To: Adnan Dakkuri, President, Academic Senate

From: Michael Harris, VPAA

Re: Response to APRC recommendations: November 2005

Introduction

In the past two years we have engaged in a number of fundamental initiatives that I believe are transforming our academic capacity. Assessment is one of those key initiatives. Among the reforms in this area I include the revision of the administrative program review, now called the yearly administrative review, refocusing it on learning outcomes. I also take an active role in all accreditation reviews including participation in the preparation of the review documents. Academic Program Review has also been a major focus for Academic Affairs. This year I intensified the participation of the deans in responding to APRC recommendations as I believe you will see in the following report.

I. General Recommendations:

1. *A Culture of Assessment" needs to permeate all degree programs.*

   A great deal of work has already been done to create a culture of assessment at Ferris State University. I have encouraged and supported a renewed interest in assessment by taking the following actions:
   - Assigned Associate VP oversight responsibility for university assessment
   - Appointed faculty member coordination responsibility for campus-wide assessment. Robert von der Osten of the Department of Languages and Literature has taken on this responsibility.
   - Supported development of assessment database which will provide access to all assessments being carried out at the university with the ability to sort by assessment purpose, assessment type, college and program
   - Supported creation of university-wide assessment committee
   - Supported new grant program aimed at supporting assessment activities
   - Revised Administrative Program Assessment instrument to reflect emphasis on learning outcomes. Training for completing the reviews was conducted by members of the University Assessment Committee. Programs submitted their reviews on Dec. 15, 2005.

- Restructured accreditation review process to include thorough review by VPAA prior to self study submission as well as active participation in site visits.

2. *Now that the Office of Institutional Research and Testing has a leading role in the design and distribution of surveys used in the academic program review process, it needs to be more adequately staffed.*

   The Office of Institutional Research and Testing reports to the Vice President for Student Affairs. This concern has been forwarded to him.

3. *The Office of the Vice President for Academic Affairs should require training or individuals responsible for completing the Administrative Program Review forms to insure that the forms are filled out completely and accurately.*

   Training of program chairs and department heads responsible for completing Administrative Program Review (now called Yearly Administrative Review) began Fall 05 through the University Assessment Committee and Dean/Department Head/Chair meetings.

4. *There needs to be accountability at all levels of Academic Affairs for implementation of the recommendations made by the APRC and other assessment processes.*
   Response to assessment data is the driving force that keeps our curriculum relevant.

   I take the recommendations of the Senate seriously and study them in consultation with the deans and department heads. Each of the recommendations from the 2004 review of the APRC was addressed. This document has been developed after extensive review and consultation with each dean individually and with the deans' council. This report responds not only to the general recommendations directed to my office but to the recommendations for each individual program, illustrating the attention and accountability of this division.

5. *The University should systematically establish quality standards for distance education courses and courses taught by adjunct faculty at remote sites.*

   Dr. Randall Vance of the Faculty Center for Teaching and Learning has headed a committee that will be making recommendations regarding on-line delivery of courses/programs, training of faculty, selection of courses appropriate for such delivery. The committee's recommendations should come forward in March 2006.

6. *The University's market analysis for new program sites and new degrees needs improvement.*

   For the past two years Academic Affairs has supported the use of Eduprise, an outside firm that conducts market research for new programming.

7. *The University needs to pay more attention to quality problems in programs and not simply monitor enrollment.*

The attention to program quality is part of the ongoing effort to create a culture of assessment. The revised administrative program review focuses on student learning outcomes rather than enrollment data. This past year each report was evaluated by the VPAA and the University Assessment coordinator with responses given to each program. The Administrative Program Review also captures the results of capstone assessments which are required for each program on campus.

8.*Given the new buildings (FLITE, CSS, Granger) that have become operational in the past several years, classroom space can and needs to be found for programs so bursting out of their current space that the faculty travel all over campus to teach.*

Neither FLITE nor CSS are available for scheduling classes and the availability of Granger does not respond to the problem of faculty having to travel to teach. However, that being said, I have reviewed room availability in relation to tenure track faculty per department The data reveal that there is not a shortage of classroom space but rather an overabundance of courses taught within a limited timeframe within the scheduling matrix.

The issue of room availability for faculty currently housed in Bishop Hall will be addressed when the new building for the College of Education and Human Services is built. Furthermore, the renovation of the IRC building will increase the number of available classrooms on campus.

9. *Departments should direct faculty assignments so that programs staffed by one person are not vulnerable to disruption for reasons of illness, resignation and the like.*

I have instituted a new hiring cycle for academic hiring. Hiring must be data driven based on needs demonstrated through the growth incentive model, planning, and other data sources. This new emphasis on hiring related to planning as opposed to simply filling positions without consideration for change should address this concern.

10. *Academic programs need to prepare "curriculum maps" of their degree programs to assure breadth of coverage and avoid overlaps in achieving program objectives.*

This suggestion has been discussed in Dean's Council and will be addressed within the colleges. This has also been addressed by a number of programs that responded to the challenge to reduce hours to graduation this past year.

11. *The University should make a sustained effort to reduce the number of instances in which the same material is taught in two or more different courses at the same level.*

The University Curriculum Committee is largely responsible for monitoring this.

12. *All degree programs should have advisory committee; the advisory committees should meet regularly, and the advice should be heeded.*

This is a goal that must be addressed by program faculty.

13. The College of Arts and Sciences should establish an ad hoc committee to study two questions: 1) can the needs of General Education students and majors best be met in the coursework of a discipline or department; and 2) what really distinguished upper level courses from lower level courses.
The College is establishing an ad hoc committee to address these issues.
14. FSU Grand Rapids, UCEL and other instructional sites should make office space available so that big Rapids and adjunct faculty without offices there can meet with their students.

II. Program Specific Recommendations:

College of Technology

AAS Autobody
The panel recommended the discontinuation of the program I have recommended program closure. The formal recommendation will be taken to the Board of Trustees in Summer 2006.

AAS Architecture
The panel suggested that work be done on reducing inter-faculty tensions; plan in case attrition drops, increase clerical support and make industry-wide feasibility study of demand for four-year program.
- Faculty and administration are considering new options in sustainable design as they consider the feasibility of a four-year program
- One half-time clerical person has been assigned to the program

BS Facilities Management
The panel suggested that work be done on reducing inter-faculty tensions; and to use minor caps process for equipment needs.
- The equipment needs have been partially addressed in this year's minor caps allocations
- The faculty have been encouraged to address needs through Perkins funding and through annual equipment allocations from VPAA

BS/AAS Construction Management, Civil Engineering etc
The panel suggested that a new faculty line be added and more opportunities for facdulty development should be provided.
- After review, the faculty and administration have determined that a new line is only needed if the program moves off campus.
- The interim dean has allocated $20,000 for faculty development in addition to the incentive funds from UCEL and FSUGR. There is a plan in place to fund student activities from a source other than S&E in order to provide even more funding for professional development.

College of Arts and Sciences

BS Biotechnology
The panel suggested that the program be more nurturing to marginal students who could succeed and that the program explore details of a growth plan

- The program has met these concerns by assigning a new program coordinator and developing an entry level course to attract new students to the program.
- The program is meeting with its advisory board to investigate options for growth.

BA History
The panel suggested that the program review the curriculum so that the needs of both General Education students and History majors and minors' needs are better met and also review its scheme of prerequisites. The panel also suggested that new members of the advisory board be added to reflect he variety of work and study options for History graduates.

- The program has responded with a variety of proposals working through the UCC creating new 200-level courses for general education and reexamining prerequisites.
- The program is working on adding members to its advisory board.

AS Ornamental Horticulture
The panel suggested that the program be enhanced with an addition of one tenure track faculty position and that the department has a back-up plan in place in case the instructor becomes unavailable.

- The department will add faculty according to the Divisional hiring plan based upon the growth incentive model
- A market analysis is being conducted to explore the feasibility of a baccalaureate degree.

BS Public Administration
The panel suggested that the program more systematically use professionals in the field and alumni to refer students to program and follow up on plans for an enhanced program website.

- A college-wide initiative is underway to explore the use of alumni to refer students to programs.

BS Psychology
The panel suggested that the program review the curriculum so that the needs of both General Education and Majors and minors needs are better met and that the prerequisite scheme be examined. The panel further suggested that the use of alumni be added to the advisory board to represent the breadth of the field.

- The program has undertaken a review. National data indicate that their prerequisites are aligned nationally.
- A college-wide initiative is underway to explore the use of alumni to refer students to programs.

College of Business

CIS
The panel suggested that better data be collected; improve enrollment plans and market program more effectively.

- The COB maintains a comprehensive database on all students admitted to the program as well as alumni. They intend to establish a focus group to consider a strategy to identify and capture employer data.
- In regard to the enrollment plan, the COB intends to expand partnerships wherever possible, expand service courses, and implement a program marketing initiative.
- A GA with marketing training was hired just before commencement of winter 20076. Opportunities, marketing ideas, target markets and marketing strategies are being explored for promoting both the MS and MBA.

BS Human Resource Management
The panel suggested making the internship mandatory, creating a brochure, looking into articulation agreements, revisiting the BUS core to include an HRM course, and the promotion of an atmosphere of collegial respect for program.

- Department has discussed the internship option
- Departmental committee formed winter 06 to work on program brochure
- Articulation agreements are in process
- Business Core discussion is slated for discussion Fall 06

BS Management
The panel recommended improved data collection, mandatory internships, and the development of a recruitment plan.

- The COB is addressing the systematic data collection of students, grads, and employers as part of its CQI efforts
- Though faculty have rejected this as a curricular requirement in the past, the discussion of required internships will be revisited
- The COB will make appropriate use of recruitment dollars for this program

BS Marketing
The panel recommended that internships be required, that advisees see their advisors every semester, and faculty be hired to address curricular diversity.

- As in the case of the Management program, the discussion of mandatory internships will again be addressed in response to the APRC recommendations
- The importance of advising will be a topic addressed winter semester with the goal of identifying one faculty member as a knowledgeable and "always on call" resource.

MS ISM
The panel recommended that the program maintain better student data, develop an enrollment plan and to more effectively market the degree.

- COB maintains a fairly comprehensive database on all students admitted to the program as well as alumni. The program acknowledged that they need to

assemble a focus group to consider a strategy to identify and capture employer data.

- The enrollment plan is to expand partnerships wherever possible, expand service courses, and implement a program marketing initiative.
- A GA with marketing training was hired just before commencement of winter 2006. Opportunities, marketing ideas, target markets and marketing strategies are being explored for promoting both the MS and MBA programs. Some limited advertising of the Homeland Security Minor has been done. Other initiatives are being explored.

College of Allied Health Sciences

Medical Technology
The panel indicated concern over the reliance on adjunct faculty, the need for a full-time coordinator in Flint and Livingston County and suggested that the program be enhanced with an additional tenure-track faculty and assigned an additional dedicated classroom in Big Rapids.

- The Interim Dean will request an additional full time temporary position for the program.

College of Education and Human Services

Elementary Education
The panel recommended that enhancement should go to 1 BG coordinator and 1 Mott-Livingston faculty.

- The search for this position is underway
- An additional position was given to COEHS based upon the growth-incentive model (search to begin Fall 2006).

AS Early Childhood
The panel recommended that a new faculty member be hired, that a liaison with Tots Place be identified , that the program be designated more classroom space, and that Perkins funds flow to the program.

- New positions are granted based upon the growth incentive model. When COEHS has a position identified based on that data, the person hired will serve as the needed liaison with Tots Place.
- The dean has reallocated classroom space within the college, assigning a new classroom to the program
- Perkins funds are tightly regulated. When the program identifies needs that fit the Perkins criteria for classroom use, that money will "flow to the program."