

To: Academic Senate
From: Office of the Provost
Date: October 30, 2012
Subject: Responses to Academic Program Review Recommendations

APR RECOMMENDATIONS 2011-2012

Academic Affairs

GENERAL RECOMMENDATIONS

APR General Recommendation	Provost/VPAA's Follow-up (Robbie Teahen) October 2012	Provost Response
<p>The University needs to ensure an adequate number of faculty for effective program operation. A pattern of not replacing lost tenure track faculty lines due to transfer or retirement has negatively impacted faculty forced to carry the remaining load (typically in the form of overloads). Faculty are stretched to the point where they are having a difficult time maintaining academic integrity, program stability, program promotion, advising, research and publishing, quality committee representation, and other university obligations. The University must ensure adequate funding for tenure track, adjunct, and/or temporary positions in order to attract the most qualified candidates.</p>	<p>This recommendation and other internal reviews are prompting careful consideration of the use of overload and the appropriate balance of full-time staffing within the colleges. Each dean will be presenting his/her findings at a fall Deans' Council meeting.</p> <p>No faculty member is forced to accept an overload, and it is the position of the Provost's Office to discourage the consistent use of overload for the very reasons you enumerate, including its detrimental impact on program integrity, research productivity, service, and more. Colleges will be encouraged to develop highly qualified adjuncts to avoid excessive use of overloads among the full-time faculty and to maximize the effective use of the full-time faculty.</p> <p>Integral to this review will be an examination of which adjunct teaching might more appropriately be in full-time temporary and/or tenure-track positions; consideration of the viability of programs; continued emphasis upon maximizing class sizes by more consistently reaching the established caps; and revisiting of scheduling of courses.</p>	<p>No separate Provost responses will be provided for each of the APR general recommendations because the Academic Affairs response to these was the subject of discussion in the Deans' Council meeting of October 23, 2012, and the Provost/VPAA's follow-up responses to the left reflect the consensus view of that body.</p>
<p>Immersing an incoming student directly into a program's culture helps students identify with the</p>	<p>Faculty and administrators in the program areas that do and do not provide this pre- option are encouraged to conduct internal research on the extent to which these programs in fact serve the students' needs well. One perception that exists is that the students who are at the low</p>	<p>See above.</p>

<p>program and University, increasing retention. Students who show a preference, but don't meet academic standards required by a particular program, should be admitted on a 'pre' or conditional basis to that program not already offering such designation. Programs should work in conjunction with University College for advising and academic development regarding students admitted on a conditional basis.</p>	<p>end of the capability scale may be less attended to by the faculty in the disciplines, resulting in their being less successful rather than more successful. Integral to the program-level reviews of the effectiveness of pre-programs should be documentation of the faculty commitment within those disciplines to "immersing an incoming student directly into a program's culture." The current RSS unit (formerly University College) will continue to assist with advising and academic development and welcomes the opportunity to work more directly with the program faculty in supporting students who do not initially meet the standards for admission and assuring their place within the program areas.</p> <p>Some programs are maintained to enable TIP students to enroll in a two-year option so that they are provided this tuition funding. Many support services are provided to this group.</p>	
<p>The University should implement standard terminology across colleges and programs regarding administrative positions. Some programs across campus have 'schools' and 'directors' while others have 'programs' and 'department heads.' In addition to standardized titles, compensation and responsibilities for each role must be clearly outlined and consistent across colleges and programs.</p>	<p>The colleges and programs at Ferris are immensely complex and varied. This uniqueness at the college and program levels necessarily extends to the ways in which the units organize to perform their functions. Similarly, the University has determined that workloads also vary across disciplines, for similar reasons. Some administrative roles require extensive recruitment; others demand much external interaction; some must address changing accreditation standards, as examples. The University will continue to respect the differences that exist and hold each College accountable for exercising proper oversight most efficiently, regardless of their particular structures. All college structures are approved by the Provost.</p>	<p>See above.</p>
<p>Individual programs should have specific support in the form of time and money for recruiting, marketing, alumni relations, and promotion.</p>	<p>Maintaining and growing enrollment will become increasingly important and challenging, so strategies that lead to assuring the desired enrollment levels are encouraged. In conversations with the deans, it is apparent that many have allocated resources to support recruitment efforts, and all are engaged in seeking ways to gain more benefit from what are frequently disjointed and sometimes unproductive efforts. Several colleges have expressed the desire to develop a more strategic, comprehensive, professional approach to recruiting students that generates</p>	<p>See above.</p>

	<p>synergy, rather than only localized approaches that do not always realize the best results. Deans will be exploring the possibilities for more effectively communicating on behalf of all of the programs in pursuit of student recruitment and alumni relations. Alumni relations is one of the places where a strategic approach may benefit not only the programs in the form of contributions and engagement but also in student recruitment. With the restructuring of University Advancement, this recommendation takes on additional importance and results will be reported upon next year.</p>	
<p>The University should establish a graduate database of contact information. An incentive program for graduates who update their information yearly is recommended.</p>	<p>Alumni Relations is the responsibility of both the Colleges and University Advancement. Strategies are under development with the reorganization of that Division to develop a more successful alumni function that would also produce a higher level of giving from Alumni, which is presently embarrassingly low at 3%. Faculty, working with these efforts in the Colleges, will be key in helping to maintain contacts with alumni, providing that information to the keepers of the databases, and working strategically with their colleges to sustain these relationships. The suggestion to offer an incentive for keeping graduate information up to date will be suggested when the new structure is in place in University Advancement.</p>	<p>See above.</p>
<p>The University should establish a committee to oversee minors. There needs to be a more efficient system for student declaration, tracking of minors, and curricular oversight.</p>	<p>Each program is the responsibility of the academic college, and minors are no exception. The Provost's Office does not support a separate committee to oversee these, as those faculty with the discipline expertise are in the best position to "oversee." There have been reports of students' declaration of minors having been "lost" when majors change, and the Office of Academic Affairs will work with Enrollment Services to determine if the system is appropriately designed to leave a minor in place when a major is changed, unless the student requests something different. The University's academic advising processes should also continuously monitor that a student is making progress on the minor during the every-semester advising process.</p>	<p>See above.</p>
<p>The University should work to remove the culture of 'silos' across</p>	<p>The university mission, vision, and values should always lead to individuals making the recommendations that best serve our students.</p>	<p>See above.</p>

<p>colleges and programs. The current system focused on student credit hours rewards the ‘poaching’ and ‘hoarding’ of students, course duplication, and (in some cases) advising that is in the best interest of a program and not necessarily the student. A system of collaboration and cross disciplinary relationships should be encouraged and rewarded. Decisions that benefit individual programs should benefit the student and the University.</p>	<p>If there are examples of “hoarding” students, those particular instances should be reported to the appropriate department heads or deans. The University will be most successful when its students are most successful, and our students will be most successful when we advise and support them in the fields best suited to their capabilities and interests.</p> <p>Considerable progress has been made in recent years to eliminate the culture of silos. Current examples include recent state recognition for the Wellness Clinics jointly sponsored by Pharmacy, Optometry, and Health Professions; the development of gerontology programs between CAS and CHP; the research initiatives across CAS and CET; and many other examples. Silo destruction will be accelerated when each individual plays a role in initiating cross-disciplinary activities, whether through joint research, shared assignments, collaborative presentations, learning communities, engagement with students and staff in co-curricular activities, and more. Efforts to spend time on campus with colleagues of other colleges, whether in professional development, program development, or other initiatives, is strongly endorsed by the Office of Academic Affairs. In some instances, extra resources do exist to support innovative ventures that promote the quality of higher learning available through Ferris.</p>	
<p>A university is judged in large part on the quality of its library resources. The University should ensure that the resources for the FLITE library are optimal. Program quality and effectiveness is impacted by the access students and faculty has to primary, secondary, and tertiary information resources. It is recommended that the search for a Dean be completed in an expeditious manner.</p>	<p>The Dean of the Library began his service in the Summer of 2012 and has already embarked upon some important initiatives to assure that the collection we have is the one we need. Meeting with college representatives, he and his colleagues are asking which resources are needed to support current and future directions of programs as well as which resources may no longer be needed. Before FLITE will commit to more resources, we must have a better understanding of what is needed to best support high-quality instruction. Many current resources are infrequently utilized. Many courses appear not to be incorporating library resources as centrally as once may have been common. FLITE welcomes the University communities’ ideas about how they can best support learning, by providing them with information about the resources needed as well as examples of the assignments and syllabi in advance to enable them to assure that what is required is available. Several</p>	<p>See above.</p>

	meetings with colleges have already been completed to address this changed.							
The University needs to remain true to its mission of hands on career education. Resources must remain available for equipment, equipment maintenance, and/or space.	<p>The university recognizes the importance of equipment and appropriate facilities for its programs. Over the past several years, many classrooms and laboratories have been renovated. Classroom renovations continue, and a special allocation has been committed to modernizing programs in the College of Engineering Technology in the upcoming year. Each year, approximately \$120,000 from Perkins funding is matched by \$215,000 in university base funds for associate-degree programs. An additional \$134,447 is BASE budgeted in the VPAA office FOAP to use for academic affairs equipment needs.</p> <p>In addition, regularly ONE TIME funds support equipment acquisition in amounts that exceed the base funding. The source of these funds has been salary savings that are carried forward into the next fiscal years. Amounts allocated in each of the past three years are:</p> <table border="0"> <tr> <td>FY09</td> <td>\$408,678</td> </tr> <tr> <td>FY10/FY11</td> <td>\$1,002,222</td> </tr> <tr> <td>FY12</td> <td>\$732,241</td> </tr> </table> <p>The amount for FY 13 has not yet been determined.</p> <p>Seeking equipment and facilities support from grant and industry sources is one additionally important way of supporting the institution needs in this arena, and many program areas are highly successful in building partnerships that provide this support. More program areas would benefit from pursuit of alternative sources.</p>	FY09	\$408,678	FY10/FY11	\$1,002,222	FY12	\$732,241	See above.
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FY12	\$732,241							

College of Allied Health Sciences

B.S. in Medical Technology and A.A.S. in Medical Laboratory Technology

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Medical Technology Program should eliminate program faculty from their advisory board and increase the number of outside members.	The Medical Technology program has expanded its advisory board to include six (6) members from clinical affiliates and industry leaders and has removed references to faculty serving as advisory members.	Keeping a vibrant advisory committee will serve the University and the program well. Having multiple external community representatives with varied perspectives should be a continuing goal.
The Medical Technology Program should continue the search for internship relationships outside the State of Michigan.	The Clinical Coordinator has been directed to establish six (6) clinical internship agreements with sites located outside of Michigan by end of Fall 2012.	As more students seek opportunities outside the state, this direction should serve our graduates well.
The Medical Technology program should explore the possibility of laboratory sponsorship and/or the development of a 'working showroom' for medical equipment manufacturers.	A more cohesive strategic plan from a University Advancement and Marketing point of view is underway and being formulated at the Provost and Deans' Council level. It may be that at the conclusion of this plan we will have a better understanding of opportunities for sponsorship and process/procedure to achieve established goals. More currently, the College of Health Professions is operating without a dedicated Advancement Officer.	A commitment to seeking alternative support for required resources is important in assuring the vibrancy of this program.

College of Arts and Sciences

Minor in African American Studies

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The African American Studies minor should work closely with the	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	The Dean and other CAS staff are applauded for their efforts to step back and review all programs to enable the

Diversity and Inclusion Office in the update of the proposed curricular changes.		college to invest strategically in taking the College to the next levels of its development. I look forward to a plan that will continue to advance the quality and relevance of opportunities provided for Ferris students and that will continue to distinguish the faculty, staff, and the University.
The African American Studies minor should work with FLITE librarians to ensure adequate library resources.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.
The African American Studies minor needs to identify clear lines of administrative oversight.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.

B.A. and Minor in History

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The History program should establish a formal advisory board.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.
The History program should work with FLITE librarians to ensure adequate library resources.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.
The History program should continue their diligent search to fill the	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.

open tenure track faculty line available to their program as soon as possible. Administration must provide adequate resources such that the program may attract well qualified candidates.		
The History program should work in conjunction with the School of Education to clarify administrative oversight regarding associated minors.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.

Minor in Multi Cultural Relations on the U.S.

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Multicultural Relations in US minor should continue the proposed restructuring as a way to narrow the focus of the minor.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.
The Multicultural Relations in US minor should increase input from the review panel to include representatives from all departments associated with offering the minor.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.

B.S. in Psychology

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Psychology program should increase marketing and promotion efforts as it relates to the unique requirement of an undergraduate internship.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.
The Psychology program should increase tracking of students continuing on to graduate school, and build formal relationships with potential schools for program improvement.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.
The Psychology program is encouraged to seek from University administration the addition of tenure track faculty member.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.

Minor in Women and Gender Studies

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Women and Gender Studies minor is encouraged to establish a formal and on-going relationship with faculty	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.

teaching within the curriculum.		
The Women and Gender Studies minor is encouraged to offer WGST 105 on the most consistent basis.	Please see addendum relevant to all APR recommendations for CAS programs at the bottom of this CAS section of the report.	See above.

The following statement applies to all of the programs reviewed for the College of Arts and Sciences:

As the new Dean of the College of Arts and Sciences I am currently in the process of implementing—in collaboration with Departments—a review of academic programs across the College. This review consists of several components:

1. Longitudinal data gathering for program and course enrollment trends over several years.
2. An assessment of enrollment trends to determine where growth or shrinkage is happening and why.
3. Planning for necessary resource enhancement of programs experiencing significant growth and further growth potential.
4. A market-needs analysis of shrinking programs and courses to determine future demand and how to realign resources to address changes in demand.
5. The identification and development of major interdisciplinary themes across the College that focuses upon areas of comparative advantage, added value and growth opportunities. This will create opportunities for the reinvigoration of some stagnant programs leading to invigoration and growth. It will also play an instrumental role in the process of developing new academic programs in keeping with demand trends from students and employers.
6. In sum the College will utilize findings and recommendations from academic program reviews to facilitate a holistic and integrated approach to academic program planning across Arts and Sciences. This will occur both at the micro and macro levels.

<i>College of Business</i>

B.S. in Accountancy and Accountancy/CIS

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Accountancy program	Searches for the two vacant tenure-track positions have been	Hiring new personnel is just the first step in

should continue their diligent search to fill the two open tenure-track faculty lines available to their program as soon as possible. Administration must provide adequate resources such that the Accountancy program may attract well qualified candidates.	successfully concluded. The new Accountancy faculty started in August for the 2012-13 school year.	maintaining a high-quality accounting program. I look forward to the Department's continuing improvements that result in ever-higher achievements of the students, as reported by outcomes data, and continuing development of the faculty and the curriculum in building a world-class program.
The Accountancy program should continue to explore the potential for a required internship as soon as economic conditions warrant.	At the annual Accountancy Advisory Board meeting on October 5, 2012, the issue of requiring internships will be discussed. This could lead to faculty initiating a curricular change in this regard.	Internships typically serve students well, especially in weaker economic environments. Program personnel are encouraged to carefully review students' feedback from graduate surveys and NSSE data regarding their desires for more assistance with career development and employment. Internships frequently bridge the gap between academic and the first professional position.

B.S. and A.A.S. in Computer Information Systems

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Computer Information Systems program should consider meeting with their advisory board on a more regular basis.	Recommendation unclear. The CIS Advisory Board has met on an annual basis since 2003; sometimes, twice. The next scheduled meeting is set for October 12, 2012.	Minutes of the Advisory Board minutes should be available for any who wish to review and the program is encouraged to assure that the Board's involvement is substantive and contributes to the improvement of the program.
The Computer Information Systems	Authorization for funding of smart phones was approved. Content is now being developed by Professor Suhy for	With expansion of mobile applications, this seems like an important direction in keeping

program should continue the proposed curricular direction of the development of phone applications.	inclusion in an existing course for spring 2013.	the CIS program relevant. Program personnel are also urged to review feedback from students provided through NSSE, the Graduate follow-up survey, and course evaluation results.
The Computer Information Systems program should pursue a closer working relationship with the Health Information Management program.	We will explore potential partnerships between CIS and the HIM program. In a similar vein, a Medical Informatics minor has been developed by our colleagues in the ISI program faculty.	Interdisciplinary programming is strongly encouraged.

B.S. and Minor in Human Resource Management

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Human Resource Management program should implement a required internship.	This curriculum revision is in process and will be voted on by the department October 16, 2012	As noted above, internships are often important for students and highly consistent with the purposes of a career-oriented university.
The Human Resource Management program should incorporate MGMT 338 into the curriculum.	This curriculum revision is in process and will be voted on by the department October 16, 2012	The Provost's Office will look forward to seeing the results that demonstrate the effectiveness of program improvements implemented.
The Human Resource Management program should explore replacing MGMT 337 (International Human Resources) with INTB 335 (Cross Cultural Business).	This curriculum revision is in process and will be voted on by the department October 16, 2012	A global-oriented course seems highly appropriate for a major in business.

B.S. in Marketing

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Marketing program should establish a mandatory internship program.	Internships are now required.	Provost's Office strongly supports this change.
The Marketing program should continue to explore an increased emphasis on service learning as part of the curriculum.	The Marketing program has, in fact, been engaged in service learning. We are working to (a) increase awareness among faculty about what qualifies as service learning; and, (b) more consistently report completed service learning activities.	In addition to reporting on the activities, we will look forward to seeing learning outcomes results of these initiatives.
The Marketing program should continue to emphasize the importance of participation in the annual student career fair.	The Marketing program faculty continue to raise/renew awareness of the annual job fair among students.	Promotion of the annual job fair is strongly supported by students' reports of their desire for this support through the graduate follow-up survey results.

M.S. in Information Systems Management

The Council recommended to **Continue the Program with Reporting**. Directive from the Council is:

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Information Systems Management program will submit a report to this Council outlining their progress in writing no later than August 15, 2013	This program has been discontinued; replaced this semester with the new MS-ISI program. Arrangements have been implemented to enable the remaining ISM students to complete their degrees.	The provost assumes that this closure of one program addresses the concerns raised by APR concerning whether the program met the needs of the target market and will enable the enrollment of international students, if that is a desired enrollment target.

College of Education and Human Services

B.S. and A.A.S. in Early Childhood Education

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Early Childhood Education program should continue their contribution in the search for a School of Education Director and establishment of a permanent ECE program coordinator.	The new Director of the School of Education is reconfiguring the responsibilities within ECE and has assumed coordinator responsibilities.	We look forward to the leadership forthcoming from a new director of the School of Education and look forward to continuing improvements and increased opportunities for our students.
The Early Childhood Education program should continue toward establishment of the Child Life Specialist concentration, with specific focus on securing internship sites.	The ECE program is establishing the Child Life Specialist concentration.	We look forward to having an additional opportunity for current and prospective Ferris students.
The Early Childhood Education program should establish an advisory board.	The new Director is establishing an advisory board.	Advisory Boards are key components in maintaining current, vibrant programs. Their membership needs to be diverse, representative, and substantive.

B.S. in Elementary Education

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
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The Elementary Education program should establish an advisory board including member representatives from associated minor programs.	The new Director is establishing an advisory board.	Advisory Boards are key components in maintaining current, vibrant programs. Their membership needs to be diverse, representative, and substantive.
The Elementary Education program should clarify administrative oversight regarding associated minors.	This recommendation needs to be reviewed. The minors are within the elementary programs and should be reviewed within Elementary Education. The Secondary Education majors and minors are the responsibility of the College of Arts and Sciences, but reviewed under the umbrella of Secondary Education. Succinctly, the Academic Program Reviews of the teaching majors and minors should be done as part of an overarching review of the secondary and elementary programs, not separate mathematics, English, biology, etc. reviews. The new Director has met with the appropriate College of Arts and Sciences department heads to review Michigan Department of Education standards and test scores as external evaluation methodologies.	We look forward to the continuing collaboration for program improvement that will be forthcoming from the Colleges of Arts and Sciences and Education and Human Services.
The Elementary Education program should continue their contribution in the search for a School of Education Director.	The new Director joined the School of Education on March 19, 2012.	The University has employed a highly qualified director for its School of Education and we look forward to supporting his leadership.

College Engineering Technology

B.S. in Construction Management, A.A.S. in Building Construction Technology, and A.A.S. in Civil Engineering Technology

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

APR Concerns	Dean's Follow-up Response October 2012	Provost Response
The Construction	Faculty and CET administration are actively discussing	This consideration of a graduate degree is

Management program should explore the proposed built environment master's program.	proposing a master's degree program in Construction.	consistent with our emerging interest in the offering of more graduate degrees and the establishment of a graduate office.
The Construction Management program should continue the proposed implementation into the curriculum of courses specific to sustainability (BIM, LEED).	The Construction program has created a new course, CONM 117, which deals specifically with BIM. This course is now in the construction management curriculum. In addition, LEED is a topic in CONM 423.	As we add new content areas, it will always be important to assure that programs do not become bloated, because we are interested in assuring the ability of students to complete within reasonable time frames.

B.S. in Facility Management and A.A.S. in Architectural Technology

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

APR Concerns	Dean's Follow-up Response October 2012	Provost Response
Faculty within the Facility Management and Architectural Technology programs should establish a working relationship with FSU administration regarding long-term university facility planning and design.	School director, ATFM chair, faculty, and students are actively involved in university planning efforts that include the university traffic master plan and automotive office renovation. The Ferris Physical Plant has also been supportive of working with the program.	Efforts to bridge divisions and Colleges are strongly supported and lead to more congenial, collaborative communities and more productive and satisfying workplaces.
The Architectural Technology program should explore implementation of a formal student retention program as this is a recognized challenge within the discipline.	School and program are promoting retention through multiple events including fall and spring student receptions, field trips, advising, exit interviews, advisory board participation, and scholarships encouragements. The group has instituted practices to help ensure timely graduation and strengthening individual relationships.	Each college and program is expected to promote retention in ways that best meet the needs of key constituencies. Retention is best implemented at the local level where faculty and staff interact with students around the program majors.

B.S. in Manufacturing Engineering Technology and A.A.S. in Manufacturing Technology

The Council recommended to **Continue the Program with Reporting**. Directive from the Council is:

APR Concerns	Dean's Follow-up Response October 2012	Provost Response
The Manufacturing Technology program will submit a report to this Council outlining their progress in writing no later than August 15, 2012	The MFG Tech program has submitted updates as required for both their strategic development plan and proposal section on perceptions to the APR chair. (The report submission is being followed up by additional meetings with the APR committee. [Nov. 2012])	The provost's office looks forward to seeing the results of the plans being implemented by the program and the College and anticipates program improvements, effective use of data, increased enrollments, and enhanced student achievements.

B.S. in Quality Engineering Technology

The Council recommended to **Discontinue the Program**. Directive from the Council is:

APR Concerns	Dean's Follow-up Response October 2012	Provost Response
Discontinue the Program	CET, QET faculty, and Grand Rapids have met and are implementing program closure.	In times of scarce resources, it is especially important to support program review processes that hold programs accountable for conducting self-assessments and orchestrating continuous improvement processes that lead to robust and sustainable programs. This program failed to meet Ferris standards in this regard, and the Provost supports the appropriate recommendation of the APRC.

Michigan College of Optometry

O.D. in Optometry

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

APR Recommendation	Dean's Follow-up Response October 2012	Provost Response
The Optometry program is encouraged to seek from University administration the addition of a staff member capable of performing fulltime recruiting and other administrative duties.	The faculty member responsible for student recruitment is preparing a plan for reorganizing MCO student recruitment activities, including the utilization of a full-time staff member.	The Provost applauds the College's efforts to redirect internal personnel toward achieving College recruitment goals.
The Optometry program should re-establish a relationship with the FLITE library through regular contact with a library liaison.	The Interim Dean of MCO has met with the Dean of FLITE and the established new liaison to discuss the plan for increased interaction. The new liaison has introduced herself to the faculty and collaboration in student and faculty research is anticipated.	This recommendation is consistent with a general recommendation about strengthening the connections between student learning resource needs and FLITE's repertoire.
The Optometry program is encouraged to seek from University administration options for attracting the highest qualified students via tuition discounts, scholarships, or other means.	Discussions with the Provost regarding the possibility of hiring a Professional Development Assistant to help administrate continuing education programs is ongoing. These programs would generate revenue for scholarships or tuition discounts.	We look forward to a detailed plan with specific participation and budget targets.