be a mixture of undergraduate and graduate courses)	At this time, CJ just needs to replace the two positions that it already has.	Through the UAP procedure, the CJ program received a new faculty line. At this time, if the CJ program were able to fill the vacant position, it would be able to cover undergraduate and graduate courses. Currently, the program has two full-time temps and adjuncts in the undergraduate program, and some faculty are teaching outside their areas of expertise in the graduate program..	The VPAA's office supports the response from the A&S Dean including funding one tenure-track position.
Programs should receive an Associate Director position for off-campus programs, as well as the additional clerical resources needed to support the position	Right now a faculty member has release time to coordinate off-campus. With Don Green's restructuring and hiring a new off-campus position, the new position is not necessary at this time. However, if there is a huge increase in enrollments, this request would be valid.	The CJ program has growing off-campus enrollments, and since my previous response the faculty member who coordinates the off-campus program requested reduce workload and CJ Director gave notice to retire in January. Therefore, it is necessary to re-examine this issue and request for a deputy director and support staff for the off-campus programs.	The VPAA's office understands the need for additional administrative support. The VPAA's office supports the response from the EHS Dean.

**BS in Training in Business and Industry**

The Council recommended to **Continue the Programs with Redirection**. Suggestions by the Council included:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
<i>Does COEHS want to continue programming in this area? A well-designed program in Training in Business and Industry would be a significant asset to the University. But the College of Education and Human Services needs to decide if it wants to devote instructional resources to programming in this area</i>	The School of Education is debating right now. They are leaning toward incorporating TBI into the MSCTE or a post-baccalaureate certificate.	The School of Education will be writing a formal proposal to close the program at the undergraduate level and re-direct it to become a post-baccalaureate program encompassed within the Master of Science in Career and Technical Education.	The VPAA's office supports the response from the EHS Dean.
<i>Can the current program be redirected to a post-baccalaureate program? If COEHS chooses to continue to offer programming in the area of training, it needs to explore the feasibility of redirecting the current baccalaureate 2+2 program to a post-baccalaureate certificate or Master's level program that would produce graduates for the market in corporate training</i>	See above.	See above.	The VPAA's office supports the response from the EHS Dean.

### **Military Science Minor**

The Council recommended to **Continue the Program**. Suggestions by the Council include:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
To increase visibility on campus and boost enrollment, the Military Science faculty should attend all	Since the APR recommendation, Major Babcock and one or two of his cadets have been to the dawg days. He plans to attend	ROTC has been participating in DAWG DAYS and revitalized its website. Additionally, it is active	The VPAA's office supports the response from the EHS Dean.

<p>Dawg Days functions. Based on our experience in locating the program website, it would be worthwhile to make the website easier to find as well.</p>	<p>all of them for recruiting. He has discussed the web site issue with Billie Jo Duddles.</p>	<p>in orientation and other outreach recruiting initiatives.</p>	
<p>Many Ferris faculty and staff have served as commissioned officers in the uniformed services. From interested individuals in this group and beyond, the program should create a local advisory board to help with issues of publicity, visibility, enrollment, and resources.</p>	<p>Majors Babcock and Mays are both on the CJ Executive Board, but it would be great to organize such a board for ROTC. Major Babcock and I are working on that end.</p>	<p>Major Babcock is still on campus, but Major Mays has been replaced by Lt. Col. Herman. Babcock and Herman will be forming an advisory board this Fall Semester following the N. Iowa University model of a military liaison committee.</p>	<p>The VPAA's office supports the response from the EHS Dean.</p>

University College

**FSUS Program**

The Council recommended to **Continue the Program**. Suggestions by the Council included:

APR Recommendation	Dean's Response	Dean's Follow-up Response August 2008	VPAA Response
The curricular goals of FSUS, Honors students with declared majors should be given the option of enrolling in the FSUS sections with other students in their majors	Although we heard and appreciate this concern, the fact is that the current system was arranged in consultation with the several undergraduate colleges in 2002. The existing format also seems to be working well as reported by students from the College of Technology, for example, who get the chance to know each other as Honors students in the seminar among the overwhelming majority of pre-pharmacy and applied biology students in the residence halls. For these reasons and because most of the students who might be affected are enrolled in programs where all new students enroll in a common curriculum in the first semester, we believe the honors seminar should remain required as is.	No change.	The VPAA's office supports the response from the UC Dean.
Ferris graduates should be surveyed regarding their perception of the program	The program coordinator has already added this to her to do list and we will attempt such surveys in time for the next review.	Planning for 2008-9 survey is underway.	The VPAA's office supports the response from the UC Dean.
FSUS should develop an internal and cross-campus advisory board for feedback on the curriculum and structure of the program. It might be worthwhile to include parent and student representation on this board as well.	This recommendation is under consideration for implementation by 2008-9.	In progress for Fall 2008. First meeting is scheduled for October 18, 2008.	The VPAA's office supports the response from the UC Dean.
University College should consider submitting FSUS 100 to	The program coordinator and dean will investigate this recommendation in consultation	Due to change in interim VPAA, this conversation has not taken	The VPAA's office supports the response from the UC Dean.

the University General Education Committee so the course could count as fulfilling a General Education requirement	with the VPAA.	place yet. We will bring it up when the new VPAA has been appointed.	
Graduate and professional programs would benefit from working with FSUS to develop orientation sequences that would address issues such as retention and graduation	The program coordinator and dean are most certainly available for consultation with regard to this recommendation.	We have not heard from either professional school. Both have interims at the associate dean level.	The VPAA's office supports a dialog between the Dean's of University College, Pharmacy, and Optometry coordinated by the Dean of University College regarding additional orientation sequences to address retention and graduation.
The instructional budget for FSUS should automatically increase as the cost of overload compensation increases	We concur and will request such additions to base. However, this recommendation requires review and action by the VPAA.	No change.	Additional dollars will be available to support the increase in overload compensation.