

## CRITERION ONE: Mission and Integrity

### Steering Committee Presentation

February 4, 2009

CSS 201 V-W / 3:30 – 6:00

**Criterion Statement:** The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.

**CORE COMPONENT 1a:** The organization's mission documents are clear and articulate publicly the organization's commitment.

#### **Members:**

- Maryanne Heidemann
- Susan Starkey
- Paul Blake

#### **General Information:**

#### **Data: Evidence Status**

- Timeline
  - Summer/Fall 2008:
    - Search for “public” nature of mission documents
    - Memo addressing the need for high-priority relative to mission statement revision
    - Addressing both Deans’ Council and Chairs’ Council relative to the memo
    - Listening sessions (themes)
  - Spring 2009: Beginning to collect mission statements
    - Survey
    - February e-mail alert
    - Web presence 1/23/09
    - March 2009 – collection of mission statements (flow charts: alignment, presence)
- Potential Evidence
  - Administration / Campus Community
    - Recently reviewed - Ferris State University's adherence to its mission is unquestionable, clear and unusually public as the mission was reviewed, discussed and amended by the entire campus in 2008. Through the process of many public meetings and lively discussion, the mission, values and vision were clearly articulated and were the collaborative focus of the campus and are now the background for a new strategic plan (See Elaine's timeline). Though each word was examined, the main thrust has remained the same.
    - 125 years – In September 2009 the Ferris community will be celebrating 125 years of upholding the founder's mission. The campus-wide celebration will further draw attention to the importance of the mission and will reinforce it.
    - Campus-wide survey to come.
  - Marketing
    - Marketing has produced numerous materials such as banners, bookmarks and brochures to publicize the new mission.
    - The mission is featured prominently on the web.

- The mission is also included on major university communications such as the alumni magazine, FYI and Bulldog Bytes.
- The mission's main points are contained in recruiting materials and marketing key messages.
- We will be evaluating the number of times the mission key messages appear on the Web once Mission updating is done to measure how public the message is.
- Image communications by our advertising agency feature university mission key words and values.
- Included in the graphic standards
- Successful careers are reflected in C&G and success stories on the Web

**Themes:**

- Strengths
  - Mission placement on web 1/23/09
  - Active and ongoing discussion & revision of mission statements across campus
  - Active and ongoing discussion & revision of alignment across campus
  - 125 year history
- Areas for Improvement
  - More public display of mission
  - More student communication/involvement

**CORE COMPONENT 1b:** In the mission documents, the organization recognizes the diversity of its learners, other constituencies, and the greater society it serves.

**Members:**

- David Pilgrim
- Karen Thompson
- Abdi Ferdowsi

**General Information:**

**Data: Evidence Status**

- Potential
  - Various campus areas established to support diverse needs of students and staff: Multicultural Student Services, Disability Services, Affirmative Action Office, and Office of Diversity
  - Board approved statements on diversity as part of its core values
  - Board approved vision which seeks to align resources in support of its core values
  - Organizational structure with Diversity Officer on President's Council
  - Student related organizations
  - Board approved diversity plan
  - Divisional diversity plans with specific Unit Action Plans (UAP's)
  - Institutional research tracks demographic data and trends with institutional research
  - Student Climate Survey on diversity
  - Related university-wide activities such as Black History Month, Native American History Month, Hispanic Heritage Month, International Festival of Cultures, Martin Luther King activities, Ferris Professional Women activities, and others...
  - Grants written and received to assist underrepresented students such as the Gear-up Grant and STEM Grant
  - Award for Commitment to Diversity-Washington DC
  - College of Education work to partner with surrounding rural communities
  - Presentations at other college campuses on diversity efforts
  - Data on hiring / searches through affirmative action—EEO
  - Sensitivity training provided from EEO
  - Jim Crow Museum and educational tours
  - Diversity training provided in areas like housing
  - Speakers at William Auditorium that highlight diversity as part of the educational topic
  - Dialogues on diversity within academic area / student areas
  - 2008 Diversity Report
  - TIP program increases
  - Hispanic Recruiter
  - Data on retention, graduation rates and honors rates by ethnicity and sex (included as part of the 2008 diversity report)
  - History of diversity at Ferris document
  - Charter School Program
  - In state tuition rate targeting Chicago and now surrounding areas of Michigan
  
- Possible New
  - Survey faculty on diversity attitudes
  - Dashboard measurements
  - Interview alumni regarding diversity at Ferris
  - Retention rates of underrepresented classes
  - Graduation rates of underrepresented classes
  - Data gathered on searches or other ways to measure how we create a diverse population and welcoming environment, annual measurements show trends
  - CPTS & non-traditional student data
  - NESSI data

**Themes:**

There is a history of diversity work on campus. The University has made many efforts to recognize the importance of diversity not only in its vision and governing documents but in its current services and plans for the future.

- Strengths
  - Inclusion of diversity in vision and goals for University
  - Funding & staffing of a Diversity Office
  - Planning documents to set diversity goals in all divisions
  - Current service areas support diverse student populations
  - Ongoing initiatives to welcome diverse populations
  
- Areas for Improvement
  - Tolerance by Ferris community for people of diverse backgrounds (culture change)
  - Certain measurements need to be completed
  - Need more efforts in certain divisions

## **CORE COMPONENT 1c: Understanding of and support for the mission pervade the organization.**

### **Members:**

- Mary Kay Maclver
- Elaine Kamptner
- Shelly Armstrong

### **General Information:**

#### **Data: Evidence Status**

- Completed
  - Draft of mission development /approval **timeline**
  - Review of **annualized planning processes** that show how mission drives institutional planning and budgeting decisions
  - Input to faculty / staff **survey** on mission, the results of which will serve as critical evidence supporting 1c
  - Review of University **academic and nonacademic unit mission statements** to determine congruency with University mission statement (ongoing and to be done in collaboration with the work of the 1a subcommittee—the organization’s mission documents are clear and articulate publicly the organization’s commitment)
  - **Printed and electronic materials** that promote mission (bookmarks, booklets, light pole banners, table-top displays, Ferris websites, etc.)
  - **Listening sessions** (ongoing)
  - **Summer University** program emphasis on planning
  - **Capital campaign feasibility study** background statement and survey results
  - **SPARC** ongoing public meetings and website
  - Dashboard indicators
- In Progress
  - University-wide **survey(s)**
  - Review of **new employee orientation** materials to determine inclusion of mission
  - Review of president’s **University communications** to determine incorporation of mission into messaging
  - Review of select **Recognized Student Organization missions** (one from each categorical group)
- Indirect correlation but worth investigating
  - Discussion with **Faculty Center for Teaching and Learning** to determine what they do to communicate mission to faculty
  - Analysis of how **Academic Program Review** contributes to understanding and support for the mission
  - Identify how the **Academic Senate** contributes to the understanding and support of the mission

### **Themes:**

The mission appears to be generally understood by internal constituents, although they cannot recite it verbatim. It is also clear that there is strong congruency between today’s mission and that established by our founders nearly 125 years ago.

- Strengths

There is considerable work underway University-wide to educate faculty, staff and students about the mission and to incorporate it into University business and teaching practices. The inclusiveness of the University community in the development of the mission has been distinctive.
- Areas for Improvement

Creating understanding and support for the University mission is an initiative that never ends. It is the essence of what drives the current and future work of the University and must continuously be clearly articulated and followed and kept as an integral part of the University’s planning process.

**CORE COMPONENT 1d:** The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.

**Members:**

- Karen Thompson
- Reinhold Hill
- Mary Lou Bonacci
- Paul Blake

**General Information:**

- The subgroup met twice in June 2008 to review existing data in support of component 1-d. In addition, the group considered what other types of new data could be generated to support the component. The committee reviewed examples provided from other institutions in their discussion of how best to show the University's efforts related governance structures.

**Data: Evidence Status**

- Potential
  - Governance structures including organizational charts identifying Board of Trustees, Presidents Council and each Vice President/Chancellors organization or division
  - Faculty Governance Structures i.e. Academic Senate, program review committees, peer reviews
  - Board of Trustee committee structures
  - Presidents Advisory Council – larger group that includes student and union representatives
  - SPARC committee structure
  - Presidential Task Force Committees
  - Student Government structures
  - Collaborative structures in support of University operating systems and technology
  - Ferris Connect and Banner project implementation structures
  - Sharing of minutes from various meetings, presidents council, deans council, administration & finance, student affairs, etc
  - Ferris Foundation governance and support structures
  - Board policies and practices document the board's focus on the organization's mission.
    - BOT approved mission, vision, and values statements.
      - BOT Policies, Part 1, Subpart 1-1, Sec. 1-101
  - The distribution of responsibilities as defined by governance structures, processes, and activities is understood and is implemented through delegated authority.
    - BOT Policies Subparts 3-2 (Programming Responsibilities); 3-3 (Admissions Policy); 3-5 (Academic Senate); Organization charts.
  - People within the governance and administrative structures are committed to the mission and appropriately qualified to carry out their defined responsibilities.
    - (Integrity/survey 1e)
  - Faculty and other academic leaders share responsibility for the coherence of the curriculum and the integrity of academic processes.
    - BOT Policies Subparts 3-2 (Programming Responsibilities); *Curriculum Planning and Procedures Manual*  
(<http://www.ferris.edu/htmls/administration/academicaaffairs/vpoffice/senate/univcurrcomm/Curriculum%20Manual.pdf>)
  - Effective communication facilitates governance processes and activities

- Minutes of the BOT, Deans' Council, Chairs' Council, Academic Senate, University-wide Notices, SPARC Process
- The organization evaluates its structures and processes regularly and strengthens them as needed.
  - SPARC Process, APRC, HLC accreditation, Seeks appropriate accreditation
- Possible New
  - Other project specific examples of collaboration
  - Ferris Foundation governance and support structures
  - Advisory groups, develop list of current advisory activities

**Themes:**

- Strengths
  - Appropriate BOT structure/policies to provide guidance for governance
  - Integrated mission (vision/values) in BOT
  - Multiple means to communicate with internal/external structures
  - Multiple structures for collaborative processes
  - Relationship document between FFA/Administration
- Areas for Improvement

**CORE COMPONENT 1e: The organization upholds and protects its integrity.**

**Members:**

- Megan Truskoski
- Deb Thalner
- Miles Postema (as needed)
- Susan Starkey
- Paul Blake

**General Information:**

**Data: Evidence Status**

- Potential Data
  - Honor's College—"liaison" and policies / procedures
  - Advising processes, holds on records until meeting with advisor, probation policies
  - Academic integrity or honesty policies and statements
  - Academic integrity statement in student handbook. Syllabus?
  - Included in FSUS 100 course as a course objective
  - Plagiarism info with the writing center
  - Minor in possession procedure
  - Student code of conduct
  - Bulldog values
  - Board policies
  - Establishment of a Chief Diversity officer and Diversity Office
  - Establishment of ADA center with equipment and resources
  - Additional compensation policy defining approvals, etc.
  - Consensual Relationship Policy
  - Nepotism / Favoritism Policy
  - Criminal records search (new hires, student teachers, etc.)
  - Employee Dignity policy
  - Volunteer firefighters time- off policy
  - Public Safety communications / procedures
  - Campus mediation Center
  - Optometry Center's patient Bill of Rights
  - Confidentiality of Counseling Center
  - Appropriate use of FSU equipment and appropriate use of computer technology
  - Audits of grants, accounting procedures, etc., and resolutions documented
  - Multi-level approval procedure for travel reimbursements and purchasing (approval, policy chart)
  - Travel policy and rate schedule limiting excesses
  - Conflict of interest policy
  - Escalating approvals for contracts and grants
  - Use of Risk Management and inclusion when signing contracts, etc.
  - Ferris Foundation by-laws
  - Use of student judicial process in case of computer abuse
  - FERPA rules and help sheets available for staff
  - "Confidential" rating in student files available
  - Human Subjects Review Committee
  - Safety policies (blood borne pathogens, asbestos, etc.)
  - Confidential Data Security Form
  - Copyright policies
  - Electronic mail policy
  - Responsible use of technology policy
  - Policy on downloaded files
  - Gift Acceptance Policy
  - FSUS course
  - SLA process

- Counseling office
  - Writing Center
  - University College
  - Honors Program
  - Core values document
  - External audit of grants and financial statements
  - Changes in curriculum
  - Ferris Connect
  - International Partnerships
  - Study Away
  - Fulbright scholarships
  - International Center
  - Faculty as advisors
  - Career placement assistance
- Possible New
    - Data on internships
    - Advisory Boards
    - Faculty professional experience
    - Partnerships
    - Volunteer programs
    - Service learning components
    - Other supporting evidence
      - Changes in curriculum
      - International Articulation
      - Sabbatical Leave
      - International Center
      - Fulbright
      - Advisory Board update
      - Grants
      - Internationalization of Faculty
      - Workforce training

**Themes:**

- Strengths
  - Job placement statistics
  - CPTS lifelong learning
  - 125 years of mission
  - University College
  - Faculty Center for Teaching and Learning
  - FLITE
  - Personal contact with students
  - Recent campus wide review of mission, values, vision
- Areas of Improvement
  - Student retention
  - Online class issues
  - Adding majors swiftly
  - Guidance
    - Career Services <http://www.ferris.edu/admissions/testing/factbook/FactBook07-08pdf>
    - University College <http://www.ferris.edu/admissions/testing /factbook/FactBook07-08.pdf>
  - Academic Programs / Degrees
    - Evaluate mission statements in April for alignment
    - Political Engagement Project

**Criterion Narrative:**

**Sub-criterion level**

**Criterion level**

**HLC Narrative**