



President's Council

**Report to the
Strategic Planning and Resource Council**

**for the
July 12, 2010 Retreat**

Progress on the Strategic Plan

Goal 1: Become a demonstrable center of excellence in educational quality and student learning.

1: Initiative 1 - Enhance assessment and the use of assessment data at the program and course level to measurably improve student learning.

Provost Erickson:

- More than 50% of the faculty have engaged in some faculty development in assessment. Assessment is consistently a part of new faculty orientation.
- Assessment mentors and assessment coordinators serve as part of a growing number of assessment experts and sustain a commitment to assessment across the institution
- Assessment is increasingly discussed at college and department meetings.
- The use of TracDat continues to expand to provide program- and course-level assessment plans and results.
- Academic Program Review successfully completed reviews of programs. Recommendations from these reviews have been implemented or are under consideration.
- Professional development opportunities have been provided for faculty and administrators to attend assessment conferences, and several Ferris faculty and administrators have been presenters at national assessment conferences
- The Academic Affairs Assessment Committee has provided guidance in the implementation of assessment, including the development of annual assessment plans and recognition of exemplary assessment efforts
- A task group is investigating the use of electronic portfolios with a goal of making a university recommendation by early fall 2010.
- Use of the NSSE and the ETS Proficiency Profile continues. Results have been below expectations in some key areas, and we have been challenged to get representative samples. Next year's administration for seniors will rely on the colleges to get representative numbers so that our findings are more useful.

1: Initiative 2 - Enhance the Availability of Scholarships & Responding Effectively to Donors

Vice President Burcham:

- Expanded significantly the number of states eligible for the Great Lakes Scholarship: These include: California, Florida, Illinois, Indiana, Iowa, Kentucky, Maryland, Minnesota, Missouri, New York, Ohio, Ontario Canada, Pennsylvania, Tennessee, Virginia, West Virginia and Wisconsin.
- Enhanced the WNF Scholarships by introducing the WNF Achievement Scholarships to increase our yield of applicants in the 20-23 ACT range. We began by conducting a comprehensive comparative analysis of the scholarship offerings of the other Michigan public universities to ascertain how to optimize the effectiveness of our scholarships. As a result of the analysis, we created the Ferris Achievement Scholarships to provide funding to students that is not connected to University Housing.
 - Under the new criteria, a student with a 20-22 ACT receives a \$1,000 annual scholarship. Those with a 21 ACT also receive a \$1,000 annual Residence Hall

Bonus for as long as they participate in University Housing. Those students with a 22 ACT receive a \$2,000 annual Residence Hall Bonus.

- A student with a 23 ACT receives a \$2,000 annual scholarship as well as a \$2,000 annual Residence Hall Bonus for as long as they participate in University Housing.

Vice President Willey:

- Activated the *Opportunity@125* initiative to assist students whose families have been especially hard hit by the economic downturn, with a campus component—FERRIS Cares—through which faculty and staff may show their identification with student challenges.
- Redesigned and executed the annual giving effort as **FERRIS forward!: Annual Giving for a Greater University**, with the themes emphasizing scholarships through a 73-segment, program-targeted mailing program concentrated notably on Engineering Technology and Pharmacy.
- Made scholarships the priorities in personal cultivation and solicitations by Advancement Officers.

1: Initiative 3 - Cultivate a stimulating, student-centered learning environment that integrates theory and practice.

Provost Erickson:

- A major theme for the 2010-11 academic year will be Student Success, including focus on retention and graduation. Action plans are under development.
- Opening week professional development will focus on “Student Success: Leaving Nothing to Chance” on Monday, August 23, and Wednesday, August 25. In addition to hearing from professionals about successful approaches, there will also be a student panel planned for these faculty development activities.
- The E-Learning Management Team supported a pilot training program in the use of Quality Matters as a framework for evaluating the quality of online courses. Several Ferris faculty and staff completed this intensive several-week training program and will serve as reviewers and trainers for future groups, in addition to making their courses accessible for others to review as models.
- The Faculty Center for Teaching and Learning (FCTL) offered an array of professional development opportunities that included topics such as Inclusive Classrooms, the Scholarship of Teaching and Learning, and Inquiries into Teaching and Learning. All of the Center’s programming is based upon theory and emphasizes practice.

1: Initiative 4 - Support the emphasis on quality performance by faculty, staff, administration that demonstrably improves student learning.

Provost Erickson:

- Online learning courses continued to be evaluated by students each semester, and the results were shared with the deans of the colleges, who were asked to work to improve any areas that failed to meet students’ expectations. Responsibility for the quality of courses rests with the Colleges and the faculty offering them.
- The Institutional Strategic Planning Council, a committee of the Senate, focused extensive attention this academic year on the review of the faculty evaluation instrument and the group will be making a recommendation to the Senate in August that the

University shift from its present form to the IDEA form, that has national benchmarks and some history at Ferris.

- Examples of scholarship of faculty and staff that were supported by FCTL include these, all of which are focused on improving student learning:
 - Gary Hiel (lead author; College of Arts and Sciences) Kelliann Flores, Nicholas Sagliano, Jr., and Todd Stanislav (FCTL): Diagnosing Math and "Self-Awareness" Gaps for an Introductory Physical Science Course: Rapid Assessment and Survey, presentation at the 2009 Lilly Conference on College and University Teaching and Learning, Traverse City
 - Franklund, Clifton (College of Arts and Sciences): Using Computer-Assisted Formative Feedback to Enhance Learning in an Introductory-Level Microbiology Course, presentation at the 2009 Lilly Conference on College and University Teaching and Learning, Traverse City
 - Woodman, Helen and William Potter (University College): Departmental Assessment Pilot in READ 106, an Initial College-Level Reading Course, presentation at the 2010 Scholarship of Teaching and Learning Academy, Ypsilanti
 - Gray, John , Bonnie Wright, Clifton Franklund (College of Arts and Sciences) and Todd Stanislav (FCTL): Inquiries into Teaching and Learning: Putting Research into Practice through an Initiative to Support SOTL at Ferris State University, presentation at the 2009 Scholarship of Teaching and Learning Academy, Ypsilanti
 - Burns, Francis (College of Arts and Sciences): The Effect of Online Learning Logs on Student Outcomes in General Chemistry, presentation at the 20th Biennial Conference on Chemical Education, Bloomington, IN
 - Motz, Kristy (FLITE) and Helen Woodman (University College): Replacing Old Bridges with New — Stepping Up Student Learning by Rebuilding the Foundation with Faculty-Librarian Collaboration, presentation at LOEX Annual Conference 2010, Dearborn, MI
 - Grover, Shirish (College of Business): Shirish utilized a pre/post assessment method involving a Small Group Instructional Diagnosis process to improve teaching and student learning; the post-SGID results demonstrated a positive impact on teaching, student engagement, and student satisfaction
 - Wagenhiem, Matt (College of Education and Human Services) utilized CLASSE (Classroom Survey of Student Engagement developed at Indiana University) to examine the extent of student engagement in their own learning. A comparison between the instructor's and students' beliefs and perceptions with regard to norms for communication, classroom discussion, inclusion of diverse perspectives, etc. have informed the instructor's design and delivery of instruction, assessment methods, etc.

1: Initiative 5 - **Review the curriculum and increase the emphasis on preparing students for a global society and leadership roles.**

Provost Erickson:

- The Globalization Initiative continued to engage faculty and students in a series of discussions regarding global issues. This included bringing several high-profile speakers to campus this past academic year.
- The International Center appointed a faculty member as its director who will have major responsibility for encouraging globalization of the Ferris curriculum

- The Academic Affairs Office and leaders and faculty from multiple colleges and the Faculty Center for Teaching and Learning were involved with the highly successful development of Ferris' first non-clinical doctorate with the launch in June 2010 of the Doctorate in Community College Leadership. Extensive collaboration for this interdisciplinary program resulted in enrollment of 29 individuals in the inaugural cohort.
- The University Curriculum Committee processed a large number of updating proposals along with some new programs, including a Bachelor of Science in Architecture and Sustainability; Accelerated Nursing Track: RN to MSN; Molecular Diagnostics; Associate in Dietary and Food Service; Energy Systems Engineering; and a Bachelor of Science in Allied Health. A few programs were also closed, as they were no longer viable. A complete list of the UCC actions through April 2010 is available here: http://www.ferris.edu/htmls/administration/academicaffairs/vpoffice/senate/univcurrcomm/minutes/Senate_Report_0910_EndofYearSummary.pdf

Vice President Green:

- Employment of a Director of International Education with responsibilities to:
 - Lead the initiative to globalize FSU curriculum
 - Expand student participation in Study Away programs
 - Increase the number of international students attending Ferris State University
- Increased resources for international marketing and promotion to:
 - Expand student participation in Study Away programs
 - Increase the number of international students attending Ferris
- Implementation of a new Intensive English Program intended to:
 - Increase the number of international students attending Ferris

1: Initiative 6 - Develop and implement a plan for the Ferris State University online learning environment.

Provost Erickson:

- The E-Learning Management Advisory Team (E-MAT) and the FerrisConnect Advisory Board (FAB) continued to meet regularly. Ongoing business of E-MAT included policy development and implementation (such as student authentication and use of the Ferris system), encouragement of quality initiatives in the colleges along with making additional courses available, and heightened early service to students during the fall. E-MAT also conducted a revenue/cost course-by-course, college-by-college analysis for the 2009-10 academic semesters to determine continued viability.
- FAB will be providing its recommendations for FerrisConnect 2.0 by September 1, 2010.
- The class-size task force provided a recommendation to the Provost and the Provost offered an alternative proposal for faculty compensation in the online course environment. Policy is still to be finalized regarding online class size.
- Eduventures completed a competitive analysis for Ferris regarding its online offerings, which demonstrated that Ferris out-performs all other public universities in number of online enrollments but falls far short of enrolling the numbers in private and for-profit universities, including Baker and the University of Phoenix.
- E-MAT conducted a survey of faculty about their online experiences that demonstrated high levels of satisfaction with key support services and provided many specific recommendations for enhancements, especially related to the technology. Review the

entire survey here:

<http://www.ferris.edu/htmls/administration/academicaffairs/online/facultysurvey10.pdf>

Vice President Green:

- The Provost has organized a taskforce responsible for the creation of an online education expansion project.

1: Initiative 7 - Develop and implement a plan for the Ferris State University's multi-site presence.

Vice President Green:

- CPTS is on the third generation of an off-campus strategic plan. A first draft of that strategic plan has been submitted to the Provost's Office. An expanded version is currently being created and implemented including the following features.
 - CPTS regional offices are being reorganized to increase the number of community college partners across Michigan.
 - A strategic plan for the development of international sites is in its initial phase of implementation.
 - The CPTS Marketing Department is being expanded to meet marketing needs for all off-campus university initiatives including promotion of Big Rapids programs, online programs and university conference services.

Goal 2: Develop a university community where all are valued, welcomed, and informed.

2: Initiative 1 - Implement and sustain the Ferris State University Diversity Plan.

Vice President Pilgrim:

- The Diversity and Inclusion Office produces an annual report, *Diversity at Ferris*, which assesses the University's progress toward implementing the Board-approved Diversity Plan. Here is a sample of the progress mentioned in *Diversity at Ferris 2009*: the adoption of an Other Eligible Adults Benefits program for Ferris employees; the relocation of the Office of Multicultural Student Services to a more visible and central place; the creation of an International (Student) Center and the hiring of a director; the creation and mainstreaming of a Tuition Incentive Program Office; the OMSS Imagine More Student Life Bus Tour and other aggressive recruitment strategies, and a significant increase in University-wide diversity-themed programming.
- For a more comprehensive look at the University's progress toward addressing Goal 2, Initiative 1 of the Strategic Plan, read, <http://www.ferris.edu/htmls/administration/president/diversityoffice//At%20Ferris.htm>

Vice President Scoby:

- Created two student diversity intern positions to work in various offices around the division.

2: Initiative 2 - Enhance the quality of external and internal responsiveness across the institution.

Vice President Scoby:

- Created customer service training program with Dale Carnegie group, and delivered as part of 2010 Summer University.

Vice President Burcham:

- Implemented a single application for all undergraduate programs at Ferris State University. Applicants interested in the Main Campus, Kendall, and at our other campus locations have a single place to begin their process. This is the first time there has been this level of integration with respect to admissions.
- Coordinated all of our marketing messages and communication to prospects, applicants, and admits utilizing our new Customer Relationship Management product, EMAS. The software allows users to define market segments and systematically track the results of the communication stream.
- Implemented shared training sessions for the EMAS product with all related staff from the Main Campus, Kendall, and other campus locations. In addition to saving resources, these sessions have provided an opportunity to increase familiarity and communication amongst all Ferris staff who are engaged in admissions-related activities.
- Completed the Work Flow product – Electronic Grade Changes. It will assist students, faculty and staff in streamlining what is involved to complete a grade change. In our previous process, a student had to obtain signatures by walking to various physical offices in search of the necessary person or make a series of phone calls to connect to

the appropriate faculty or staff member. This was particularly difficult for our non-traditional student population.

2: Initiative 3 – Review current structures for resolving conflicts and concerns and recommend strategies for improving conflict resolution.

Vice President Postema:

- The Conflict Resolution Committee developed a template to gather information about the various formal and informal concerns/conflicts of faculty, staff and students as well as the procedures and processes in place to address these concerns/conflicts. Nearly 150 different processes were reported.
- The committee looked for opportunities to improve standard processes with definitive end results and identified several potential gaps to address. A list of recommendations is expected to be transmitted to SPARC.

2: Initiative 4 - Conduct a review of available locations, and where needed, create shared gathering spaces in buildings and on the grounds that are comfortable places to study, meet, and gather.

Vice President Scoby:

- The recently renovated Rock Café has been an incredible community building space where students, faculty, staff and guests gather.
- Improving the quality of residence hall lobbies and lounges to encourage greater use by students.
- Created the green space in the south residence hall complex outside the Rock Café.
- Installed a number of picnic tables around campus, with some concentration in the Quad as one more feature to encourage people to come together.
- The IRC has been a huge success as a gathering/study space.
- The new Optometry building will have a large lobby/atrium to provide open space for gathering/study.
- The new “Helen’s Garden” to be created in the North East Prakken courtyard as part of the 125th celebration will provide another informal gathering space.

2: Initiative 5 - Enhance the sense of community for all students at Ferris State University by the deliberate inclusion of students attending online courses and all FSU sites.

Provost Erickson:

- Enrollment in online courses continues to increase. 2009-2010 saw an increase in online enrollment of 25%, increasing from 23,878 to 29,864. Summer 2010 is up 14%.
- The CPTS staff initiated making contact with all students who had not logged in during the first week of class to offer assistance, if the faculty member wanted this assistance.
- Plans exist for the HLC Steering Committee members to visit all major sites during the fall to engage with students and staff regarding their perceptions of the university, as additional input to the self-study. The HLC leadership team has actively engaged CPTS staff in this work so the other sites’ views are represented.

Vice President Burcham

- We analyzed the current data available concerning the needs of both our on-line and off-campus students. Most of these data came from a survey sent to all on-line and off-campus students each semester. The results indicated that the primary issues students felt needed attention from the University were the technological support for Ferris Connect, the Quality of Academic Advising, and the Quality of Instruction. However, there are some issues with response rates to the survey and the content of the questions that need to be addressed to have full confidence in the results. We are in the process of redesigning the survey with members of the EMAT group. The survey will be distributed in Fall of 2010.
- Financial Aid Consortium person travels to all sites twice a year to discuss financial aid issues at those sites.

Vice President Green:

- A centralized admissions department has been developed to improve admissions services to FSU students away from the Big Rapids campus.
- Online services continue to be expanded with more opportunities for online advising, business office functions and book orders.
- A new series of scholarships patterned after the WNF scholarships available on the Big Rapids campus is being implemented for Fall 2010 at all off-campus locations.

2: Initiative 6 - Enhance Sharing of Information among the University Community

Vice President Willey:

- Developed and circulated materials encouraging interest in The Ferris Foundation's faculty-staff incentive grant program, including a special focus on recent winners.
- Redefined and redesigned the alumni magazine as *FERRIS Magazine*, guided by a faculty-staff editorial advisory board, an integrated story-development process, and the university's core values.
- Refined the editorial focus and expanded circulation of the "Points of Pride" campus newsletter.
- Arranged to have the minutes of most divisional directors' meetings posted on line for reference of the University community.

2: Initiative 7 - Develop and implement a plan to enhance student success (retention).

Provost Erickson:

- Planning continues and is a major area of emphasis for Academic Affairs for 2010-2011. Details are still being developed.
- The Academic Affairs Diversity Committee was convened during this academic year, and they have established as a priority working toward improving the retention and graduation of minority students. Their activities will include efforts to understand the students' experiences and educating faculty and administrators about ways to enhance students' success. The Faculty Center is expected to play a major role in the faculty development with its inclusive classrooms initiative.

- “Student Success: Leaving Nothing to Chance” on Monday, August 23, 2010 and Wednesday, August 25 will be the theme of opening week and continue through 2010-2011 as additional events are being planned.

Vice President Burcham:

- Distributed \$855K during 2009-2010 to need-based grants.
- Called all students not enrolled at end of Spring semester to encourage return.
- Produced mid-term warnings and semester warnings and offered guidance to students for assistance.

Vice President Green:

- A plan for increased retention of off-campus students was developed in 2008 and has been pursued including enhanced communication, scholarships and orientation.
 - A new FSU orientation program has been developed for off-campus students. The program is designed to assist student transitions to the university. Participants are being tracked to measure the program’s impact on retention.
 - A new series of scholarships patterned after the WNF scholarships available on the Big Rapids campus is being implemented for fall, 2010 at all off-campus locations.
 - Each semester, non-registrants are being called to suggest course registration options. This program is leading to increased student retention.

Goal 3: Enhance the financial position of the institution.

3: Initiative 1 - Launch first-ever comprehensive capital campaign.

Vice President Willey:

- Contracted for a wealth screening of 100,000 constituents in the university database to establish operational priorities in contact, cultivation, and solicitation, as well as clarifying the feasible base of donor support for a comprehensive campaign.
- Recruited 8 new directors to The Ferris Foundation board to expand the national base of donor support and advocacy and to establish leadership for organized fund raising initiatives.
- Recruited personnel to key support staff positions in donor relations, database management, and stewardship to facilitate critical backroom operations.
- Cultivated public understandings of the “case” for Ferris, while positioning Ferris through marketing initiatives.
- Pursued internal collaborations to expand fund raising for both program and capital challenges, with notable success in Optometry and Arts & Sciences.
- Undertook efforts to engage upper-level donors in Grand Rapids in generating lead commitments to the Federal Building project.

3: Initiative 2 - Expand the Marketing Campaign to Support the University’s Positive Image.

Vice President Willey:

- Recrafted and expanded the billboard, print advertising, and TV advertising campaign, with the television spot winning the top award [a silver “Telly”] from the National Association of Broadcasters.
- Initiated the first phase of a 125th anniversary presidential “tour” to listen to potential and existing local collaborators around Michigan and to expand partnerships, beginning with Midland-Bay City, Flint, Lansing, and Traverse City, in the process building appreciation of Ferris as Michigan’s “statewide university.”
- Reshaped and produced general communications vehicles, including a new university magazine, a 125th anniversary report, and e-communications tactics, as well as contracting for a web content management system to support a redesigned, upgraded, coordinated website.

Vice President Green:

- A new marketing campaign for the International Center was implemented including an e-marketing campaign for Asia with an FSU blog.
- New admissions materials are being developed for Michigan community college sites, international student recruitment and the Ed.D.
- A travelling promotion program for the Ed.D. was implemented at 8 different community colleges across Michigan.
- A new social networking initiative is being introduced to service FSU off-campus programs.
- Advertising services are being created to promote and grow FSU’s Conference and Professional Services.

3: Initiative 3 – Establish a comprehensive energy conservation effort.

Vice President Scoby:

- During the summer of 2009 an Energy Task Force was put together from representatives across the campus (faculty and staff). Specific recommendations are included in their report.
- The Energy Task Force report focuses on practical energy conservation measures, with a focus on items with a financial payback in four years or less.
- \$500K of one-time funds will be allocated to implement the energy task force recommendations. These funds will come from the utility budget and will be used on electricity and water energy conservation measures that will achieve a payback of approximately two years.

3: Initiative 4 – Increase university and college budget transparency.

Vice President Scoby:

- Finance office with the assistance of Information Technology Services has worked with budget units since the implementation of Banner to provide more budget management reports for the units.
- President Eisler has held numerous budget forums for the campus, and covered similar issues in many memos to the campus
- The VPA&F held four budget forums for his division
- A new process is being rolled out on June 30, 2010 for the handling of general fund carryover funds. These funds will reside in separate GF accounts starting with the beginning of FY11.
- Various budget presentation materials are available on the FSU website
- The Finance area has held Town Hall meetings for faculty and staff

Goal 4: Provide a state-of-the art, sustainable and safe learning, living and working environment.

4: Initiative 1 – Finalize and implement a plan to renovate or replace student living space to be competitive with campus environments.

Vice President Scoby:

- During 2009, buildings A-G of East Campus Apartments complex were demolished to make room for the new East Campus Suites.
- As a result of a crane incident/accident by a subcontractor, South Campus Apartment building O was damaged in June 2009. It was subsequently torn down.
- The new East Campus Suites are on schedule for occupancy in August of 2010. The three new buildings will house roughly 100 students each.
- The Housing Office led a student and alumni building naming contest resulting in the new names for these buildings of Pine Valley, Oak View, and Maple Grove.
- We continue to work toward a one year residency requirement for campus housing
- During 2009-10 we completed an assessment of the housing units for student friendly improvements resulting in hallways to be painted, sections of carpet to be replaced or lobby furniture to be reupholstered or replaced.
- A Housing Investment Plan was developed in May 2010 and is being presented to the Board in July 2010 for approval. This will commit \$1.95 million focused on improving south residence halls to be more attractive for students including paint, carpet, window coverings, selected furniture and mattresses, and wireless in some student rooms.
- A task force was developed and chaired by the VP of Administration and Finance to seek input and prioritize items to increase interest in housing to attract new and retain more students.
- Town hall meetings were held with students, housing staff, and the VPA&F to get input from students on ways we can make the halls more desirable for students.

4: Initiative 2 – Develop and implement a plan for the renovation of the student (Rankin) center.

Vice President Burcham:

- Planning begins summer semester 2010.

Vice President Scoby:

- Initial planning is underway to develop a cost effective way to relocate Telecommunications from Masselink to Rankin as part of the Master plan development of the NE corner of campus.

4: Initiative 3 - Upgrade lab spaces and classrooms based on the identified needs of the users.

Provost Erickson:

- Annual classroom and lab renovations continued. A total of \$433,806 was spent on classroom, lab and computer upgrades.
- The faculty and staff computer replacement schedule continued with all computers identified as needing updating having been updated.

Vice President Scoby:

- The investments here have been significant. Full detail dating back to the initiation of Phase 1A in 2005 is available at:
<http://www.ferris.edu/htmls/administration/academicaffairs/classroom/>
- A total of 15 laboratories and 67 classrooms have been updated since 2005.

4: Initiative 4 - **Continue to enhance the parking plan to reduce concerns and provide better information to students, faculty, staff and visitors about parking.**

Vice President Scoby:

- Installed new parking signs near campus entrances
- Adjusted some parking lot designations to address changing needs of the campus
- Expanded parking lot 5 south of Ferris Drive to provide more student parking
- While only indirectly related, the Pedestrian Safety Task Force developed a report with significant input from Student Government to improve pedestrian safety on campus. Several of these improvements are being made during the summer of 2010.

4: Initiative 5 – **Improve, implement, and communicate the emergency preparedness plans.**

Vice President Scoby:

- Significant efforts have been spent on and off campus in this initiative. Some of the examples of things done in this regard include the following:
 - The Shots Fired DVD has been shown to hundreds of faculty, staff and students.
 - The Shots Fired DVD has also been shown to the staff and some of the faculty at almost every one of our off-campus locations.
 - A new training program that is geared toward prevention is being shared across campus. The DVD used in this effort is Flashpoint which raises awareness of workplace and campus violence detection and reporting.
 - Completed the installation of the seven emergency broadcast towers distributed across campus.
 - Summer 2009 included the work to install 176 voice over internet protocol phones “VoIP” in classrooms and part of the campus with the intention that we’ll complete this effort with another 83 phones by June 30, 2010.
 - A total of 40 blue light phones were placed around the Big Rapids campus.
 - Card readers for entrance doors were installed on all residence halls for security of residents.
- Our emergency preparedness team continues to meet twice a semester and during the summer to complete the preparedness agenda created in 2008.
- We’ve obtained some engineering assistance to help improve the systems and signals related to the emergency tower near the Department of Public Safety.
- The Emergency Response Team meets periodically through the year to update participants on important communication issues. The same team also held and participated in three partial day tabletop exercises in the early spring of 2009 in an effort to improve our preparedness and related protocols.
- A second table top exercise was conducted for a half day in February 2010.

Vice President Green:

- Site specific emergency pamphlets have been developed for each major CPTS site across the state.
- CPTS regional directors have participated in table-top simulations of emergencies to better prepare for an emergency at any of our off-campus locations.
- A training program is planned for fall, 2010 to assist regional staff with media interaction during an emergency.

Vice President Burcham:

- Significant progress has been made in the planning for both the Behavior Review Team and the Threat Assessment Teams implementation.
- A new administrator has been hired to work with both the Behavior Review Team and Threat Assessment Team in managing student of concern incidents to ensure appropriate follow-up and efficient case load management.
- Enhanced ways of responding to parents and other University staff concerning a student of concern incident.
- Developed processes to improve communications and coordination of the Behavior Review Team and Threat Assessment Team.

4: Initiative 6 – Develop and implement an environmental sustainability plan.

Vice President Scoby:

- Worked with student group to do recycling in selected residence halls during 2009-10.
- Seeking LEED certification in the East Campus Suites and Optometry projects.
- Saving natural gas through the Arts and Sciences Complex mechanical system replacement.
- Recommending to the Board of Trustees a plan to invest \$500,000 in energy savings measures with a payback period of just under two years.

4: Initiative 7 – Develop and implement a wellness plan.

Vice President Burcham:

- The University added a new wellness position in Student Affairs.
- A new wellness initiative was launched for the campus (WOW). Working on Wellness (WOW) is a holistic wellness initiative with programs involving nutrition, fitness, and improvements in health and well-being. The WOW program is housed at the Student Recreation Center and is open to Ferris faculty, staff and students.
- A sample of what WOW offers:
 - Weekly weigh-ins: participants can stay connected to the program facilitators and report fitness activity minutes for the week.
 - Various challenges: throughout the program, participants will be engaged in a variety of challenges designed to be fun and educational. These activities focus on all aspects of wellness, not just weight loss.
 - Free Walking passes: participants are encouraged to use the Student Recreation Center's track at designated times to stay active.
 - Electronic newsletter: this is sent to participants with information based on previous mini-challenges and upcoming challenges. It is meant to be educational and encouraging.

- Lunch and Learn presentations: on occasion, Lunch and Learn presentations are given on a variety of wellness-related topics.
- Prizes: though this has not proven to be a motivator for many, we have given a variety of prizes ranging from free fitness class passes and t-shirts to free memberships (as a grand prize).

Vice President Scoby:

- The campus wellness committee does periodic programming to promote wellness.

Goal 5: Foster collaborative internal and external working relationships.

5: Initiative 1 – Build positive long-term working relationships between the unions and the administration.

Vice President Postema:

- Building positive long-term working relationships between the unions and the administration is an ongoing process. Contract maintenance meetings are held on a monthly basis, with AFSCME and with the FFA. Other bargaining units hold contract maintenance meetings on an as-needed basis. These meetings are used to discuss matters of mutual importance that may not necessarily fall within the contract grievance procedure.
- A consultant has been hired to assist with building a positive relationship with the FFA leaders and its members. A number of facilitated meetings have been held with each college. All faculty members and administrators were invited to attend the college meetings. A wealth of information has been gleaned from those meetings, which has been useful in the relationship building process. A relationship building team has been established consisting of administrators, faculty union leaders, and two board of Trustee members. Team meetings are also facilitated by the consultant and the theme has been to find a better way of doing things. There have been approximately 22 meetings facilitated by the consultant. The relationship building process has led the parties to attempt a different way of negotiating the next union contract. Negotiations began much earlier than normal and both parties are seeking to reach a successor agreement. Subcommittees are being utilized to identify problem areas and to try and devise solutions acceptable to both parties.
- All of the staff unions offered the Early Retirement Incentive Program (AFSCME, CTA, & POLC) have expressed their respective interests in participation.
- In July 2010 the University will be offering a number of courtesies and privileges to retirees. These will benefit our retirees from hourly positions.

5: Initiative 2 – Develop and implement strategies for increasing collaboration among and within divisions, colleges and programs.

Provost Erickson:

- An authentic and transparent budgeting model was adopted in Academic Affairs for implementation in 2010-2011.
- Planning is underway for the creation of an Academic Incubator to promote the creation of innovative, interdisciplinary academic programming that is cross college and cross-divisional, as appropriate.
- The HLC Self-Study Process has engendered cross-divisional collaboration and action.

5: Initiative 3 – Develop and implement a comprehensive plan for the University's community outreach to encompass the activities of a variety of University departments engaged in volunteer service initiatives.

Vice President Burcham:

- Compiled United Way volunteer activities.
- Purchased, tested and implemented Org Sync for a co-curricular transcript.

- Expanded phone outreach through the Communication Center.
- Worked with Student Government to adopt a Student Commuter Group
- Enlarged and enhanced The Big Event.

5: Initiative 4 – Enhance relationships with industry, business, other educational institutions and government. Possible: "Connecting Ferris with the Future"

Provost Erickson:

- Individuals from the Charter Schools Office have engaged with multiple groups involved with educational transformation and are expected to play a role in emerging initiatives in both Detroit and Battle Creek, in partnership with many community entities.
- The University is expanding its programming in partnership with K-12 districts or career centers by increasing direct-credit or dual-enrollment options, including Traverse City and Grand Rapids.
- Corporate and Professional Development Services continues to provide services to industry clients, including the writing and implementation of a variety of grants.
- Colleges continue to build relationships with employers who sponsor interns and individuals who serve on advisory boards.

Vice President Willey:

- Established the platform for expanded civic and business partnerships through the 125th anniversary "tour" in Midland-Bay City, Flint, Lansing, and Traverse City.
- Worked carefully with special counsel in Grand Rapids to cultivate alliances with opinion leaders, political leadership, and lead philanthropists.
- Built presence in Traverse City through involvement with the Economic Club, the Cherry Festival Parade, and sponsorships with the summer film festival.
- Pursued collaborations with civic leaders in underserved segments of the Grand Rapids population, particularly the Hispanic community and the Hispanic Chamber of Commerce of West Michigan.

Vice President Green:

- During 2009-2010 CPTS expanded outreach to community college partners including pursuit of partnerships in curriculum development and marketing.
- CPTS implemented a community outreach initiative that has drawn additional grant opportunities, college partnerships, high school partnerships and community organization partnerships.
- In 2009-2010 CPTS has increased participation in various community organizations including chambers of commerce, economic clubs and community economic development groups in Muskegon, Grand Rapids, Lansing, Flint and Macomb County.

Vice President Burcham:

- A number of collaborative efforts between the offices of Admissions & Records and OMSS include:
 - Support of the Imagine More Student Life Bus Tour
 - GEAR UP College Day Programming
 - Campus visitation support activities
 - Jim Crow Museum tours

- New Student Receptions are recruitment events which strive to galvanize prospective students for their attendance of the University in the following fall. Delivered in late winter, the Receptions are tactically hosted throughout the State of Michigan to maximize the desired recruitment/yield effect of prospective students who have been offered admission to the University. Examples of information shared to prospective students and/or their family members include scholarships, housing and dining services, financial aid, orientation, student life programming, etc.
 - Geographical hosting sites for 2010 included:
 - Dearborn, MI – two event dates
 - Grand Rapids, MI – two event dates
 - Traverse City, MI
 - Big Rapids, MI
 - The second Dearborn and Grand Rapids venue dates were added due to customer demand and the ability to effectively host via staffing and appropriate funding.
 - Exploratory research is currently underway for consideration of expansion of New Student Reception programming to support select target populations which are recipients of Great Lakes Scholarship programming aid.
- The Offices of Admissions & Records in partnership with Student Leadership & Activities sponsors the Hometown Recruiter Program. This program is designed to allow Ferris students the opportunities to return to their hometown and share their experiences with students from their high school of origin. This programming commences during the spring break period of the academic calendar.
 - The Hometown Recruiter Program provides currently enrolled Ferris State University students to:
 - Return to their high school during Spring Break and tell your story about the positive experiences they've had while attending the University.
 - Be seen as a 'mentor' in the eyes of your hometown community.
 - Provide them a sense of ownership to the University as they engage with future student.
 - Share the opportunities you've had at Ferris with prospective students.
- Partnerships between the Office of Admission & Records and the Alumni Office in the recruitment of prospective students to the University include:
 - Assignment of a Senior Admission Recruiter to steward collaborative recruitment programming between the two departments.
 - Engagements with alumni membership which act as recruitment representatives in out-state regions during college day/night recruitment fairs.
 - Co-messaging to promote the Great Lakes Scholarships within newsletters and on-line posting boards.

5: Initiative 5 – Enhance outreach to inform, support, and educate students about higher education, its processes (i.e. financial aid), career possibilities, and Ferris.

Vice President Burcham:

- Developed and implemented a financial aid workshop on and off the Big Rapids campus.
- Offered Career Pathways workshops.

- Implemented students for joint Ferris and Southwest Community College program.

Vice President Green:

- FSU-GR has expanded park party visits throughout summer, providing information about FSU to young people across Kent County.
- CPTS has increased financial aid advising to students and inquiries through a new off-campus financial aid position in CPTS student services.
- CPTS staff and faculty made over 80 visits to community schools throughout Michigan, speaking on topic including curriculum, college admission, college success rates, financial aid and career development.

Goal 6: Foster innovation and improve processes to move the university forward.

6: Initiative 1 – Enhance programs to develop leadership for faculty, staff, and administration.

Provost Erickson:

- Transparent process for the selection of Interim Deans was employed in 2010 where individuals were able to apply and all interested campus constituencies had the opportunity to interview the candidates.
- Many academic administrators were provided funding to participate in a variety of educational / professional development opportunities through conferences, etc.

Vice President Scoby:

- The University continues the annual leadership program.
- During 2009-10, a new supervisory training program was created and delivered; will offer again during 2010-11.
- Some of the Summer University programming would deal with leadership issues.

6: Initiative 2 – Designate a standing “blue sky” committee to review market trends, identify opportunities and work with appropriate leaders and structures to facilitate the development of innovative programs.

Provost Erickson:

- This initiative has not been launched but its findings will be valuable in supporting the Academic Incubator.

Vice President Green:

- Possible participants have been identified for the university’s Blue Sky Committee. The SPARC Chair, Provost and V.P. for External and International Operations will continue to develop a draft membership for this group in preparation for the return of faculty in the fall.

6: Initiative 3 – Review and enhance committees, committee structure, reports and procedures.

Vice President Postema:

- The Committee Task Force is gathering information on the existence of all committees within the University to be reviewed and analyzed. The issues to be addressed:
 - Differentiation between project-oriented and standing committees
 - Committee structure: appointment, selection of members, charge or purpose, scope, authority, life
 - Committee accountability: preparation of reports or minutes, reporting structure
 - Committee member accountability: commitment, attendance, participation, advantages and disadvantages of employee service on committees
 - Categorize importance or permanence of committees
 - Communication of committee activities and results
 - Naming conventions
 - Improvement in the efficiency and effectiveness of existing committees

- Termination of committees no longer needed
- A final report, which will include an overview of "standing committees" with some history of activities and accomplishments, will be developed and presented to SPARC.

6: Initiative 4 – Enhance evaluation processes and the related performance improvement methodologies, keeping the University informed about those processes.

Provost Erickson:

- A new administrative review process for vice presidents and academic deans with faculty and staff input and engagement was begun during spring 2010 with the reviews of Vice President Dan Burcham and Dean Ellen Haneline and will be continued with additional reviews scheduled for both fall and spring semesters of 2010-11.

Vice President Burcham:

- This year, Enrollment Services has enhanced the personnel evaluation processes and the related performance improvement methodologies through various means. Below is a sampling of what we have accomplished.
 - The Committee for Positive Change (CPC) was developed with the intent to improve customer service in the unit and to access employee satisfaction. Listening sessions were held where the staff could bring up their concerns with an impartial leader. These concerns were brought forward to the committee so that solutions could be determined and implemented.
 - The Enrollment Services Professional Network (ESPN) was developed to help newly appointed supervisors learn and feel comfortable in their new roles. This committee worked together to arrange staff development exercises and to increase the morale in the unit. The feedback was very positive and many of the suggestions have been implemented.
 - Collaborated with Human Resources to bring six training sessions to supervisors across campus. These sessions were well received and are being repeated next year. The sessions included:
 - Human Resources Policies/Procedures & Search Committee "Basic Training
 - Bullard Plawecki "Right to Know" Act & Michigan's Public Employment Relations Act
 - Embracing Cultural Change
 - Corrective Action
 - Performance Evaluations (Admin and CTA)

Vice President Scoby

- Expanded the administrative performance evaluation tool to include a new factor on diversity initiatives.

6: Initiative 5 – Identify the appropriate levels for budget responsibility and change the budgeting process to accord to those levels.

Provost Erickson:

- Budgets were analyzed extensively within the Colleges and by and with the Office of Academic Affairs to reach consensus about an appropriate base for the 2010-11

academic year. Budget authority and responsibility have been delegated to the colleges with this budget realignment, and all understand that they must manage within the budgeted amounts. Colleges previously had insufficient budgets, making it necessary to seek supplements at year-end, which did not lead to responsible approaches for the institution.

- Colleges have been encouraged to appropriately assign budget responsibilities within their colleges.