



**President's Council**

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

**for the  
July 12, 2011 Retreat**

**2010-2011 Progress on the Strategic Plan**

# Strategic Plan

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

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

**Goal 3: Enhance the financial position of the institution.**

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

**Goal 5: Foster collaborative internal and external working relationships.**

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

## **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:

- Completed 10-year HLC regional self-study process and accreditation site visit. Although we are still waiting for the report, the team reported in the exit session that there would be no follow-up requirements.
- Continued implementation and use of TracDat, with increased documentation of course assessment plans and outcomes.
- Analyzed NSSE data, with by-program area information for the first time.
- Multiple specialized accreditations were completed, including:
  - Pharmacy (ACPE)
  - Heavy Equipment Technology (NATEF)
  - Automotive Service Technology AAS certified by the Automotive Service National Automotive Technicians Education Foundation (NATEF)
  - Mechanical Engineering Technology AAS certified by the Technology Accreditation Commission of Accreditation Board for Engineering & Technology (TAC-ABET)
  - Mechanical Engineering Technology BS certified by the Technology Accreditation Commission of Accreditation Board for Engineering & Technology (TAC-ABET)
  - Automotive Engineering Technology BS certified by the Technology Accreditation Commission of Accreditation Board for Engineering & Technology (TAC-ABET)
  - Electrical/Electronics Engineering Technology BS by the Technology Accreditation Commission of Accreditation Board for Engineering & Technology (TAC-ABET)
  - Welding Engineering Technology BS certified by the Technology Accreditation Commission of Accreditation Board for Engineering & Technology (TAC-ABET)
  - Printing Management BS certified by the Accreditation Council for Collegiate Graphic Communications (ACCGC)
  - Education (TEAC) – in process for elementary and secondary education
  - Recreation, Leisure Studies and Wellness - Annual Re-accreditation Documentation
  - School of Criminal Justice completed assessment audit and external assessment for the Michigan Council of Law Enforcement Standards
- Academic Program reviews completed were:
  - B.S. in Accountancy and Accountancy / CIS
  - Art History Minor
  - B.S. in Biotechnology
  - Directed Studies and Career Exploration
  - B.S. in Digital Animation and Game Design
  - Film Studies minor
  - B.S. in Finance
  - A.A.S. in General Business
  - B.S. in Heavy Equipment Service Engineering Technology and A.A.S. in Heavy Equipment Technology
  - B.S. in Manufacturing Engineering Technology, A.A.S. in Manufacturing Technology, and B.S. in Quality Engineering Technology

- B.S. and A.A.S. in Mechanical Engineering Technology
- Pharm. D. in Pharmacy
- Philosophy Minor
- B.S. in Professional Tennis Management
- Religious Studies Minor
- B.S. in Television and Digital Media Production
- B.S. in Printing Management, B.S. in New Media Printing and Publishing, and A.A.S. in Printing and Digital Graphic Imaging
- B.S. in Rubber Engineering Technology and A.A.S. in Rubber Technology
- The assessment award process was revised and course assessment awards made.
- The Assessment Committee was reconfigured to incorporate varied groups.
- FSU designated as a National Center of Academic Excellence in Information Assurance Education for 2011-2016 by the National Security Agency and the Department of Homeland Security.
- FSU courseware (ISI & ISM) certified by the Committee on National Security Systems and the NSA to meet National Training Standards in all six areas of assessment for 2011-2016 (1 of only 8 institutions in the country to do so).
- Public Relations program first in Michigan, one of only a few dozen in nation, and only one in a college of business to achieve Certification in Education for Public Relations by the Public Relation Society of America.

**1: Initiative 2 - Enhance the availability of scholarships, including graduate and need-based, and respond effectively to donors.**

Provost Erickson:

- A number of programs continue to develop new industry relationships through internships and memberships on advisory boards which lead to endowments and scholarships. Alumni gatherings are also sponsored by various programs throughout the year. Relationships such as these lead to consigned equipment, donations, and enhanced educational resources.
- College of Education and Human Services awarded 36 scholarships in April and received \$30,000 to establish a new endowment.
- College of Pharmacy increased level of Alumni Outreach with initiation of an alumni sponsored series of events scheduled throughout the state.
- School of Education has funding for scholarships for graduate students and student teachers.
- University College faculty and staff donated a total of \$1,200 to the Joan Totten Scholarship Fund for the privilege of wearing jeans to work on Fridays during the year. Nearly 20 staff contributed an average of \$60 in the "Jeans for Joan" campaign initiated by Pam Daniels. A campaign to generate a scholarship for Honors Program Coordinator Maude Bigford was also initiated among the Honors Advisory Board, Honors staff, and selected alumni.

Vice President Willey:

- This is a central component of Goal 3, Initiative 1.

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

Provost Erickson:

- Nearly 70% of students now complete an internship or practicum as part of their degree programs (e.g., PGM program alone had over 200 internships in 17 states this past year; CET 15 programs with 21 sections which total 317 students participating in internships, Summer, 2011.
- Expanded numbers of student work opportunities.
- Expansion of Active Learning Pedagogy in Pharm.D. Curriculum with implementation of the third-professional year.
- Establishment of a new high fidelity simulation laboratory for nursing and other allied health programs related to direct patient care.
- Academic Service Learning (ASL) at Ferris State University continued to support faculty and students in service learning course activities during the 2010-2011 academic year. In fall semester, thirteen faculty offered ASL courses that enrolled over 550 students. The faculty, courses, and community partners represented 4 colleges and 8 degree programs.
- Funded the pilot Summer Research Fellowship in the Sciences for 2011 (\$25,000). The pilot is providing funding to support a 10-week research experience for 5 students working with Faculty in Biology, Chemistry and Pharmacy. The project is meant to provide a valuable learning experience for the student, and stimulate faculty to engage in summer research.
- Received a \$15,500 Pay It Forward grant through Michigan Campus Compact. The purpose of the grant was to teach and support student philanthropy. The initiative is based on course work and is entirely student driven. Each of three Ferris courses was awarded \$5000 per course, \$4500 of which was to be awarded to area non-profit agencies for programming or capacity building. Students in the courses determined which agencies to work with, completed a needs assessment of those agencies and ultimately decided which agencies would be awarded the money.
- Sports, Entertainment, and Hospitality Management students put on or participated in a variety of events (e.g., GR wine festival, President's Invitational, Hospitality Gala) that raised almost \$88,000 to support student activities/learning experiences.
- Opened and dedicated the new MCO facility.

VP Burcham:

- Other examples are the student leadership conference, which coaches student leaders; student worker initiative; OrgSync (8,500 signed up), which credits student work and engagement, and E-portfolio; and the vibrant student life on this campus (i.e., The Big Event). OrgSync was implemented in Fall 2010 where students were able to track their involvement on- and off-campus. Students are able to select learning outcomes and write a reflection piece for their co-curricular transcript.

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

Provost Erickson:

- Supported the American Democracy project which supports leadership experiences and initiatives. For example, Christine Bailey (SOSC) conducted an ALC project which involved a very successful fund drive for the Walter Reed Army Medical Center. Three FSU students were introduced on the Senate floor as part of a related trip to D.C.
- Thirty faculty members offered 58 PEP course sections that enrolled 1,100 students. The faculty and courses represented 5 colleges and 30 disciplines. PEP also provided a fairly rich array of programming for the Ferris and Big Rapids communities. The Political Engagement Project appears to have established an identity on the Ferris campus that retains faculty participants and attracts new members, despite the diffusion of energy into the Academic Service Learning project and the Globalization Initiative.
- Faculty continue to be active scholars including funded opportunities that directly support student learning. A brief set of examples follows.
  - Building America Grant, received in collaboration with Dow Chemical and Michigan State University.
  - Ferris Foundation Exceptional Merit Grants.
  - \$7,047 awarded to Patrick English to provide students with a solid understanding of the operation of fuel cells and the use of hydrogen.
  - \$7,500 awarded to Russell Leonard Jr. to allow the purchase of equipment to be used in a Fuels and Lubes class and Diesel Fuel Systems class directly, and in emissions classes indirectly.
  - \$1,500 awarded to Brian Pacholka for the purchase of a 3-D printer to be used in the Plastics Engineering Labs.
  - Scott Herron (BIOL) and Joshua Byers (student) are invited speakers to the Ecological Society of America meeting in Austin Texas this August. They will make a presentation titled "TEK combined with laboratory research on wild rice is driving the restoration of the wild rice culture and ecosystems". He feels that his participation with several other faculty from the college to attend the Council on Undergraduate Research is yielding results and supporting further research with students and appreciates the support from the college.
  - Herron, S.M.; 2010 Human History (chapter 2); Northern Michigan: The Changing Environment of Northern Michigan; University of Michigan Press; editors: Knute Naddelhoffer, Alan Hoag & Brian Hazlett.
  - Changqi Zhu (BIOL) presented a poster titled "Activin signaling is required for Drosophila follicle cell development and normal female fertility" at the annual meeting of the Society for Developmental Biology in Albuquerque, New Mexico (August 2010).
  - Beth Zimmer (BIOL) reported working with student, Rachel Scheib, to present research in a poster format at the Experimental Biology Conference held in Washington, DC in April. They will present studies on what neural centers control respiratory patterns. This was support by a Student Research Grant of the College of Arts and Sciences.
  - Bonnie Wright (SOCS), and students Michelle Schell and Dawn Miles, presented work related to the Student's with Children study at the Great Lakes Conference for Teaching and Learning in Mount Pleasant, Michigan. May 2010. An improved

version of the presentation was also given (with Michelle Schell) at the Lily Conference for Teaching and Learning in Washington D.C. in June 2010.

- Mark Thomson (PHYS) gave a presentation on indigenous fermented beverages at the national American Chemical Society meeting in Boston.
- Mike Berghoef (SOCS) presented "Recruiting Students to Gerontology: The BSW Experiential Learning Program" with Dr Jeanne Sokolec, Loyola University (IL) and Karen Green, Shepherd University (WV) by invitation from the Hartford GeroEd Grant Principle Investigator at the Annual Program Meeting of the Council on Social Work Education in Portland, OR in October, 2010.
- Scott Herron and Andrea Lodholtz (BIOL) gave a poster entitled "Engaging Young Scientists in Wild Rice Research for Michigan Inland Waterway Restoration" at the Stewardship Network's conference "Restoring Native Ecosystems 2011" in East Lansing (Jan, 2011). Herron is also a coauthor on the presentation of "Native Wild Rice Coalition: Conservation and Restoration in the Great Lakes" with Barb Barton.
- Matt Moresi (HUMN) arranged the Bjork song "Hyperballad" for the Willamette University Jazz Collective (performed in December 2010) and wrote a yet to be titled song for the University of Northern Colorado Trumpet ensemble (performed in May at the International Trumpet Guild conference in Minneapolis).
- Christian Peterson's (HUMN) book, "Globalizing Human Rights: Private Citizens, The Soviet Union, and the West" is now in production by Routledge.
- Quist, Gray, Groves (HUMN) textbook "Introduction to Popular Culture" is in production by Kendall Hunt Publishing.

Vice President Burcham:

- The Career and Leadership conference offered workshops to faculty and staff interested in supporting students' career and leadership development. Session topics were: Utilizing Career Services and Student Leadership and Activities in the Classroom, everything you need to know about event planning, getting involved with your students outside of the classroom, and an employer panel.

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

Provost Erickson and Vice President Green:

- Agreements are currently being developed with the following universities:
  - Rajamangala University of Technology Krungthep (Thailand)
  - Ondokuz Mayıs University (Turkey)
  - Polytechnic Ibadan (Nigeria)
- General Education review continued with the development of outcomes statements expected in key competency areas.
- The Globalization initiative continued with expanded programming and increased numbers of participants.
- Provided funds for the Globalization Initiative, which connects to a multitude of programs across campus.
- Re-organized the International office to provide students with a global perspective; acting through coursework, interaction with international students, and study away/abroad experiences.

- Globalization course development
  - Indian course series with study abroad component developed
  - American Experience course developed for international students
- Increased international speakers on a variety of topics.
- Expanded international student enrollment
  - International student enrollment doubled from 2009-10 to 2010-11
  - International student enrollment expected to double from 2010-11 to 2011-12
- Increased resources for international marketing and promotion to:
  - New Office of International Education website developed
  - Ferris recruitment blog project for SE Asia
  - International Office social networking project launched
- Expansion of Intensive English from three levels to four.
- Expansion of International festivals, articles in The Torch, and other campus-wide publicity concerning globalization.
- International partnerships
  - Polytechnic Ibadan, Nigeria: Bachelor's Degree completion project
  - Ondokuz Mayas University, Turkey: Introduction of FSU curriculum in Turkey as feeder to Big Rapids. Collaboration on curriculum development.
  - ICEC, China: Partnership with Chinese recruitment organization.
  - King Abdullah Scholarship Program, Saudi Arabia: Technical Bachelor's Degree completion.

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

Provost Erickson and Vice President Green:

- E-MAT developed a plan for improvements in online learning that resulted from input gained from student and faculty surveys and focus groups.
- FerrisConnect Advisory Board completed analysis of varied options for a course management system (CMS) to serve as a sequel to WebCT Vista, made a recommendation to adopt Blackboard 9.1, and transition planning is underway with the first training scheduled for July 18-21 and more than 55 people scheduled to attend.
- The student evaluation of online instruction form was revised to make it much shorter and more feasible for Institutional Research to conduct and data continues to be collected each semester.
- College of Allied Health Sciences continues to build courses; develop faculty learning communities among the faculty; share resources (including courses); and more as they strive to meet student demand. Beginning August 2011, a group of 20 faculty and staff from AHS will participate in the Maryland Online certification program for online instruction that emphasizes online pedagogy.
- The Department of Languages and Literature continued its robust faculty group involved in the improvement of online learning that incorporated the online certification outcomes and continued production of a high-quality publication called *L and L Online*.
- Policies for student authentication in the online environment and the requirement for all online and blended courses to utilize the FerrisConnect platform were developed in E-MAT and adopted by the Senate Standards committee and the Senate.
- College of Engineering Technology has formed an on-line user group that is establishing transition and new coursework to the E-MAT proposed standards of quality and best-

practices within the new format of Blackboard 9.1 as well as enhancing current on-line programs.

- College of Education and Human Services has three faculty members planning to participate in the new Blackboard training.
- Added cloud-based instructional software trial hosted by Skytap. The cloud hosting will cut software license costs and make instructional software available to FSU students anywhere via the web.
- Plans have been developed to provide pre-registration assessment and tutorials for online students.
- Online academic program development will be a priority in the 2011-12 academic year. Discussions have already begun with three academic departments.

Vice President Scoby:

- Upgraded Learning Management System (LMS).
- Completed a pilot of next generation of LMS.
- Worked with Ferris Connect Advisor Board and eLearning Management Team to submit recommendations on future of LMS at FSU.
- Completed Hosting Analysis Report for on-line learning.
- Piloting 24x7 on-line Help Desk Summer 2011.

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

Vice President Green:

- Implementation of Oakland Community College partnership.
- Initiation of Wayne County Community College District partnership.
- Revitalization of Muskegon Community College partnership.
- Introduction of \$250,000 off-campus student scholarship.
- Two student life football trips to campus.
- Successful dual enrollment initiatives with Kent Intermediate School District will be used to expand partnerships with selected tech centers across Michigan.
- A shared application at Southwestern Michigan College that will be a prototype for similar dual applications with other partner schools.
- Successful minority organization outreach initiatives with The Hispanic Center, University Prep Academy and West Michigan Center for Arts and Technology in Grand Rapids that will be models for additional outreach in other metropolitan areas of Michigan.
- A 2011-2013 strategic plan for Extended Operations has been developed and includes:
  - Montcalm Community College partnership
  - Mid-Michigan Community College partnership
  - Partnerships with Michigan technical education centers
  - Expanded degree program offerings at all major Extended Operations sites
  - Acquisition of additional space at the Grand Rapids locations
  - Upgrade of facilities at the Flint location
  - Proposed financial aid employee, based in Big Rapids, to provide additional financial aid services to Extended Operations students

Vice President Burcham:

- Career Services staff meets regularly to coordinate Career Service efforts for all on and off campus students. Dawn Schavey, Director of Student Service Leadership and Activities at FSU-GR, regularly attends Student Affairs Administrative Council meetings and works with the Council on multi-site issues. See Goal 2, Initiative 2.
- Financial Aid has held a number of financial aid workshops including at our multi-site centers. Also, our job fair has been renamed and refocused to include a Career Fair.

Vice President Scoby:

- Worked with College of Professional and Technological Studies, Kendall College of Art & Design and College of Pharmacy to create an IT Support proposal for future mode of operations at satellite campuses.

## **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:

- *Diversity at Ferris* is the annual assessment document which monitors the University's progress toward implementing the Diversity Plan approved by the Ferris Board of Trustees on March 21, 2008. To view *Diversity at Ferris 2010*, visit <http://www.ferris.edu/htmls/administration/president/DiversityOffice/pdf/2010report.pdf> . Below are some of the initiatives that the Diversity and Inclusion Office (DIO) either led or collaborated with others during the past year:
  - The Ferris Youth Initiative (FYI) was created to offer scholarships and mentoring opportunities for youth who have aged out of foster care and youth who are impoverished orphans.
  - A diversity training program was created and implemented.
  - The Office of Multicultural Student Services was established in a central location on the 1st floor of FLITE and used its increased visibility to broaden its work to include greater programming for many groups, including but not limited to, racial minorities, ethnic groups, women, and gay people.
  - Summer University focused on diversity and inclusion.
  - The Vice President for Diversity and Inclusion and the Provost co-chaired the Diverse Workforce Taskforce. A copy of the taskforce report may be found at <http://www.ferris.edu/htmls/administration/president/DiversityOffice/pdf/taskforce-reportdraftFinal.pdf> .
  - The DIO is working with Advancement and Marketing division to refine the video, *The Many Faces of Ferris*. This video is a part of the University's campaign to increase the number of diverse employees.
  - Shortly after being selected—and before proceeding with the search—the chairperson of a search committee meets with a representative of the DIO to discuss the University's commitment to hiring a diverse workforce and the resources available to assist the committee with its work. This is a new initiative.
  - All Ferris employment postings now appear on diversejobs.com .

Provost Erickson:

- The Diversity Workforce Taskforce report generated several recommendations that will influence the way we recruit, hire and retain faculty and staff from underrepresented groups.
- Supported a joint effort between the College of Arts and Sciences and the Office for Diversity and Inclusion to participate in the Scholar Rescue Program. Ferris' first threatened scholar is expected to arrive in late July 2011 and will spend a year in the Department of Social Sciences.
- Allocated space and funds to support construction of the Jim Crow Museum.
- Sent five-member team to American Association of Colleges of Pharmacy 2011 Institute on Diversity with five concrete goals for the College developed.
- College of Education continues to work in Baldwin and has a KCP grant.

Vice President Green:

- Successful minority organization outreach initiatives with The Hispanic Center, University Prep Academy and West Michigan Center for Arts and Technology in Grand Rapids that will be models for additional outreach in other metropolitan areas of Michigan.

Vice President Scoby:

- Recruitment of three new A&F (diversity) interns and continuation of one intern assignment for FY 11-12.
- Support/leadership for the "Recruitment and Retention of a Diverse Workforce" Task Force including membership in both the faculty and staff subcommittees.
- Development of a diversity/inclusion track for Summer University 2011.

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

Provost Erickson:

- A transfer task force worked on first documenting and then streamlining transfer and drafted a comprehensive transfer policy and procedures.
- A Transfer Center concept was developed with plans to implement an official Transfer Center in the upcoming academic year.

Vice President Burcham:

- The Personal Counseling Center has begun updating its website to include specific student populations that have not typically been recognized by the Counseling Center as unique. For example, the counseling center website will include under the "Students" tab, specialized information for unique student sub-groups such as student veterans, non-traditional students, off-campus/commuter and on-line students, and students of diverse ethnicity and sexual orientation. While some of these student populations overlap, there are unique circumstances and conditions unique to each group that will be addressed with the intent of fostering each student connectedness to the university and to other students.

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

Vice President Postema:

- A draft committee report has been shared with the committee and should be finalized before the beginning of the semester. The report makes several recommendations, such as mediation training, which are already being implemented. The University is sponsoring a forty-hour training program that will equip University employees to mediate disputes and conflict. This mediation training is offered through cooperation of the State Court Administrator's Office and Dispute Resolution Center of West Michigan and recipients of the training will be qualified to participate as mediators within the University but also in community dispute resolution centers.
- Student Affairs under the guidance of Mike Cairns, modified provisions of the student complaint policy and process. Other changes have been made to publicize and make more accessible other means for making or reporting complaints.

Provost Erickson:

- Reviewed, revised and approved a Student Complaint Policy with the intent to assure a supportive complaint process. This invites student feedback in a manner that promotes a positive learning environment and guides students to resolve their issues related to Academic Affairs.

Vice President Scoby:

- Development of/scheduling for a 40-hour mediator training session on main campus in cooperation with the Dispute Resolution Center of West Michigan and the State Court Administrative Office.
- Semester Supervisory Training series offered during fall semester 2010 and spring semester 2011 with a session dedicated to "Dispute Resolution for Leaders in Academic Settings."
- Summer University 2011 course offering "Conflict Coaching: Ten Tips to use when the 'Third Party' isn't Available."

**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.**

No report.

**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 and Vice President Green:

- FLITE librarians provide academic support to online classes by offering a multitude of services and resources including online tutorials; customized webpages; library instruction conducted via webinars (both live and recorded); direct research support through multiple modes including course discussion boards, phone, e-mail, and chat; and through the provision of many reliable information resources selected to support academic programs. Additionally, FLITE librarians travel to off-campus sites to provide library instruction to emphasize the availability of library resources regardless of location.

- Extended Operations students attended two football events in Big Rapids. Additional events are planned for the coming year.
- Open houses were staged each semester at all major community college partner locations. Attendees included recruiters and student services staff from Big Rapids as well as regional sites.
- Grand Rapids expanded student organizations to four at the community college location.

Vice President Burcham:

We have made significant strides with increased partnerships and volunteerism.

- Created a signature student poster directing students to the commuter website that was distributed campus-wide.
- A commuter student showcase was created outside of Quiznos to share information with students who commute to campus.
- The Traveler Newsletter is developed twice per semester. All past and current newsletters can be viewed on the commuter website.
- Commuter Resources are highlighted under more quick links.
- The commuter website is linked to the new student and parents' website.
- A Student Employee Initiative will enhance student employee workplace and leadership skills.

## **2: Initiative 6 - Enhance sharing of information among the University community.**

Vice President Willey:

- Presidential Open Forums and regularly delivered University-Wide Memoranda have provided information to the Ferris community.

Provost Erickson:

- In part because of the data needs associated with the HLC self study, much more information is easily accessible on the Ferris Academic Affairs website, including all NSSE Data.
- FLITE librarians support online courses by providing chat and email reference services, ensuring online access to library information resources, developing online tutorials, monitoring discussion boards, and conducting webinars for online classes in a variety of disciplines including allied health, education, criminal justice, and business.

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

Provost Erickson and Vice President Green:

- NSSE Review Session - On September 29, about 30 faculty and administrative personnel met on Sept 29, 2010 to examine the NSSE data results from the 2008-09 administration. For the first time, we have sufficient data to analyze by disciplines, and we have longitudinal data from three administrations over a six-year period. These data continue to inform some within-college conversations. Many of the factors analyzed within the NSSE data are those known to impact students' success.
- Deans and chairs MAPP data review - At this time, the MAPP administration provided inconclusive data about our students' success and other mechanisms will be utilized to ascertain students' performance in core foundation areas.

- Institutional Strategic Planning Council of the Senate continued its conversations about recommending the use of IDEA, perhaps in place of the current SAI.
- Exploring use of the Quality Matters rubric for peer review of online courses.
- Data on students' grades and withdrawals in online courses continue to be reported and disseminated to the Colleges for their attention. Courses in English, History, and Math have historically been stumbling blocks to student success. With both history and English having very low class caps, this low performance is an area for academic leadership attention.
- A derivative of the national Quality Matters rubric for evaluating online course design has been adopted by the FCTL for peer review of online courses and about 15 individuals have completed this training.
- Data on students' grades and withdrawals in online courses continue to be reported to colleges and the E-MAT online plan calls for improvement plans for those exceeding specific thresholds.
- Implementation of a revised remediation program in the second professional year of the Pharm.D. that is designed to increase retention and improve academic skills.
- FLITE will be collaborating with the Office of International Education to pilot a personal librarian program with new international students in fall 2011.
- College of Education and Human Services has a written student success policy that all freshmen and transfer students and their parents receive at Orientation.
- Supported the hiring of the pre-professional advisor in the College of Arts and Sciences. The position helps coordinate advising and retention efforts for the Pre-Pharmacy program (one of the largest at Ferris) in addition to other applied professional programs in CAS. The close partnership of faculty and administrators in advising efforts has already proved to be successful in enhancing growth and retention for programs in the Biological Sciences.
- FCTL Welcome Week Activities.
- Focus on Student Success.
- Panel Discussions (Faculty and Student).
- Specific class room based strategies were reviewed.
- FCTL Student Success Grants (\$15,000).
- Criminology Learning Community (\$40,000).
- Academic Affairs Graduation Group met and made ten specific recommendations to increase graduation rates (Preliminary recommendations 12/22/10).
- Hired new TIP coordinator December 8, 2010 (Judy Watson).
- Partnership with Student Affairs on the creation of a transfer office.
- Development of dual admissions process in Grand Rapids.
- Proposed dual admissions process at Oakland Community College and Macomb Community College.
- Shared admission application at Southwestern Michigan College.
- Expanded student service and/or academic advising functions at Macomb, Grand Rapids, Muskegon, Dowagiac.
- New off-campus student scholarship fund of \$250,000.
- Implementation of web-based student orientation for all online and off-campus students.

Vice President Burcham:

- Significant collaboration has been conducted between Academic Affairs and Student Affairs by implementing Retention Pro, a software program to assist with retention.
- The Communication Center operations have been enhanced to utilize social media not only for prospects and admitted students, but to continue support of Ferris students after they matriculate. This support includes all Ferris students and there will be further initiatives utilizing data to improve retention.

### **Goal 3: Enhance the financial position of the institution.**

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

Vice President Willey:

- Because a broad scale and substantial campaign is infeasible, active fund raising shifted in 2009 to alternative, central, growing and regular components serving the University's mission. Advancement efforts have been pursued vigorously with priority focuses on several areas: 1) the Grand Rapids Old Federal Building; 2) the Pharmacy 25<sup>th</sup> Michigan Floor linked to the MSUCHM and Van Andel Institute sites; 3) the "Academic Incubator" initiative; 4) the apparent priority of a University Center; and 5) the annual operating demands reflected by *Ferris Forward!* and the theme of "Opportunity Scholarships." Staff work, cultivations, and solicitations have been facilitated by information from a comprehensive Wealth/Engine alumni/ae screening. Much of fund raising success has been regularly manifested with support of the College of Optometry project and Athletics, as well as varied pieces in Engineering Technology and Business. A critical complementary piece in meeting Goal 3's objective has been the transformation of The Ferris Foundation, with the acquisition of new directors and the alignment of the Foundation's orientation with Ferris's mission and priorities.

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

Vice President Willey:

- The marketing campaigns have been very successful; we will continue efforts as part of regular business.

Vice President Green:

- Creation of extensive social media marketing campaign for all Extended and International Operations.
- Updated web pages for Extended Learning.
- Expansion of community college open houses to all major sites and included more program representatives from Big Rapids.
- Increased resources for international marketing and promotion to:
  - New Office of International Education website developed
  - Ferris recruitment blog project for SE Asia
  - International Office social networking project launched

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

Vice President Scoby:

- The Energy Conservation Task Force Report has been presented to the President. We have made progress, adjusted many things into regular business and there is more to do.
  - An energy task force was created in 2009 and recommended some energy conservation projects focusing on electricity and water savings.
  - \$500,000 of one-time funding has been approved for lighting and water conservations measures.
  - A second task force was appointed in 2010 to focus on behavior based changes.
  - The recommendations from the second task force have been reviewed with general conceptual support, several of these recommendations will be pursued in Fall 2011. The metering recommendations have been approved and funded.
  - Energy Conservation Manager position has been approved and the search is underway now. The position is being funded half each from the general and auxiliary funds. Retaining the position is dependent upon achieving annual savings in excess of the compensation cost of the position.

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

Vice President Scoby:

- Much has been done to increase the transparency in budget issues. The President has provided many open forum learning opportunities. In addition, Provost Erickson and Kim Wilber have met with every college to explain academic budgets.
- An “Available Budget” Dashboard was created which allows instant, up-to-date financial data with the ability to drill down from University to division to college to department to FOAP level. Additional instant-access reports have been created for departments across campus for “Labor Distribution” which has flexible selection criteria, consolidates the data, and exports it to Excel for easier use for the user.

## **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:

- There has been progress in providing living space in the building of the East Campus Suites and several hall renovations.
  - In the second year of a two year housing Investing Plan to spend \$1.9 million to improve our south residence halls.
  - Implemented new housing and dining online sign-up process with Adirondac.
  - Participated in the renovation of Residential buildings by upgrading technology and wireless connectivity.
  - Improvement to safety and security for our students, faculty, staff, and surrounding community; doubled our server infrastructure for hosting security cameras and now have 105 cameras across campus (all immediately accessible)

by DPS) for improved security of the Rock, FLITE, DPS, South Campus Apartments, etc.

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

Vice President Scoby:

- The President appointed a University Center Visioning Task Force with a scheduled completion date of October 2011. This is co-chaired by Wendy Samuels and Dan Burcham.
- Selected an external firm to support this visioning process with the hiring of this firm pending Board of Trustees approval on July 13, 2011.
- Part of the Master Plan work behind this project includes the relocation of the Telecommunications and network infrastructure functions from Masselink to Rankin. The Board has approved this scope of work. Residential Life and Student Conduct offices moved in May 2011 to make room for this move.
- Carlisle Hall has been closed to prepare for the planned demolition of Masselink and Carlisle Halls tentatively set for Summer 2012.

Vice President Burcham

- A visioning committee has been implemented.
- Numerous meetings and subcommittee meetings have been conducted.
- A visioning company consultant will be recommended to the Board.
- The Visioning Committee will monitor and structure meetings and work to complete the visioning process by October 31, 2011.

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

Provost Erickson:

- Provided one-time funds to support the upgrade of learning spaces and equipment purchases in CAS.
- Equipment purchased to enhance hands-on lab and field experiences:
  - Table-top mass spectrometer (ms) (item recommended by APRC as a program enhancement to the Chemistry BA in Fall 2009)
  - 2 25HP Merc 4 stroke EFI motors for Biology Pontoon boats
  - Ultracold (-80 freezer) for Biology
  - Gel imager for Biotechnology
  - Updated computers and software for PSYC labs
  - General Physics Equipment
  - 25 Microscopes for upper-level Biology laboratories
  - Updated camera for photographing artifacts in Social Sciences
- Upgrade of learning spaces in CAS:
  - Added Smart teaching technology to Biology labs SCI 211, 212, 215, 216, 235
  - Enhance smart teaching technology in labs SCI 222, SCI 228, ASC 1008
  - Refurbishing of lecture rooms STR 139, 203, 204,
- Williams Auditorium Audio equipment and Quick stage portable stage deck, risers for concerts and performances.

- Creation of a small, four station computer lab for CAD projects shared between ARTS and WELD in the Creative Arts Center.
- Replace computers and provide software upgrades for the Torch.
- Initiation of lab renovations in the College of Pharmacy with the development of a Sterile Products Lab.
- Many programs in the CET have now developed a laptop initiative for their students, which has allowed the reallocation of computer lab room space to be better utilized for state-of-the-art facilities.
- Funding provided for TDMP upgrades to studio and IRC editing classroom.

**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:

- Parking and related issues are ongoing projects with continuous improvements.
- Expansion of student parking where Pennock Hall previously resided.

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

Vice President Scoby:

- The emergency preparedness plan is complete and undergoes continuous improvement.
- Course programming offered during Summer University 2011 including:
  - Be our Partner in Crime
  - Clery Act
  - Basic Radio Communications
  - Red Cross CPR Training
  - Fire Extinguisher Training
  - Completed 95% of Emergency Preparedness initiative launched in 2007.
- Refining the scope of the next phase of emergency preparedness.

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

Vice President Scoby:

- There are many issues related to sustainability, including a broader recycling program.
- New Bus Transportation from Grand Rapids to Big Rapids to start fall 2011.

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

Vice President Scoby:

- A Wellness Plan has been developed, recommendations provided to the President, and will be implemented.
  - Created University Wellness Task Force resulting in a written report May 17, 2011.
  - Development of Wellness program track for Summer University 2011 including wellness presentations from the three FSU healthcare providers – BCBSM, Priority Health and MESSA.

## **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:

- The University recently completed negotiations for a successor agreement with the Ferris Faculty Association. Regular contract maintenance meetings are scheduled and held with all unionized groups to identify and resolve problems and issues at the earliest stage. A series of continuing education sessions regarding employment issues was held for supervisors, managers, and leaders.

Vice President Scoby:

- Support for bargaining team membership for the faculty (FFA/MEA), Nurses (Teamsters) and FNTFO (AFT) collective bargaining processes.
- Housing custodial was successfully merged into the Physical Plant custodial organization. A significant effort was undertaken to address a loss of staffing due to retirements, ERIP, etc. and to address service levels, review processes and resulted in significant organizational changes.
- New Building Maintenance Worker classification is being created; numerous meetings with AFSCME leadership and skilled trades employees.
- “Ask the VP” sessions in Administration and Finance to encourage healthy two-way communication with A&F employees.

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

Provost Erickson:

- Continued growth in the Pharm.D./MBA Joint degree program.
- CAHS & COB Collaboration in the development of the Health Informatics certificate and a new track in health care administration for the MBA program.
- Collaborations between College of Engineering Technology and the College of Business have led to Master’s concentration in Plastics Engineering Technology.
- The Printing & Digital Imaging Technology program is aligning with the Visual Design programs in the College of Business.
- The marketing department completed collaborative development of a set of HCSA courses that will provide core healthcare industry knowledge for the proposed healthcare marketing program scheduled for submission to the formal approval process September, 2011.
- Expanded service and client base of Research Consulting Center (RCC – staffed by Statistics faculty) – completed guidance of PhD dissertation work, faculty/staff publications; launched ongoing project for VPAA’s office involving data analysis and interpretation of student satisfaction/experience data; continuing on-going and new consultation to other clients; provided first BDA internships in RCC - one MKTG student and one BDA student.
- College of Allied Health Sciences and College of Business collaborated in the development of the Health Informatics certificate and a new track in health care administration for the MBA program.

- College of Engineering Technology has recently changed its overall structure to allow for programs of similar nature to be grouped together into four schools.
- Appointed a committee representing several campus entities to review potential electronic health records systems.
- Completed a review of the Academic Affairs organization which resulted in the elimination of two colleges and a realignment of select academic programs.

**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:

- There are many in the Ferris community who regularly engage in volunteerism; three employees were awarded for their efforts at the Employee Service Awards this spring.
- OrgSync is being used as a way to track students' co-curricular activities. Students are able to report learning outcomes and write a reflection on each item they report. Each report is approved by a reference.
- OrgSync began in Fall, 2011 and currently has 9,972 users and 201 Registered Student Organizations. The ePortfolios were implemented in April, 2011 and 27 ePortfolios have been created.
- Entertainment Unlimited held 26 total events in 2010-2011 with a total attendance of 9,300.
- The Big Event had 1,519 students signed up with 7,595 hours of community services completed. Student Government also reported 757 hours for preparing and set-up.
- Ferris Fest had 4,000 people in attendance with 200 hours in set-up and preparation by Entertainment Unlimited.
- Our students, RSO, and faculty/staff put in 40,278 hours of volunteer work and the students raised more than \$5,300 for the Student United Way Campaign.

Vice President Scoby:

- Leadership/membership for the "Healthy Big Rapids" community wellness program including support for this year's "Bicycle Big Rapids" project – donation of abandoned bicycles from main campus.

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

Provost Erickson:

- College of Allied Health Sciences created a unique articulation with Montcalm Community College to develop a new pre-allied health track at MMC that will allow students to transfer more directly to CAHS programs; New RN to BSN completion program slated to start at the MCC M-TEC in Greenville in spring 2012.
- College of Engineering Technology hosted the fourth annual Michigan Energy Conference.
- Hosted Matt Rousch of WWJ-950 News Radio Tech Tour.
- College of Engineering Technology has initiatives with community colleges and area skills centers for curriculum development and college credit awards. Examples include Traverse Bay Area Intermediate School District, Wexford-Missaukee Intermediate

School District, Charlevoix-Emmet Intermediate School District, Mid-Michigan Community College, and Northwestern Michigan Community College.

- The Maritime Academy at Northwestern Michigan Community College collaborates with the Manufacturing and Welding programs to teach coursework for their students.
- The Rubber program has collaborated with three other entities (Department of Natural Resources and Environmental Sciences, University of Illinois Urbana/Champaign, and Institute for Natural Resources Sustainability) relative to developing applications of biodiesel by-products.
- National Association of Music Merchants provided \$10K in scholarships for MIM students.
- Wilson Sporting Goods signed as sponsor of the PTM program.

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

No report.

**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.**

Vice President Scoby:

- Development of Summer University 2011 professional development programs.
- Development of our campus “Supervisory Training Program” series offerings for fall semester 2010 and spring semester 2011.

Provost Erickson:

- Continued Professional Development of Pharmacy Faculty, Administrators and Staff through standing Professional Development Committee
- College of Allied Health Sciences is participating in a pilot program designed to address many of the E-MAT recommendations in the 2011-12 AY. The “Quality Online Pilot Project” will develop a strong core of faculty and administrators who will become the leaders in online instruction and evaluation for the purpose of coaching / mentoring faculty who are new to online instruction (adjunct and full-time) as well as conduct comprehensive reviews of all CAHS online courses to assure quality and consistency with established standards. This model will be sustainable and applicable to all colleges that provide online learning opportunities for students.

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

Provost Erickson and Vice President Green:

- Academic Affairs has worked with UA&M and the Ferris Foundation and is continuing to develop an outline of the Academic Incubator model.
- Creation of Ferris First committee with faculty co-chair.
- Process developed for brainstorming across campus using MindMeister website.
- Process for introduction and vetting of new ideas via white paper.
- First white paper presentations scheduled for SPARC retreat with topics to include:
  - Academic Incubator
  - Entrepreneur Incubator
  - Globalization Institute

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

Vice President Postema:

- There is no formal “task force” effort to review and enhance committees, committee structure, reports and procedures instead opting to review committees, committee structure, reports and procedures continually as they are under way and formed with a view towards maximizing the utility, efficiency, and effectiveness of committees at the University.

Provost Erickson:

- Completed a review of the Academic Organization which was unanimously recommended by the Academic Senate.
- College of Pharmacy, working with nationally recognized consultant firm, to develop a comprehensive Strategic Plan for the College and its Alumni Board.

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

No report.

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

Provost Erickson:

- Completed a redesign of the budget process in each of the colleges to create a more transparent and accountable system of budgeting.
- New practices and procedures were implemented that place greater responsibility for budget management at the college level.
- Academic budgets were adjusted to represent the current identified needs, resulting in a transfer of considerable funds from the Academic Affairs Office to units and colleges.