

**SVSU®**

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**BOARD OF CONTROL  
MINUTES**

**February 11, 2013**



MINUTES  
BOARD OF CONTROL  
REGULAR FORMAL SESSION  
Board of Control Room, Third Floor Wickes Hall  
February 11, 2013  
1:30 p.m.

Present:      Abbs, D.  
                 Carmona, S.  
                 Ferguson, C.  
                 Gamez, D.  
                 Gilbertson, E.  
                 Martin, J.  
                 Velasquez, J.  
                 Wilson, L.  
                 Yantz, J.

Absent:

Others

Present:	Bachand, D.	Lane, R.
	Bethune, A	Maher, J.
	Boehm, J.	Muladore, J.
	Brandimore, M.	Press
	Dwyer, J.	Ramet, C.
	Goodman, T.	Rousseau, J.
	Hamlin, A.	Thorns, M.
	Holliday, M.	Wojkiewicz, J.
	Huntley, D.	Yaros, T.
	Karpovich, D.	Zimmerman, S.
	Kowaleski, M.	

SAGINAW VALLEY STATE UNIVERSITY  
BOARD OF CONTROL  
FEBRUARY 11, 2013  
REGULAR FORMAL SESSION  
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***I. CALL TO ORDER***

Chairman Abbs called the meeting to order at 1:34 p.m.

***II. PROCEDURAL ITEMS***

**A. Approval of Agenda and Additions to and Deletions from Agenda**

There were no additions to or deletions from the agenda.

The agenda was APPROVED as distributed.

**B. Approval of Minutes of December 14, 2012 Regular Formal Session**

**It was moved and supported that the minutes of the December 14, 2012 Regular Formal Session be approved.**

The minutes were unanimously APPROVED as written.

**C. Recognition of Official Representative of the Faculty Association**

Professor Robert Lane, President of the Faculty Association, commented on the tenure process at Saginaw Valley State University. Professor Lane stated: "The tenure process guarantees due process which on our campus means you have a hearing and evidence is presented. Tenure does not guarantee continued employment – it guarantees due process." He further noted that in his experience, the tenure process serves the University well.

**D. Communications and Requests to Appear Before the Board**

- Michael Holliday, Staff Member of the Month for January, was introduced to the Board. (See Appendix One: Holliday.)
- Suzette Zimmerman, Staff Member of the Month for February, was introduced to the Board. (See Appendix Two: Zimmerman.)

***III. ACTION ITEMS***

**1. Resolution to Approve Faculty Tenure Effective July 1, 2013**

**RES-2004 It was moved and supported that the following resolution be adopted:**

**WHEREAS, Faculty tenure provides continuous employment of a faculty member for at least a basic two-semester appointment during each fiscal year; and**

**WHEREAS, Tenure status is achieved when a faculty member is recommended by the Professional Practices Committee and by the Administration for continuous appointment henceforth.**

**NOW, THEREFORE, BE IT RESOLVED, THAT the following faculty members be granted tenure, as provided by the terms of the SVSU – Faculty Association agreement, effective July 1, 2013.**

<b>Byungil Ahn</b>	<b>Assistant Professor, Department of History</b>
<b>Daniel Gates</b>	<b>Assistant Professor, Department of English</b>
<b>Jeremy Knous</b>	<b>Assistant Professor, Department of Kinesiology</b>
<b>Arthur Martin</b>	<b>Assistant Professor, Department of Biology</b>
<b>Tami Sivy</b>	<b>Assistant Professor, Department of Chemistry</b>

The motion was APPROVED unanimously.

2. Resolution to Authorize the Issuance and Delivery of General Revenue Bonds, Amending a Previously Adopted Bond Authorizing Resolution and Providing for Other Matters Relating Thereto (Ryder Center Expansion & Renovation)

**RES-2005     It was moved and supported that the attached resolution be adopted.  
(See Appendix Three: Bond.)**

The motion was APPROVED unanimously.

3. Resolution to Reappoint Auditors for Fiscal Year 2013

**RES-2006     It was moved and supported that the following resolution be adopted:**

**WHEREAS, It is a good management practice to have conducted an annual independent financial audit; and,**

**WHEREAS, The Finance and Audit Committee recommended to the Board and the Board subsequently approved at its June 13, 2011 meeting the public accounting firm Andrews Hooper Pavlik PLC (AHP) to perform the University's annual financial audit for a five-year period subject to annual renewal beginning with fiscal year 2011; and,**

**WHEREAS, The Finance and Audit Committee has reviewed and finds satisfactory the performance of AHP and as a result recommends its reappointment for fiscal year 2013;**

**NOW, THEREFORE, BE IT RESOLVED, That AHP be reappointed to conduct the fiscal year 2013 financial audit.**

The motion was APPROVED unanimously.

4. Resolution to Accept 2013 Strategic Plan

RES-2007     It was moved and supported that the following resolution be adopted:

**WHEREAS, Saginaw Valley State University has been guided by a succession of plans; and**

**WHEREAS, The most recent multi-year planning document, SVSU Strategic Plan: 2008-2011, was submitted to the Board of Control as a closing report on June 13, 2011, with a one-year interim plan subsequently submitted and approved; and**

**WHEREAS, A new Strategic Planning Task Force comprised of fifty-five faculty, staff and community members was convened on June 13, 2012 to develop a document to guide the institution for the next several years.**

**NOW, THEREFORE, BE IT RESOLVED, That the Board of Control accept this new institutional plan as of February 11, 2013.**

(See Appendix Four: Strategic Plan.)

The motion was APPROVED unanimously.

5. Resolution to Appoint Nominating Committee for May Board Elections

RES-2008     It was moved and supported that the following resolution be adopted:

**WHEREAS, Saginaw Valley State University Board of Control bylaws stipulate that a nominating committee shall be appointed by the Board to recommend candidates for each office.**

**NOW, THEREFORE, BE IT RESOLVED, That David Abbs, Leola Wilson, and Jerome Yantz be appointed to serve as the Saginaw Valley State University Board of Control nominating committee to appoint a slate of officers to serve from July 1, 2013 to June 30, 2014.**

The motion was APPROVED unanimously.

***IV. INFORMATION AND DISCUSSION ITEMS***

6. Update on Campus Recreation Programs

Merry Jo Brandimore, Vice President of Student Affairs/Dean of Students, and Andrea Hamlin, Assistant Director of Campus Recreation Programs, provided an overview of the wide variety of recreation programs available to the campus community.

7. Report on Saginaw Bay Environmental Science Institute

Dr. Deborah Huntley, Dean of the College of Science Engineering & Technology, and Dr. David Karpovich, H.H. Dow Endowed Chair in the Department of Chemistry, reported on the creation of the newly established "Saginaw Bay Environmental Science Institute" in the College of Science, Engineering and Technology.

The goal of the project is to collect samples and analyze water quality indicators in the various tributaries of the Saginaw Bay Watershed. The program will build upon SVSU's existing freshwater research activities and will initially include faculty from biology, chemistry and geography, as well as students from those departments.

Dr. Karpovich noted that the program is not meant to be used for regulatory purposes; rather, the intent will be to educate citizens in the Saginaw Bay area about the quality of their surface water. Funding for the program is provided by the Saginaw Bay Watershed Initiative Network.

Dr. David Karpovich will serve as the director of the newly established institute.

***V. OTHER ITEMS FOR CONSIDERATION OR ACTION***

8. Motion to Move to Informal Session to Discuss a Real Estate Transaction

**BM-1136      It was moved and supported that the Board move to Informal Session to discuss a real estate transaction.**

The motion was APPROVED unanimously.

The Board moved to Informal Session at 2:50 p.m. and reconvened in Regular Formal Session at 3:15 p.m. with Board members Abbs, Carmona, Ferguson, Gamez, Martin, Velasquez, Wilson and Yantz in attendance. Also present were President Gilbertson, Dr. Carlos Ramet and Mary Kowaleski.

***VI. REMARKS BY THE PRESIDENT***

President Gilbertson offered no formal remarks.

***VII. ADJOURNMENT***

9. Motion to Adjourn

**BM-1137      It was moved and supported that the meeting be adjourned.**

The motion was APPROVED unanimously.

The meeting was adjourned at 3:20 p.m.

Respectfully submitted:

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David Abbs  
Chairman

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Leola Wilson  
Secretary

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Mary Kowaleski  
Recording Secretary  
Secretary to the Board of Control

## STAFF MEMBER OF THE MONTH

## Mike Holliday

Manager, Information Technology Services Support Center • January 2013

There's one message Mike Holliday wants to share with the campus.

It's this: Don't live with your problem.

"When it comes to technology, many people don't call for help," Holliday said. "For some reason, they have a perception that ITS is too busy with other things, and that their issue isn't very important. So they live with it.

"And I say, 'No: That's why we're here.'"

As a veritable 911 dispatch for virtually anything at SVSU with a screen and a power cord, Information Technology Support handles emergency response. In addition to regularly updating technology, they treat everything from mishaps to meltdowns.

In fact, to help with triage efforts, ITS will soon unveil a new tool for on-campus users. The solution, a self-service portal, will track people's requests for assistance online and help ITS respond to users in the quickest way possible. "Customer satisfaction is our No. 1 priority," Holliday said.

The solution, set to launch this spring, will also enable users to help themselves. The system will take keyword searches and reveal potential answers in FAQs and tutorials.

Not tech savvy? Not to worry — ITS won't be taking away call support. "We just want to allow users the chance for self-support," Holliday said.

As for Holliday, his passions go beyond the world of IT. For one thing, he loves teaching. He instructs a course titled Introduction to Computers. "The essential part of it is the problem solving," he said. "We learn to look at the problem and understand it."

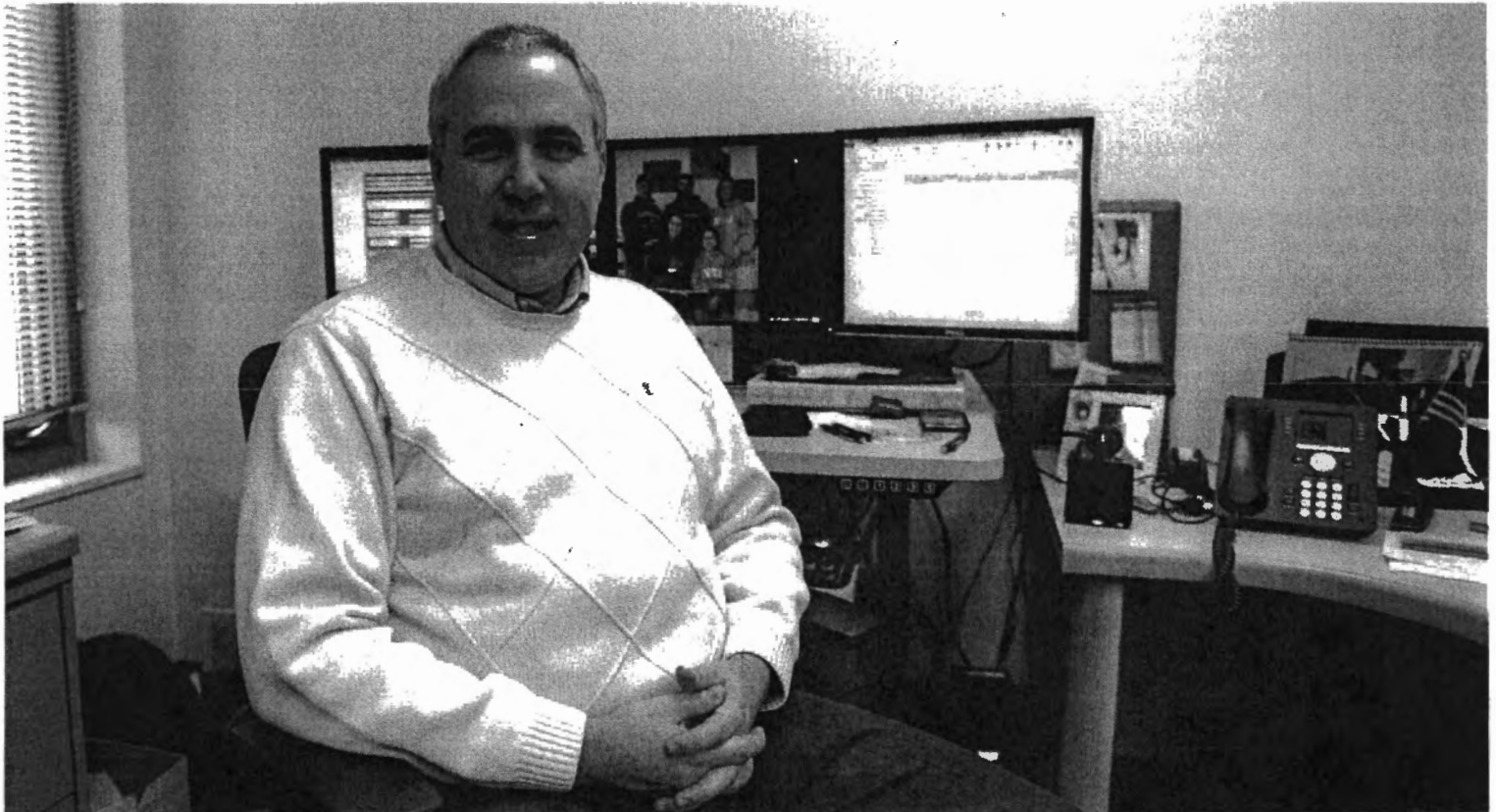
Holliday says having both positions lets him keep a finger on the university's pulse. "Being able to teach I get a better picture from the faculty perspective and the student perspective."

And Holliday does know both sides of that coin. The Traverse City native first came to SVSU as a student, soon after he and his wife, Jeni, moved back to Michigan from Arizona. At 22, he found a job on campus as a part-time computer technician, and within a year and a half, Holliday was hired full time, studying while he focused on his wife and newborn son.

Today, he's a man led by his faith. "My church life and my family life define me," he said. Outside work, Holliday loves softball, coaching a team and playing on two with fellow members of his church. He and his wife have three children: Shelby, 13; Amber, 18; and Michael, 22 — a Cardinal who will graduate from SVSU this May with a computer information sciences degree.

Ultimately, Holliday loves his job and the satisfaction he gets from working here.

"Everything that we at SVSU do, we do as a team. It's not our department and their department — it's us."



# Suzette Zimmerman

Administrative Assistant of Annual Giving & Foundation • February 2013

To Suzette Zimmerman, work is more than a job.

"This is my extended family," she said. "I work with awesome people."

Zimmerman mans a desk in the Foundation Office, where staffers handle the business of gift-giving. Dollars come in from donors and scholarships go to students. And it's apt, Zimmerman's place on Wickes Hall's third floor: At a port for goodness and gratitude, she seems a natural fit.

In an interview, she looked down at a notepad. "I feel privileged to support the university in the capacity that I do," Zimmerman read aloud, before looking up from her words. "I get all emotional," she said, a confession softened with laughter. "That's why I did these notes."

A skeptic might think Zimmerman was following some script, but through her glasses, the truth was clear. Tears welled.

In January 2000, Zimmerman started working as a fill-in secretary for the university, soon after her husband, Randy, became an assistant football coach.

She had stints in the athletic department, the bookstore and the nursing area before taking an assignment with the Foundation. There, a full-time job opening surfaced in late 2002.

"And I've been here ever since," she said, a huge smile on her face. "I guess they like me."

Along with receptionist work, Zimmerman's days include processing donations and sending thank-you's — "supporting Andy and Joe," she said: Andy Bethune, executive director of the Foundation, and Joe Vogel, director of annual giving.

Notepad long since cast aside, she said, "I'm very excited about the 50th (anniversary) campaign. I hope everybody joins in supporting our students; they make our world go round." She dabbed a Kleenex at her nose.

When weekends come with good weather, though, Zimmerman hits the interstate. "I love my road trips to the U.P. and Pennsylvania," she said. "That's where my family is."

This part of her life, Zimmerman admits, is unconventional.

Six years ago, her husband took a job in Erie, Penn., and today her daughters Kadie and Kourtney live there, too. Meanwhile, her middle child, Kelsea, attends school in the Upper Peninsula.

"(The distance) is pretty crazy," she said. "People probably don't know how we do it. But we make it work."

Aside from work and road trips, Zimmerman enjoys skiing, reading, gardening and exercise. But in the end, she says she owes so much to her SVSU family.

"They're caring, everybody here. And that makes it wonderful to come to work."



RESOLUTION OF THE BOARD OF CONTROL OF  
SAGINAW VALLEY STATE UNIVERSITY  
AUTHORIZING THE ISSUANCE AND DELIVERY OF  
GENERAL REVENUE BONDS, AMENDING A PREVIOUSLY ADOPTED BOND  
AUTHORIZING RESOLUTION AND PROVIDING FOR  
OTHER MATTERS RELATING THERETO  
(RYDER CENTER EXPANSION & RENOVATION)

WHEREAS, the Board of Control of Saginaw Valley State University (the "Board") is a constitutional body corporate established pursuant to Article VIII, Section 6 of the Michigan Constitution of 1963, as amended, with general supervision of Saginaw Valley State University (the "University") and the control and direction of all expenditures from the University's funds; and

WHEREAS, the Board proposes to undertake the capital improvements described in Exhibit A attached hereto and made a part hereof (the "Project"); and

WHEREAS, the Board has determined that it is appropriate and in the best interests of the University to finance all or a portion of the costs of the Project with the proceeds of the bonds authorized hereby; and

WHEREAS, on December 14, 2012, the Board adopted its RESOLUTION AUTHORIZING THE ISSUANCE AND DELIVERY OF GENERAL REVENUE BONDS AND PROVIDING FOR OTHER MATTERS RELATING THERETO (the "December Resolution") and it is necessary and appropriate to amend the December Resolution to provide for additional methods of selling the bonds authorized thereby; and

WHEREAS, in the exercise of its constitutional duties, and in order to prudently control and direct expenditures from the University's funds, the Board determines it is necessary and desirable to authorize the issuance and delivery of the Board's General Revenue Bonds (the "Bonds") in order to provide funds which, together with other available funds, will be used to pay all or a portion of the costs of the Project, including capitalized interest, if applicable and to pay costs incidental to the issuance of the Bonds, including insurance premiums, if appropriate; and

WHEREAS, a trust indenture (the "Trust Indenture") must be entered into by and between the Board and a trustee (the "Trustee"), to be designated by an Authorized Officer, pursuant to which the Bonds will be issued and secured; and

WHEREAS, it is necessary to authorize the Authorized Officers to negotiate the sale of the Bonds with an underwriter or group of underwriters to be selected by an Authorized Officer (collectively, the "Underwriter") and to enter into a bond purchase agreement (the "Bond Purchase Agreement") with the Underwriter setting forth the terms and conditions upon which the Underwriter will agree to purchase the Bonds and the interest rates thereof and the purchase price therefore, or, in the alternative, to select the Underwriter for all or any portion of the Bonds and to establish the terms for such Bonds through a competitive sale or bidding process pursuant to a Notice of Sale; and

WHEREAS, in order to be able to market the Bonds at the most opportune time, it is necessary for the Board to authorize the President and the Executive Vice President for Administration and Business Affairs (each an "Authorized Officer"), or either of them individually, to negotiate, execute and deliver on behalf of the Board, the Trust Indenture, the Bond Purchase Agreement and other related documents, to publish any Notice of Sale required for the sale of any portion of the Bonds, to establish the specific terms of the Bonds and to accept the offer of the Underwriter to purchase the Bonds, all within the limitations set forth herein; and

WHEREAS, the Board has full power under its constitutional authority and supervision of the University, and control and direction of expenditures from the University funds, to acquire and construct the Project and to pay all or a portion of the costs of the Project by issuance of the Bonds, and to pledge General Revenues for payment of the Bonds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF CONTROL OF SAGINAW VALLEY STATE UNIVERSITY, AS FOLLOWS:

1. The Board hereby approves the component of the Project described in Exhibit A attached hereto, and authorizes the Authorized Officers, or either of them, to proceed with the Project. The Board may subsequently approve additional components of the Project and specify that such additional components shall be financed in whole or in part from the proceeds of the Bonds, upon which occurrence such components shall thereupon become components of the Project hereunder. Either Authorized Officer is authorized to select the portions of each component of the Project to be financed, in whole or in part, from the proceeds of the Bonds, and to fund, as appropriate, the remaining portion of the costs of the Project from available funds of the University.
2. The Board hereby authorizes the issuance, execution and delivery of the Bonds in one or more series to be designated GENERAL REVENUE BONDS, with appropriate series designations, in the aggregate principal amount to be established by an Authorized Officer, but not to exceed (a) the amount necessary to produce proceeds of THIRTEEN MILLION DOLLARS (\$13,000,000). The Bond may be issued in combination with, or separately from, the refunding bonds authorized by the December Resolution. The Bonds shall be dated as of the date or dates established by an Authorized Officer, and shall be issued for the purpose of providing funds which, together with other available funds, will be used to pay all or a portion of the costs of the Project and the costs related to the issuance of the Bonds, including capitalized interest for such period as an Authorized Officer may deem appropriate and bond insurance premiums, if appropriate. The Bonds shall be serial Bonds or term Bonds, which may be subject to redemption requirements, or both, as shall be established by an Authorized Officer, but the first maturity shall be no earlier than January 1, 2014 and the last maturity shall be no later than December 31, 2044. The Bonds may bear no interest or may bear interest at stated fixed rates for the respective maturities thereof as shall be established by an Authorized Officer, but the overall yield (computed using the stated interest rates and the stated original offering price) shall not exceed 5.5% per annum for tax-exempt bonds and 8.0% per annum for

taxable bonds, and the Bonds may be issued in whole or in part as capital appreciation bonds, which for their term or any part thereof bear no interest but appreciate in principal amount over time at compounded rates (not in excess of 5.5% per annum for tax-exempt bonds and 8.0% per annum for taxable bonds) to be determined by an Authorized Officer. The Bonds may be subject to redemption or call for purchase prior to maturity at the times and prices and in the manner as shall be established by an Authorized Officer, but no redemption premium shall exceed 3% of the principal amount being redeemed, unless the premium is based on a "make-whole" formula, in which case no redemption premium shall exceed 25% of the principal amount being redeemed. Interest on the Bonds shall be payable at such times as shall be specified by an Authorized Officer. The Bonds shall be issued in fully registered form in denominations, shall be payable as to principal and interest in the manner, shall be subject to transfer and exchange, and shall be executed and authenticated, all as shall be provided in the Trust Indenture. The Bonds shall be sold to the Underwriter pursuant to the Bond Purchase Agreement for a price to be established by an Authorized Officer or through a competitive sale or bidding process pursuant to a Notice of Sale (but the Underwriter's discount, exclusive of original issue discount, shall not exceed 2.0% of the principal amount thereof).

3. The Bonds, and the obligations of the Board under the Trust Indenture, shall be limited and not general obligations of the Board payable from and secured by a lien on General Revenues (as shall be defined in the Trust Indenture in a manner generally consistent with the definition thereof contained in the Trust Indenture pursuant to which the Outstanding General Revenue Bonds were issued) and moneys, securities or other investments from time to time on deposit in certain funds created pursuant to the Trust Indenture. The lien shall be on a parity basis with the liens on General Revenues securing the Outstanding General Revenue Bonds.

No recourse shall be had for the payment of the principal amount of or interest or premium on the Bonds, or any claim based thereon, against the State of Michigan, or any member or agent of the Board (including, without limitation, any officer or employee of the University), as individuals, either directly or indirectly, or, except as provided in the Trust Indenture, against the Board, nor shall the Bonds and interest with respect thereto become a lien on or be secured by any property, real, personal or mixed of the State of Michigan or the Board, other than General Revenues and the moneys, securities or other investments from time to time on deposit in certain funds established as pledged pursuant to the Trust Indenture.

The pledge of General Revenues and of funds specified in the Trust Indenture shall be valid and binding from the date of the issuance and delivery of the Bonds, and all moneys or properties subject thereto which are thereafter received shall immediately be subject to the lien of the pledge without physical delivery or further act. The lien of said pledge shall be valid and binding against all parties (other than the holders of any other bonds, notes or other obligations secured by a parity first lien on General Revenues) having a claim in tort, contract or otherwise against the Board, irrespective of whether such parties have notice of the lien.

4. The right is reserved to issue additional bonds, notes or other obligations payable from General Revenues and secured on a parity or subordinate basis with the Bonds by a lien on General Revenues, upon compliance with the terms and conditions as shall be set forth in the Trust Indenture.
5. Either Authorized Officer is hereby authorized and directed, in the name and on behalf of the Board, and as its corporate act and deed, to select the Trustee, and to negotiate, execute and deliver the Trust Indenture. The Trust Indenture may contain such covenants on behalf of the Board and terms as either such officers deem appropriate, including, but not limited to, covenants with respect to the establishment of General Revenues at levels expressed as a percentage of debt service on the Bonds or all General Revenue Bonds, and with respect to the issuance of additional bonds, notes or other obligations payable from and secured by General Revenues. The approval of the Trust Indenture and the terms thereof shall be conclusively evidenced by the execution of the Trust Indenture by an Authorized Officer. In addition, either Authorized Officer is hereby authorized, empowered and directed to negotiate, if necessary and expedient for the issuance of the Bonds, for the acquisition of bond insurance and to execute and deliver an insurance commitment or other documents or instruments required in connection with such insurance.
6. Either Authorized Officer is hereby authorized and directed, in the name and on behalf of the Board and as its corporate act and deed, to select the Underwriter and to negotiate, execute and deliver the Bond Purchase Agreement with the Underwriter setting forth the terms of the Bonds and the sale thereof, in the form as an Authorized Officer may approve, all within the limitations set forth herein. The approval of the Bond Purchase Agreement and the terms thereof shall be conclusively evidenced by the execution of the Bond Purchase Agreement by an Authorized Officer. In the alternative, if determined by an Authorized Officer, selection of the Underwriter and the setting of the terms for all or any portion of the Bonds may be made through a competitive sale or bidding process, and any Authorized Officer is authorized to prepare and publish or cause to be published, or otherwise distribute, in such manner as an Authorized Officer shall determine, a Notice of Sale for such Bonds and to accept the winning bid or offer of the Underwriter for the purchase of such Bonds.
7. Either Authorized Officer is hereby authorized, empowered and directed, in the name and on behalf of the Board, and as its corporate act and deed, to execute the Bonds by manual or facsimile signature, and to deliver the Bonds to the Underwriter upon payment of the purchase price therefor, as provided in the Bond Purchase Agreement.
8. Either Authorized Officer is hereby authorized to cause the preparation of a Preliminary Official Statement and an Official Statement with respect to the Bonds, to deem such documents "final" in accordance with applicable law, and to execute and deliver the Official Statement. The Underwriter is authorized to circulate and use, in accordance with applicable law, the Preliminary Official Statement and the Official Statement in connection with the offering, marketing and sale of the Bonds.

9. The President, the Executive Vice President for Administration and Business Affairs, the Secretary and any other appropriate officer of the Board or the University are hereby authorized to perform all acts and deeds and to execute and deliver all instruments and documents for and on behalf of the University required by this resolution, the Trust Indenture or the Bond Purchase Agreement, as necessary, expedient and proper in connection with the issuance, sale and delivery, and ongoing administration, of the Bonds, the Trust Indenture or the Bond Purchase Agreement, as contemplated hereby, including, if deemed appropriate, an escrow deposit agreement with an escrow agent to be designated by an Authorized Officer. Under the direction of an Authorized Officer, each of the escrow agent and the Underwriter are authorized and empowered to subscribe for United States Treasury Obligations, State and Local Government Series, on behalf of the Board, as may be necessary in connection with any refunding authorized hereby.
10. In accordance with the requirements of Rule 15c2-12 of the United States Securities and Exchange Commission, the Board may be required in connection with the issuance of the Bonds to enter into a Disclosure Undertaking for the benefit of the holders and beneficial owners of the Bonds. Either Authorized Officer is authorized to cause to be prepared and to execute and deliver, on behalf of the Board, a Disclosure Undertaking.
11. The Executive Vice President for Administration and Business Affairs is hereby authorized and delegated the power to issue a declaration of intent to reimburse the University from Bond proceeds for any expenditures with respect to any component of the Project incurred prior to the issuance of the Bonds, all in accordance with Treasury Regulation Section 1.150-2.
12. Sections 2 and 6 of the December Resolution are hereby amended to read in their entireties as follows:

“2. The Board hereby authorizes the issuance, execution and delivery of the Bonds in one or more series to be designated GENERAL REVENUE BONDS, with appropriate series designations, in the aggregate principal amount to be established by an Authorized Officer, but not to exceed the amount, if any, necessary to accomplish the refunding of the Bonds to be Refunded. The Bonds shall be dated as of the date or dates established by an Authorized Officer, and shall be issued for the purpose of providing funds which, together with other available funds, will be used to pay all or a portion of the costs of refunding the Bonds to be Refunded, and the costs related to the issuance of the Bonds and the refunding, including bond insurance premiums, if appropriate. The Bonds shall be serial Bonds or term Bonds, which may be subject to redemption requirements, or both, as shall be established by an Authorized Officer, but the first maturity shall be no earlier than July 1, 2013 and the last maturity shall be no later than December 31, 2034. The Bonds may bear interest at stated fixed rates for the respective maturities thereof as shall be established by an Authorized Officer, but the highest yield (computed using the stated coupon and the

stated original offering price) for any maturity shall not exceed 6.5% per annum. The Bonds may be subject to redemption or call for purchase prior to maturity at the times and prices and in the manner as shall be established by an Authorized Officer, but no redemption premium shall exceed 3% of the principal amount being redeemed, unless the premium is based on a "make-whole" formula, in which case no redemption premium shall exceed 25% of the principal amount being redeemed. Interest on the Bonds shall be payable at such times as shall be specified by an Authorized Officer. The Bonds shall be issued in fully registered form in denominations, shall be payable as to principal and interest in the manner, shall be subject to transfer and exchange, and shall be executed and authenticated, all as shall be provided in the Trust Indenture. The Bonds shall be sold to the Underwriter pursuant to the Bond Purchase Agreement for a price to be established by an Authorized Officer or through a competitive sale or bidding process pursuant to a Notice of Sale (but the Underwriter's discount, exclusive of original issue discount, shall not exceed 2.0% of the principal amount thereof)."

"6. Either Authorized Officer is hereby authorized and directed, in the name and on behalf of the Board and as its corporate act and deed, to select the Underwriter and to negotiate, execute and deliver the Bond Purchase Agreement with the Underwriter setting forth the terms of the Bonds and the sale thereof, in the form as an Authorized Officer may approve, all within the limitations set forth herein. The approval of the Bond Purchase Agreement and the terms thereof shall be conclusively evidenced by the execution of the Bond Purchase Agreement by an Authorized Officer. In the alternative, if determined by an Authorized Officer, selection of the Underwriter and the setting of the terms for all or any portion of the Bonds may be made through a competitive sale or bidding process, and any Authorized Officer is authorized to prepare and publish or cause to be published, or otherwise distribute, in such manner as an Authorized Officer shall determine, a Notice of Sale for such Bonds and to accept the winning bid or offer of the Underwriter for the purchase of such Bonds."

As amended hereby, the December Resolution is ratified and confirmed.

13. All resolutions or parts of resolutions or other proceedings of the Board in conflict herewith are hereby repealed insofar as such conflict exists.

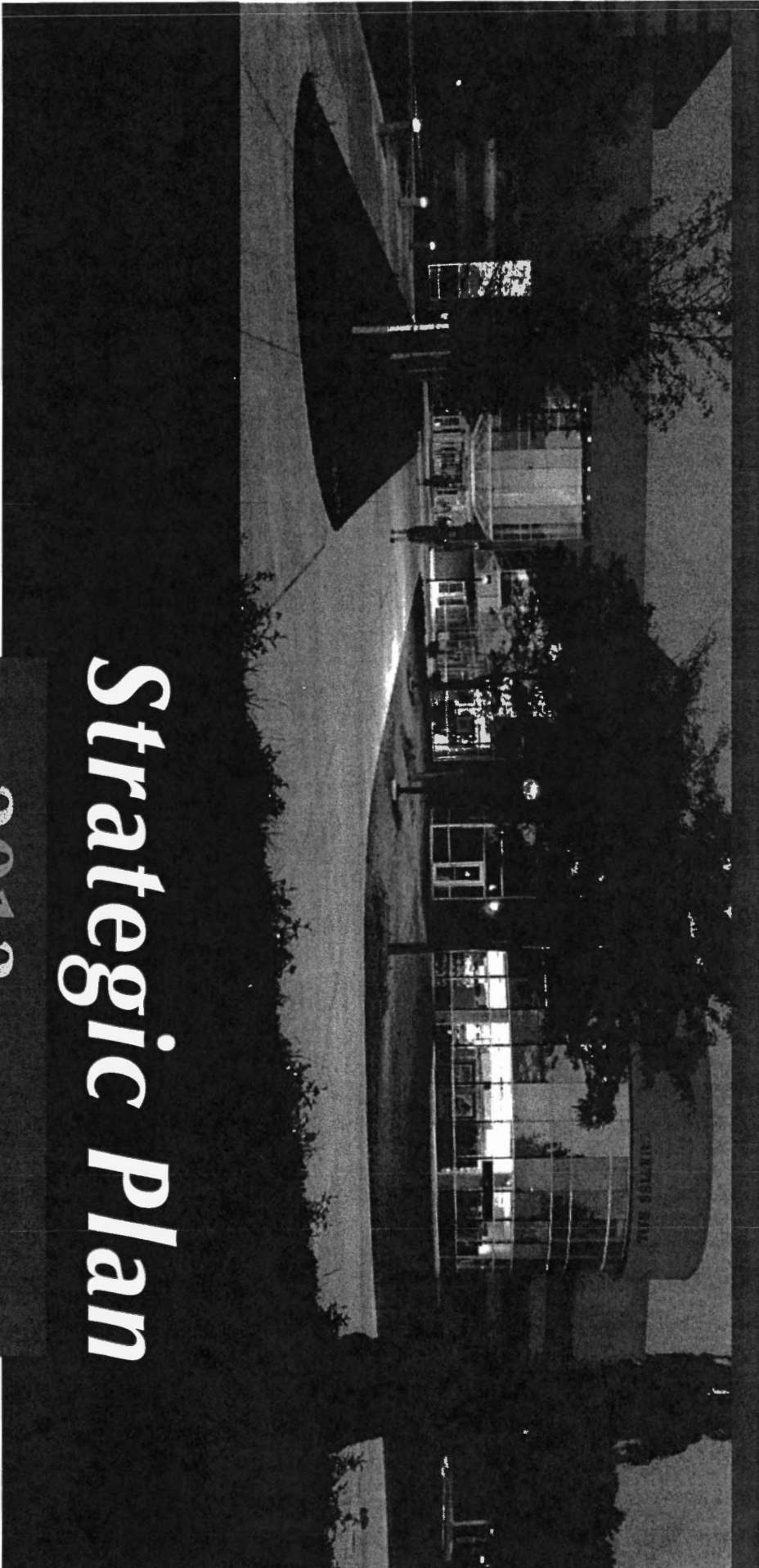
**EXHIBIT A**

**PROJECT**

The Project, as that term is used in the resolution to which this Exhibit A is attached, consists of the component described below:

**Ryder Center Renovation & Expansion**

The Ryder Center, which was placed in service in 1989, is a multi-purpose facility which provides space for intercollegiate athletic team practices and competitions, campus recreation and intramural activities and community events. The University plans to renovate the facility's arena to improve its functionality and address some deferred maintenance needs. Additionally, The Project will include a 125,000 square foot addition to the Ryder Center. The addition will provide more space for team practices and competitions, intramurals, club sports and community events. Total cost of the Project is currently estimated at between \$20,000,000 and \$21,000,000, with an amount not to exceed \$13,000,000 (exclusive of capitalized interest and bond issuance expense) to be financed from the proceeds of the Bonds, and the balance to come from University reserves.



# Strategic Plan

2013 -

Approved by the Board of Control • February 11, 2013

## **Mission**

The University creates opportunities for individuals to achieve intellectual and personal development through academic, professional, and cultural programs. By fostering an environment of inquiry and openness that respects the diversity of all whom it serves, the University prepares graduates whose leadership and expertise contribute to the advancement of a pluralistic society. The University serves as a cultural and intellectual center dedicated to the pursuit and propagation of knowledge.

## **Vision**

The University will provide academic, professional, and cultural programs at the highest level of quality and service; it will achieve national recognition for its programs of distinction. The University's graduates shall distinguish themselves and their University through meritorious service, accomplishments, and leadership in the economic, cultural, and civic affairs of a diverse and global society. Through exemplary teaching, research, and engagement with the greater community, the University will also be the premier cultural and intellectual resource for the region's schools, governments, businesses, and people.

- Adopted by the Board of Control on March 21, 2005

## ACADEMIC IMPROVEMENT

**Goal:** The University will continuously assess and improve academic programs to ensure student learning and expand participation in a wide range of experiential learning opportunities. The University will develop and support targeted academic and co-curricular programs to expand student opportunities and improve student success rates.

### Indicators of Success:

- ▶ Review of pedagogy for all teaching delivery modes and implementation of campus plan for on-line and hybrid instruction
- ▶ Effective recruitment of new faculty; increased support for and participation in professional development activities by faculty
- ▶ Increased diversity/inclusiveness in the curriculum and in co-curricular activities
- ▶ Successful program reviews; discipline-specific accreditation and ELC accreditation
- ▶ Increased support for student achievement and success
- ▶ Increased internationalization of the campus through inbound and outbound programs and sister-institutional relationships
- ▶ Enhanced and expanded of academic programs in response to student and regional needs

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Effective Teaching	A. Promote effective pedagogy for all delivery modes: face-to-face, online, and hybrid as appropriate to the university mission and the needs of the community.	<p>A1. Continue to provide professional opportunities and explore best practices for the inclusion of technology in instruction for all delivery modes. (Provost/Academic Affairs, Information Technology Services)</p> <p>A2. Develop a comprehensive campus plan with faculty and staff involvement for on-line and hybrid instruction including:</p> <ul style="list-style-type: none"> <li>▶ engaging a consultant to assist in the development of a campus plan for on-line and hybrid instruction (Provost/Academic Affairs)</li> <li>▶ developing surveys to gauge interest from faculty and students for online learning needs, including determining courses most effective for online delivery. (Provost/Academic Affairs, Enrollment Management)</li> </ul>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Effective Teaching (continued)	<p>A. Promote effective pedagogy for all delivery modes: face-to-face, online and hybrid as appropriate to the university mission and the needs of the community. (continued)</p> <p>B. Promote excellent teaching by assuring systems are in place to recruit and hire quality and diverse faculty.</p>	<p>A2. Develop a comprehensive campus plan with faculty and staff involvement for on-line and hybrid instruction including: (Provost/Academic Affairs) (continued)</p> <ul style="list-style-type: none"> <li>▶ developing an “introduction to online learning” tutorial course for students;</li> <li>▶ providing support and venues for sharing pedagogical ideas at teaching workshops, roundtables, and forums;</li> <li>▶ coordinating with IT to provide infrastructure and technical support for all course delivery modes.</li> </ul> <p>B1. Identify strategic methods of and venues for recruiting faculty. (Provost/Academic Affairs, Human Resources, College Deans, Office of Diversity Programs)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Effective Teaching (continued)	<p>B. Promote excellent teaching by assuring systems are in place to recruit and hire quality and diverse faculty. (continued)</p> <p>C. Promote and support continuous growth and professional development for faculty.</p>	<p>B2. Review strategies for training faculty to recruit candidates successfully and for charging search teams to ensure that searches are undertaken in a timely fashion and in compliance with university guidelines. (Provost/Academic Affairs, Human Resources, College Deans, Office of Diversity Programs)</p> <p>B3. Support faculty and staff training as Inclusion Advocates and assess the effects of the training on diversity within the faculty. (Office of Diversity Programs)</p> <p>C1. Promote teaching and learning initiatives, especially as related to the scholarship of teaching and learning. (Provost/Academic Affairs, Faculty)</p> <p>C2. Foster faculty peer-mentoring for teaching and research. (Faculty)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Effective Teaching (continued)	<p>C. Promote and support continuous growth and professional development for faculty. (continued)</p> <p>D. Promote diversity/inclusiveness in the curriculum and in co-curricular activities.</p>	<p>C3. Promote and support professional development for faculty (including those served by the Office of Adjunct Faculty Support Programs) on a variety of topics that reflect the needs of incoming students, majors and minors as well as community partners /external constituencies. (Provost/Academic Affairs, Enrollment Management, College Deans)</p> <p>D1. Analyze feedback on best practices handbook for teaching diverse student populations. (Office of Diversity Programs)</p> <p>D2. Develop and fund an Interdisciplinary Symposium on Diversity. (Provost/Academic Affairs, Office of Diversity Programs)</p>	
2. Support Student Learning	A. Ensure student learning in all programs through ongoing assessment models.	A1. Identify Basic Skills and General Education student success rates; develop appropriate intervention strategies as needed. (Institutional Research, ABS and SE&T Deans' Offices, General Education Committee)	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Support Student Learning (continued)	A. Ensure student learning in all programs through ongoing assessment models. (continued)	<p>A2. Pilot first-year seminar or similar experiences that include thematically linked courses to enhance completion/engagement. (Provost/Academic Affairs, College Deans)</p> <p>A3. Promote experiential learning activities and evaluate the activities to track the effect on student learning, retention, and persistence. (Provost/Academic Affairs, College Deans, Student Affairs, Career Services)</p> <p>A4. Ensure that all courses and programs in the university use comprehensive rubrics (or other appropriate measures) to evaluate student learning and encourage student achievement. (Provost/Academic Affairs, College Deans)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Support Student Learning (continued)	B. Promote and support excellence in student achievement across university divisional lines; in both academic programs and student support services.	<p>B1. Promote and support student participation in:</p> <ul style="list-style-type: none"> <li>▶ regional and national conferences (five colleges);</li> <li>▶ publication of student-generated papers in regional, national, and international journals (colleges);</li> <li>▶ funded Dow SRCI Projects;</li> <li>▶ Honors program travel through stipends (Honors Program);</li> <li>▶ special projects undertaken by Roberts Fellows, Honors Program, Vitito Scholars, Living Leadership, and the Cardinal Business Edge program.</li> </ul> <p>B2. In collaboration with Enrollment Management and Student Affairs, promote student success initiatives including (Provost/Academic Affairs):</p> <ul style="list-style-type: none"> <li>▶ internships, field work, and practicum learning;</li> <li>▶ student involvement in curricular and co-curricular service-learning activities.</li> </ul>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Support Student Learning (continued)	B. Promote and support excellence in student achievement across university divisional lines; in both academic programs and student support services. (continued)	B3. Develop new and expand current university writing initiatives to improve student writing in all contexts and disciplines (Director, Instructional Support Programs/Writing Center).	
	C. Improve Academic Support Services focused on goals for student retention, persistence and completion.	C1. Encourage faculty to receive training and participate in the MAP-Works program; develop appropriate outcome measures to assess the effect on student success. (Provost/Academic Affairs, College Deans, Enrollment Management)	
		C2. Collaborate across university divisions to improve first-year retention, persistence, and graduation rates. (Provost/Academic Affairs, College Deans, Enrollment Management, Student Affairs)	
		C3. Assess student support initiatives, including the Center for Academic Achievement, to evaluate effectiveness on student success. (Provost/Academic Affairs, College Deans, Enrollment Management, Student Affairs)	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Support Student Learning (continued)	C. Improve Academic Support Services focused on goals for student retention, persistence and completion. (continued)	C4. Develop a student success timeline to assist students in planning their academic and post-academic careers. (Enrollment Management)	
	D. Promote and support internationalization of academic programs and co-curricular activities.	D1. Identify and implement a variety of strategies for fostering and supporting programs of faculty and student exchange focused on international study abroad experiences. (See Program Qualitative Distinctiveness 2B1.) (Provost/Academic Affairs, Office of International Programs)	
		D2. Expand international relationships with sister institutions to create global dimension to academic programs and co-curricular activities. (Provost/Academic Affairs, Office of International Programs)	
3. Program Development and Assessment	A. Ensure quality in programs through external reviews.	A1. Maintain accreditation for discipline and program-specific accreditations, college accreditations, as well as university accreditation through the Higher Learning Commission (HLC). (Provost/Academic Affairs, College Deans, Accredited Departments)	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Program Development and Assessment (continued)	A. Ensure quality in programs through external reviews. (continued)	A2. Develop a self-study format to share with departments that do not have discipline-specific accreditation reviews; develop a rotational plan for three to five program reviews each year. (Provost/Academic Affairs, College Deans)	
	B. Expand and enhance academic programs to meet needs of the students and the region.	B1. Survey employers for types of academic programs responsive to regional needs. (Institutional Research, Career Services, Departments)	
		B2. Survey alumni for program feedback, career trajectories, and graduate school participation. (Institutional Research, Alumni Office, Departments)	
		B3. Explore the development of certificate programs for graduate students. (College Deans, Graduate Admissions)	
		B4. Develop a policy to address assessment of prior learning for academic credit. (Provost/Academic Affairs, Office of the Registrar)	

## **PROGRAM QUALITATIVE DISTINCTIVENESS**

**Goal:** The University will develop and be known for distinctive programs that provide opportunities for excellence to students.

### **Indicators of Success:**

- ▶ Achievement of Carnegie Community Engagement Classification
- ▶ Increased growth and improved quality of fundable applications for qualitative distinctiveness programs
- ▶ Development of new proposals by academic departments
- ▶ Increased scope and participation by faculty and students in cross-disciplinary initiatives
- ▶ Successful recruitment of high-achieving students for participation in distinctive programs
- ▶ Utilization of data on international education, domestic travel-study, and student preparation for graduate and professional school

## PROGRAM QUALITATIVE DISTINCTIVENESS

**Goal:** The University will develop and be known for distinctive programs that provide opportunities for excellence to students.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Programs and initiatives which improve the University's educational experience and which create distinctive qualities	A. Obtain Carnegie Community Engagement Classification in next application cycle (2015).	<p>A1. Implement spring 2012 recommendations of Task Force:</p> <ul style="list-style-type: none"> <li>▶ create steering committee;</li> <li>▶ reconfigure Task Force;</li> <li>▶ develop curricular aspects;</li> <li>▶ assess and track methods;</li> <li>▶ enhance external partnerships;</li> <li>▶ prepare communication plan.</li> </ul> <p>([See Campus Culture 1D1] Academic Affairs)</p>	
	B. Stimulate initiatives and activities within academic and extracurricular programs.	<p>B1. Continue commitment to Qualitative Distinctiveness Strategic Fund at not less than \$150,000 per year. (President)</p> <p>B2. Solicit proposals from departments for discipline-based programs for selectively chosen cohorts. (Colleges)</p> <p>B3. Expand opportunities for student participation in independent or faculty-led scholarly, creative, or competitive projects. (Colleges)</p>	

# PROGRAM QUALITATIVE DISTINCTIVENESS

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Programs and initiatives which improve the University's educational experience and which create distinctive qualities (continued)	C. Promote cross-disciplinary learning opportunities.	<p>C1. Complete construction of multi-use greenhouse on campus for product development and interdisciplinary research. (SET, Administration &amp; Business Affairs)</p> <p>C2. Establish a multi-institutional environmental research initiative for cross-disciplinary study of regional freshwater issues. (SET, Foundation)</p> <p>C3. Increase and intensify collaboration with regional research institutions such as the Field Neurosciences Institute. (HHS)</p> <p>C4. Solicit proposals for innovative intercollegiate and cross-disciplinary learning opportunities in social sciences, arts and humanities, science, education, and related disciplines. (ABS, COE, SET)</p>	
	D. Develop distinctive partnerships with regional organizations to enhance learning opportunities across colleges.	D1. Increase and intensify collaboration with corporations such as Dow Corning, The Dow Chemical Company, Nexteer Automotive, and other regional businesses and organizations. (CBM, SET, CBED)	

## PROGRAM QUALITATIVE DISTINCTIVENESS

**Goal:** The University will develop and be known for distinctive programs that provide opportunities for excellence to students.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Coordination, delivery, and management of distinctive programs	<p>A. Identify current programs for high-achieving students which can be redesigned for greater impact.</p> <p>B. Improve collection and dissemination of information for planning purposes and for recruitment of students into programs of excellence.</p>	<p>A1. Augment Honors Program through clearly articulated strategic initiatives to be implemented by fall 2013. (Academic Affairs)</p> <p>A2. Continuously assess existing programs of qualitative distinctiveness for potential improvement and enhancement. (Provost)</p> <p>A3. Investigate potential benefits of creating a "center of excellence" to house programs of qualitative distinctiveness. (Academic Affairs)</p> <p>B1. Conduct a study to determine the effectiveness of undergraduate course work and advising as preparation for graduate school or professional programs. ([See Academic Improvement 2C4] Institutional Research.)</p> <p>B2. Provide system for tracking career success of alumni who participated in distinctive programs. (Institutional Research, Alumni Relations)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Coordination, delivery, and management of distinctive programs (continued)	C. Continue to promote and increase opportunities for international education and domestic travel-study learning experiences.	<p>C1. Determine the percentage of each year's graduating class that has studied abroad and establish a goal to increase appropriately. (International Programs)</p> <p>C2. Establish an appropriate benchmark for study-abroad participation for the total number of students enrolled. Increase as appropriate from 2.1% of total student population in fall 2011. (International Programs)</p> <p>C3. Collect and analyze data with a goal of increasing the number of SVSU students who participate in domestic travel-study learning experiences. (Academic Affairs, Student Affairs)</p> <p>C4. Develop and promote distinctive extracurricular opportunities and programs. (Academic Affairs, Student Affairs)</p>	

## ENROLLMENT MANAGEMENT

**Goal:** The University will meet or exceed specific enrollment goals in established categories and will increase retention, academic program completion and six-year persistence-to-graduation rates.

**Indicators of Success:**

- ▶ Implementation of new initiatives and enhancement of existing programs to focus on a culture of academic success
- ▶ Maintenance of optimal total enrollment levels appropriate to University capacity
- ▶ Increased retention and academic program completion rates
- ▶ Increase six-year persistence-to-graduation rate
- ▶ Implementation of a student feedback system to gauge satisfaction
- ▶ Development and implementation of a system to monitor and assess student needs
- ▶ Continued student engagement in co-curricular activities and academic support services

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Optimum enrollment levels	A. Strengthen undergraduate student enrollment.	<p>A1. Meet or exceed the goal of 1,754 first-time-in-college students (FTICs) in fall 2012, 2013, and 2014. (Enrollment Management)</p> <p>A2. Increase enrollment in undergraduate mechanical and electrical engineering programs by 30% over three years, from 373 in the fall 2011 to 485 in fall 2014. (Enrollment Management)</p> <p>A3. Increase the recruitment of FTIC undergraduate minority students by 2% each year from 335 in fall 2011 to 355 in fall 2014. (Enrollment Management)</p> <p>A4. Increase the total number of undergraduate minority students by 3% annually from fall 2011, at 1,151 to 1,254 fall 2014, for a total of 9%. (Enrollment Management)</p> <p>A5. Meet or exceed the goal of enrolling 1,150 new transfer students annually from fall 2012 to fall 2014. (Enrollment Management)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Optimum enrollment levels (continued)	<p>A. Strengthen undergraduate student enrollment. (continued)</p> <p>B. Effectively manage graduate student enrollment.</p>	<p>A6. Build Early College student enrollment and establish likely target of 300 to 350 students by winter 2016.</p> <p>B1. Develop collaborative initiatives with graduate program coordinators. (Enrollment Management, Academic Affairs)</p> <p>B2. Increase the number of graduate students in non-College of Education programs by 5%, from 528 in fall 2012 to 553 in fall 2014. (Enrollment Management, Academic Affairs)</p> <p>B3. Stabilize College of Education graduate enrollment by leveling from 745 students in fall 2012 to 647 in fall 2013 to 583 in fall 2014. (Enrollment Management, Academic Affairs)</p> <p>B4. Maintain Teacher Certification enrollment at 225 students for 2012, 2013, and 2014. (Enrollment Management, Academic Affairs)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Optimum enrollment levels (continued)	C. Broaden international student recruitment and improve opportunities for success.	<p>C1. Increase the total number of international students from 521 in the fall of 2011 to 650 in the fall of 2014 for a total increase of 24.8%. (Enrollment Management)</p> <p>C2. Reconsider international student enrollment levels and establish an aggressive goal that significantly exceeds current 6% of total student enrollment. (Enrollment Management)</p> <p>C3. Increase the enrollment of international students from countries other than Saudi Arabia and mainland China by 10% each year from fall 2012 to fall 2014. (Enrollment Management)</p> <p>C4. Achieve English Language Program (ELP) accreditation by fall 2014. (Enrollment Management)</p>	
2. Retention and academic program completion rates	A. Increase retention and persistence-to-graduation rates.	<p>A1. Increase FTIC retention rate from first year to second year by 2% annually to reach a goal of 77% by AY 2014. (Enrollment Management, Academic Affairs, Student Affairs)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Retention and academic program completion rates (continued)	A. Increase retention and persistence-to-graduation rates. (continued)	<p>A2. Increase the retention rate for transfer students from first year to second year by 2% annually to reach a goal of 72% by AY 2014. (Enrollment Management, Academic Affairs, Student Affairs)</p> <p>A3. Increase the rate of six-year student baccalaureate degree completion from 42% (2004 FTIC cohort) in fall 2010 to 45% as of fall 2014 (2008 FTIC cohort). (Enrollment Management, Academic Affairs, Student Affairs)</p>	
3. Monitoring and supporting students	A. Improve data-collection for better assessment of retention issues.	<p>A1. Institutionalize the MAP-Works program for all FTICs and sophomores and convene student focus groups each fall and winter semester. (Enrollment Management, Academic Affairs, Student Affairs)</p> <p>A2. Coordinate various on-campus student surveys and consolidate data to improve academic and co-curricular programs. ([See Campus Culture 2A4 and 2B1] Institutional Research, Student Affairs, Enrollment Management)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Monitoring and supporting students (continued)	A. Improve data-collection for better assessment of retention issues. (continued)	<p>A3. Utilize swipe-card technology to monitor and increase student co-curricular engagement. (Enrollment Management, Student Affairs)</p> <p>A4. Ensure consistency and accuracy of online retention data. (Enrollment Management, Institutional Research, Student Affairs.)</p>	
	B. Implement specific student support programs	<p>B1. Implement Stairway 2 Success program, mandated for incoming FTIC at-risk students. (Enrollment Management)</p> <p>B2. Establish "Sophomore Slump to Sophomore Jump" program to reduce attrition rates from 13% in fall 2011 to 11% for fall 2014. (Enrollment Management, Student Affairs)</p> <p>B3. Establish an annual Student Success Symposium to provide faculty and staff with best-practices; develop new living/learning communities which involve faculty, staff, and students. (Enrollment Management, Student Affairs, Academic Affairs)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Monitoring and supporting students (continued)	B. Implement specific student support programs (continued)	<p>B4. Provide high-quality tutorial support in a wide range of academic disciplines through the Academic Achievement Center. (Academic Affairs)</p> <p>B5. Evaluate spring/summer academic offerings and course delivery methods to maximize enrollments. (Enrollment Management, Academic Affairs)</p>	
4. Resources	A. Engage in effective cross-divisional planning initiatives.	<p>A1. Assess existing retention/persistence programs; pilot new initiatives through the Student Success Committee. (See Campus Culture 2A2.) (Enrollment Management, Academic Affairs, Student Affairs)</p> <p>A2. Develop a four-year blueprint for student success with specific goals and outcomes for each year. (Enrollment Management, Academic Affairs)</p>	<p>A2. Progressive year-to-year goals for students have been articulated:</p> <ul style="list-style-type: none"> <li>▶ transition and engagement;</li> <li>▶ exploring the university community;</li> <li>▶ integration and involvement;</li> <li>▶ preparation for graduation and career.</li> </ul>

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Resources (continued)	<p>A. Engage in effective cross-divisional planning initiatives. (continued)</p> <p>B. Pursue external funding through grant writing.</p> <p>C. Review and reallocate existing resources</p>	<p>A3. Evaluate and adjust occupancy rates in student housing, as appropriate, in order to maximize learning-community programs. (Administration &amp; Business Affairs, Enrollment Management, Student Affairs)</p> <p>A4. Annually assess the “right size” for the institution with a goal of leveling and sustaining enrollments. (Academic Affairs, Enrollment Management)</p> <p>B1. Seek federal and state grant funding to support student recruitment, retention, and success initiatives. (Enrollment Management)</p> <p>C1. Assess personnel, facility, and program needs; increase as necessary. (Enrollment Management)</p> <p>C2. Evaluate merit-based and need-based scholarships and increase as appropriate. (Enrollment Management, Administration &amp; Business Affairs)</p>	<p>C1. New position for full-time staff member to recruit and retain students from charter schools has been approved.</p>

## Physical and Technological Resources

**Goal:** The University will continue to develop, maintain, and enhance its physical facilities and technological resources to support excellence in teaching, learning, and campus life.

### Indicators of success:

- ▶ Stakeholder recognition of facility and technology excellence
- ▶ Transition from transaction to consulting orientation
- ▶ Establish metrics for:
  - Performance of facilities: (physical assessment/audit and statistical assessment)
  - Building and systems useful life
  - Functionality/useful life
- ▶ Collection, analysis and utilization of peer data for continuous improvement
- ▶ Increased operating efficiencies

## Physical and Technological Resources

**Goal:** The University will continue to develop, maintain and enhance its physical facilities and technological resources to support excellence in teaching, learning and campus life.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Facilities and Infrastructure	A. Improve the planning process for the strategic renovation and construction of University facilities.	A1. Integrate Master Plan concepts into institutional processes that determine future projects. (Executive Vice President/Administration & Business Affairs)	
		A2. Conduct formal and ongoing life cycle analyses of facilities and infrastructure. (Campus Facilities)	
		A3. Expand the current facilities planning and resource horizon from two years to ten years. (EVP-ABA)	
		A4. Commence critical Wickes Hall renovations. (Campus Facilities)	
		A5. Complete planning for and begin Ryder Center critical renovations and expansion. (EVP-ABA & Campus Facilities)	
	B. Strengthen management of campus facilities operations.	B1. Refine and continue to implement the recently adopted Facilities Strategic Operating Plan. (Campus Facilities)	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Facilities and Infrastructure (continued)	B. Strengthen management of campus facilities operations. (continued)	B2. Identify and implement additional initiatives that support high-level facilities stewardship (custodial, grounds, maintenance, and HVAC). (EVP-ABA & Campus Facilities)	
2. Energy Usage	A. Develop a comprehensive campus-wide energy strategy.	<p>A1. Develop and implement an energy policy that addresses institutional commitment to utility cost-saving measures, carbon emission reduction and source reliability. (EVP-ABA &amp; Campus Facilities)</p> <p>A2. Identify, evaluate and implement potential energy efficiency projects. (EVP-ABA &amp; Campus Facilities)</p> <p>A3. Establish an investment plan to support energy initiatives. (EVP-ABA)</p>	
3. Information Technology	A. Develop a governance model encompassing all IT services.	A1. Establish and operate an Executive Information Technology Committee to develop policies, provide executive oversight, and identify and prioritize projects. (EVP-ABA)	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Information Technology (continued)	A. Develop a governance model encompassing all IT services. (continued)	A2. Identify and initiate other means to encourage representation from major campus stakeholder groups in IT planning. (EVP-ABA & Executive Director.-ITS)	
	B. Create a long-term strategic plan that articulates IT support of the University's educational mission and administrative services.	B1. Utilize the Executive Information Technology Committee to develop a strategic plan. (EVP-ABA & Exec. Dir.-ITS)	
		B2. Conduct an annual (tactical) planning process integrated with the University's long-term strategic plan and budget cycle. (Exec. Dir.-ITS)	
	C. Identify major near-term priorities.	C1. Develop and implement disaster recovery plans for critical Colleague and network applications. (Exec. Dir.-ITS)	
		C2. Restructure IT help desk operation. (Exec. Dir.-ITS)	
		C3. Identify core university functions for business process redesign. (EXP-ABA & Exec. Dir.-ITS)	

## Physical and Technological Resources

**Goal:** The University will continue to develop, maintain and enhance its physical facilities and technological resources to support excellence in teaching, learning and campus life.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Information Technology (continued)	C. Identify major near-term priorities. (continued)	<p>C4. Engage Ellucian to perform a business assessment and action plan for more effective use of Colleague. (Exec. Dir.-ITS)</p> <p>C5. Implement database conversion from Unidata to SQL. (Exec. Dir.-ITS)</p> <p>C6. Implement Colleague operating system conversion from UNIX to LINUX. (Exec. Dir.-ITS)</p> <p>C7. Identify and install a successor email product to Zimbra. (Exec. Dir.-ITS)</p> <p>C8. Begin preparations to acquire and implement the Colleague Reporting and Operating Analytics/w ODS (Data Warehouse) and portal. (Exec. Dir.-ITS)</p> <p>C9. Expand technology supportive of mobile applications. (Exec. Dir.-ITS)</p> <p>C10. Create and fund a structure to support emerging technologies (i.e., prototype lab). (EVP-ABA)</p>	

## CAMPUS CULTURE

**Goal:** The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

### Indicators of Success:

- ▶ Increased faculty/staff/student interaction
- ▶ Successful implementation of 50<sup>th</sup> Anniversary Celebration
- ▶ Submission of Carnegie Classification application
- ▶ Increased alumni interaction with current students
- ▶ Improved awareness and analysis of implemented student success strategies

## CAMPUS CULTURE

**Goal:** The University will promote a culture of student success, valuing high achievement, personal and intellectual integrity, a dynamic campus environment, inclusion, and social responsibility.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Dynamic campus environment	<p>A. Increase faculty and staff engagement with students outside the classroom.</p> <p>B. Support student organizations to advance the vitality of the university.</p>	<p>A1. Increase faculty/staff:</p> <ul style="list-style-type: none"> <li>► membership on advisory teams and inter-divisional task forces;</li> <li>► participation in initiatives and social events.</li> </ul> <p>(Academic Affairs, Student Affairs, Enrollment Management, Diversity Programs)</p> <p>A2. Increase faculty/staff attendance at training workshops and extra-curricular events. (Academic Affairs, Student Affairs, Enrollment Management, Diversity Programs)</p> <p>A3. Host faculty/staff/student discussions on relevant topics. (Academic Affairs, Student Affairs, Diversity Programs)</p> <p>B1. Identify collaborative opportunities to support Student Association strategic goals. (Ombudsman, Student Affairs)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Dynamic campus environment (continued)	<p>B. Support student organizations to advance the vitality of the university. (continued)</p> <p>C. Engage, expand and diversify audiences for the arts, diversity, cultural, and athletic programs.</p>	<p>B2. Measure the impact of OrgSync to encourage student involvement in Registered Student Organizations. (Student Affairs)</p> <p>B3. Provide increased positive development programs for Greek organizations. (Student Affairs)</p> <p>C1. Implement 50<sup>th</sup> Anniversary events. (All)</p> <p>C2. Expand electronic tracking and incentive programs for students; utilize data to increase student attendance. (Academic Affairs, Enrollment Management, Student Affairs)</p> <p>C3. Increase student participation in music, art, and theater programs. (Academic Affairs)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Dynamic campus environment (continued)	<p>D. Structure "Community Engagement" programs to increase the number of students, faculty and staff who participate in service-related activities. (continued)</p> <p>E. Strengthen role of alumni through purposeful interactions with current students.</p>	<p>D1. Report both on-going and new curricular and co-curricular community service initiatives and student participation results in support of the Carnegie application. ([See Program Qualitative Distinctiveness 1A1] All)</p> <p>D2. Measure student engagement and make recommendations. (Academic Affairs, Student Affairs)</p> <p>E1. Match students with alumni in networking/mentoring relationships with a goal of developing lifelong relationships with the University. ([See University and Community Advancement 1B1] Career Services, CBED, Alumni Relations)</p> <p>E2. Achieve greater student involvement in Forever Red RSO efforts. ([See University and Community Advancement 1A1] Alumni Relations, Student Affairs)</p>	

## CAMPUS CULTURE

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Dynamic campus environment (continued)	<p>E. Strengthen role of alumni through purposeful interactions with current students. (continued)</p> <p>F. Provide University iconic visual that contributes to campus identity.</p> <p>G. Expand and strengthen international student engagement within the campus and surrounding community.</p>	<p>E3. Foster, support, and encourage alumni/student interaction at the college and academic department levels. (Academic Affairs, Alumni Relations)</p> <p>F1. Create and install campus landmark to support new traditions. (Student Affairs?)</p> <p>G1. Implement programs to involve domestic students and international students in collaborative activities, such as sporting events and Homecoming teams. (International Programs, Enrollment Management, Student Affairs)</p> <p>G2. Implement initiatives to increase international student interaction with faculty, staff, and community members and establish appropriate benchmarks to demonstrate success. (International Programs, Enrollment Management, Academic Affairs)</p>	
2. Institutionalization of success initiatives	<p>A. Provide opportunities for personal and professional development of students, faculty and staff.</p>	<p>A1. Implement programs to develop talent and potential of emerging faculty, staff, and student leaders. (All)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Institutionalization of success initiatives (continued)	A. Provide opportunities for personal and professional development of students, faculty and staff. (continued)	<p>A2. Consider implementation of a mandatory first-year course in support of student adjustment to an academic culture, leading to improved persistence. ([See Enrollment Management 4A1] Academic Affairs, Enrollment Management)</p> <p>A3. Increase internship placements. (Academic Affairs, Career Services)</p> <p>A4. Conduct student satisfaction surveys and develop programs in response to perceived needs. ([See Enrollment Management 3A2] Institutional Research, Student Affairs, Diversity Programs)</p> <p>A5. Introduce students to career preparation and Career Services resources beginning in the freshman year. (CBED, Enrollment Management, Student Affairs)</p>	

## CAMPUS CULTURE

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Institutionalization of success initiatives (continued)	<p>B. Create an assessment team to review data relevant to student success initiatives.</p> <p>C. Improve internal communication regarding university student success strategies and outcomes.</p>	<p>B1. Utilize relevant student surveys/assessment reports to promote student success. ([See Enrollment Management 3A2] Academic Affairs, Institutional Research, Enrollment Management, Student Affairs)</p> <p>C1. Facilitate access by appropriate parties to student profile data and program implementation outcomes via publications and/or websites. (Academic Affairs, Enrollment Management, Student Affairs)</p>	
3. Inclusive environment	A. Determine current status of campus climate.	A1. Conduct a Campus Climate Survey, analyze data, and make recommendations. (Diversity Programs, Enrollment Management, Student Affairs)	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Inclusive environment (continued)	B. Improve focus on students in special populations.	<p>B1. Enhance existing programs that support the engagement of special populations and implement new programs as needed for:</p> <ul style="list-style-type: none"> <li>▶ commuter;</li> <li>▶ differently-abled;</li> <li>▶ graduate students;</li> <li>▶ international;</li> <li>▶ LGBTQA;</li> <li>▶ minority;</li> <li>▶ out-of-state;</li> <li>▶ transfer;</li> <li>▶ veteran/military</li> </ul> <p>(Diversity Programs, Enrollment Management, Student Affairs)</p> <p>B2. Provide additional Universal Design workshops to improve curricular and co-curricular materials and programs. (ITD, Academic Affairs)</p> <p>B3. Eliminate physical barriers for individuals using mobility assistance in locations such as, but not limited to: restrooms, power-operated doors, classroom desks, and assistive technology areas. (Academic Affairs, Campus Facilities, Student Affairs)</p>	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Inclusive environment (continued)	B. Improve focus on students in special populations. (continued)	B4. Add exercise programs for participants of various ages and physical abilities. (Human Resources)	
4. Integrity and social responsibility	A. Reintroduce Honor Code and Academic Integrity expectations for students.	A1. Develop and provide materials on the Honor Code and Academic Integrity policy for distribution to students at the beginning of each semester. (Academic Affairs)	
		A2. Implement other academic integrity initiatives such as signed student agreements, social media academic integrity discussion sites, and related postings on the website. (Student Association, Academic Affairs, Student Affairs)	
	B. Sustain and promote a healthy and safe campus environment.	B1. Implement programs and resources to meet compliance for Sexual Violence. (Diversity Programs)	B1. Publish[ed] and promote[ed] Sexual Violence Resource Guide.
		B2. Conduct Anti-Harassment/ Discrimination training for entire campus community. (Diversity Programs)	

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Integrity and social responsibility (continued)	B. Sustain and promote a healthy and safe campus environment. (continued)	B3. Implement U.S. Department of Health & Human Services Suicide Prevention Grant initiative. (Student Affairs)	

## **UNIVERSITY AND COMMUNITY ADVANCEMENT**

**Goal:** The university will increase support from and advance its service to the region, Michigan and beyond as a cultural, intellectual and economic leader.

**Indicators of Success:**

- ▶ Increased alumni support, engagement and advocacy
- ▶ Development of collaborative external and internal relationships to advance the reputation of the university
- ▶ Increased private support through successful implementation of the 50th anniversary campaign
- ▶ Strengthened internal and external communication of the brand to generate better understanding of SVSU's distinctive qualities
- ▶ Increased Federal, State and Local government support

## UNIVERSITY AND COMMUNITY ADVANCEMENT

**Goal:** The university will increase support from and advance its service to the region, Michigan and beyond as a cultural, intellectual and economic leader.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Alumni Support and Engagement	<p>A. Achieve 8% giving participation rate among alumni who are within the first five years of graduation.</p> <p>B. Institutionalize an alumni development role for select programs, such as athletics and student life, and for each college.</p> <p>C. Engage alumni involvement in CARDS (Cardinal Alumni Recruiting Dedicated Students).</p>	<p>A1. In collaboration with Forever Red Society, create giving opportunities for current SVSU students and their parents to develop a culture of support. (Enrollment Management, Alumni Relations)</p> <p>B1. Test a communications strategy with the College of Business and Management as a model. (CBM, UCOMM, Foundation)</p> <p>B2. Increase the number of alumni career contacts from 150 to 250 by 2015. (Alumni Relations)</p> <p>B3. Involve alumni in faculty-led study abroad opportunities. (Alumni Relations, Academic Affairs, CBED)</p> <p>B4. Engage a minimum of 20 new alumni through affinity connections, with a goal of 300 involved alumni by 2015. (Alumni Relations)</p> <p>C1. Engage at least one alumnus per Michigan county in CARDS program. (Alumni Relations, Admissions)</p>	

## UNIVERSITY AND COMMUNITY ADVANCEMENT

**Goal:** The university will increase support from and advance its service to the region, Michigan and beyond as a cultural, intellectual and economic leader.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
1. Alumni Support and Engagement (continued)	C. Engage alumni involvement in CARDS (Cardinal Alumni Recruiting Dedicated Students). (continued)	C2. Connect alumni and students from each county and promote alumni scholarship giving to CARDS. (Alumni Relations, Admissions)  C3. Connect at least 25 alumni in Ohio and Indiana target counties. (Alumni Relations, Admissions)	
2. Collaborative external and internal relationships that advance the reputation of the University	A. Improve, increase and coordinate external speaking opportunities to advance and manage the reputation of the University.	A1. Conduct training workshops for faculty/staff who will serve as public speakers during the 50 <sup>th</sup> anniversary campaign. (UCOMM, Public Affairs Council)  A2. Schedule standard presentation "SVSU at 50" at principal service clubs in Midland, Bay, Saginaw, and Genesee counties and in the Thumb. (UCOMM, Public Affairs Council)  A3. In partnership with the Great Lakes Bay Convention and Visitors Bureau, establish and promote a "speakers bureau" utilizing faculty/staff expertise. (UCOMM, Public Affairs Council, Academic Affairs)	

## UNIVERSITY AND COMMUNITY ADVANCEMENT

**Goal:** The university will increase support from and advance its service to the region, Michigan and beyond as a cultural, intellectual and economic leader.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Collaborative external and internal relationships that advance the reputation of the University (continued)	<p>B. Develop and implement a customer relationship management model for major regional organizations.</p> <p>C. Serve and engage the community through collaborative opportunities</p>	<p>B1. Develop and implement a strategic plan to manage the University's relationships with The Dow Chemical Company, Nexteer Automotive, and Dow Corning. (Foundation, SET, CBM, CBED)</p> <p>C1. Participate in the first annual "Fall for the Arts" regional festival. (Foundation, MFSM)</p> <p>C2. Organize and promote the 2014 Regional Roethke Festival. (UCOMM, Foundation, MFSM)</p> <p>C3. Engage the region in major anniversary activities:</p> <ul style="list-style-type: none"> <li>▶ SVSU 50<sup>th</sup> anniversary</li> <li>▶ MFSM 25<sup>th</sup> anniversary</li> <li>▶ Rhea Miller 20<sup>th</sup> anniversary</li> </ul> <p>(UCOMM, Foundation, MFSM, Academic Affairs)</p> <p>C4. Identify a minimum of one University event per year for strategic enhancement/regional engagement. (UCOMM, Foundation, MFSM, Academic Affairs, Conference and Events)</p>	

## UNIVERSITY AND COMMUNITY ADVANCEMENT

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
2. Collaborative external and internal relationships that advance the reputation of the University (continued)	C. Serve and engage the community through collaborative opportunities (continued)	C5. Conduct an inventory of employee service on non-profit and community organization boards; make strategic appointments. (Public Affairs Council)	
3. Internal and external communication of the brand that generates better understanding of SVSU's distinctive qualities and programs	A. Develop an internal communications system to connect the campus community.	A1. Establish president's weekly message online. (President)	
		A2. Evaluate the purpose and distribution of the <i>Interior</i> . (Public Affairs Council, UCOMM)	
		A3. Coordinate and improve campus-wide e-newsletters. (Public Affairs Council, UCOMM)	
	B. Manage and improve external marketing communications.	B1. Strengthen branding efforts with alumni, donors, and prospective students. (UCOMM, Foundation, Admissions)	

## UNIVERSITY AND COMMUNITY ADVANCEMENT

**Goal:** The university will increase support from and advance its service to the region, Michigan and beyond as a cultural, intellectual and economic leader.

AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
3. Internal and external communication of the brand that generates better understanding of SVSU's distinctive qualities and programs (continued)	B. Manage and improve external marketing communications. (continued)	B2. Implement integrated marketing/co-ordinated communications initiatives to attract and retain students, increase awareness of the University, and promote private support. (UCOMM, Admissions)	
	C. Communicate and promote distinctive qualities and programs.	C1. Enhance messaging to alumni, friends, students, and parents to improve awareness. (UCOMM, Alumni Relations)	
4. Private Support	A. Develop an on-campus campaign strategy to promote employee participation.	A1. Engage faculty/staff volunteers to promote giving opportunities and assist with personalized cultivation and solicitation efforts. (Foundation, Academic Affairs)	
	B. Determine campaign leadership and develop cultivation /solicitation strategies for public phase.	B1. Identify the "Top 100" prospects in Saginaw, Bay and Midland counties; identify the "Top 100" alumni prospects. (Foundation)	
	C. Develop campaign communication plan for public announcement.	C1. Collaborate with the Integrated Marketing/Coordinated Communications team to coordinate the timing of communications messaging and official public announcements from January 1, 2013 to July 1, 2013. (Foundation, UCOMM)	

## UNIVERSITY AND COMMUNITY ADVANCEMENT

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
4. Private Support (continued)	D. Establish campaign fundraising goal and complete by 2015.	D1. Evaluate the feasibility of \$30 million campaign goal prior to a public announcement. (Foundation)	
5. Public Support	A. Increase Federal, State and local government support.	<p>A1. Continue efforts at the State level to recognize SVSU's enrollment growth, tuition restraint, and efficient use of resources. (Government Relations)</p> <p>A2. Strengthen alumni political advocacy and build relationships with key alumni to broaden the base of support. (Alumni Relations, Government Relations)</p> <p>A3. Meet or exceed previous levels of external grant support. (Sponsored Programs)</p> <p>A4. Increase faculty and staff involvement in grant-writing workshops. (Academic Affairs, Sponsored Programs)</p>	

**UNIVERSITY AND COMMUNITY ADVANCEMENT**

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AREAS FOR DEVELOPMENT	INITIATIVES	ACTIONS	PROGRESS
5. Public Support (continued)	A. Increase Federal, State and local government support. (continued)	A5. Continue efforts at the State level for recognition of SVSU's need for capital outlay funding for renovations and deferred maintenance for older State-owned campus buildings, including Wickes Hall and the Ryder Center. (Government Relations)	