

**Academic Senate**  
Agenda  
Tuesday, January 15, 2019  
**UCB 202A and B**

**10:00 AM: Business Session**

1. Call to Order and Roll Call
2. Approval of Minutes:
  - A. November 20, 2018
  - B. December 4, 2018
3. Open Forum: items of importance to the Academic Senate  
(Please notify President Alspach)
4. Reports
  - A. Senate President – Sandy Alspach
  - B. Senate Vice President – Charles Bacon
  - C. Senate Secretary – Melinda Isler
5. Senate Standing and Task Force Committee Reports
  - A. University Curriculum Committee – Rusty Leonard
  - B. Academic Program Review Council – Gary Todd
  - C. Data-Driven Decision-Making Task Force – Kemi Fadayomi
6. Old Business: requiring Senate action
  - A. Academic Affairs Policy: Awarding Credit Policy
  - B. Academic Affairs Policy: Compensation
7. New Business: requiring Senate action
  - A. University Curriculum Committee – Rusty Leonard
  - B. Academic Policies and Standards Committee – Jim Nystrom

**11:00 AM: Information Session**

1. Athletic Advisory Committee: Fall Sports Recognitions – Cathy Archer
2. Announcements
  - A. President David Eisler
  - B. Provost Paul Blake
3. University Committees and Other Reports
  - A. General Education – Victor Piercey
  - B. Higher Learning Commission (HLC) Steering Committee – Mark Thomson
  - C. Student Government – President Bobby Gill
4. [eta 11:15] “Conversation with the Senate” – Spence Tower (SPARC)  
Strategic Planning Initiative
5. [eta 11:45] Open Forum: items of interest to the University community
  - A. FSU Emeriti Association President Doug Haneline: Memorial
  - B. Open Forum  
(Please notify President Alspach)
6. Adjournment to Monthly Meeting  
10:00 AM Tuesday, February 5, UCB 202A and B  
11:00 AM: “Conversation with the Senate”: TBA

**Minutes  
Ferris State University  
November 20 2018- 6:00 p.m.**

Members in Attendance: Alspach, Axford, Bacon Bajor, Baran, Berghoef, Bright, Calkins, Daubert, Dawson, Desmond, Epps, Fadayomi, Foulk, Gray, Hanna, Inabinett, Isler, Johnson, Lotoczky, Moore, Shimko, Swinkunis, Smith, Thomson, Todd, Waters, Weaver, Wyzzy, Zube, Zyla,

Members absent with cause: Aslakson, Bacon, Drake, Emerick, Herrington, Rumpf, Wolfer

Members absent:

Ex-Officio and Guests: Blake, Breitenwischer, Briggs, Durst, EastleyEshbach, Goosen, Haik, Ing, Lopez, Kavanaugh, Kwant, Marion, Nicols, Ollenquist, Pavletic, Rewers, Seiferlein, Teahan

1.	President Alspach called the meeting to order at 6:10 p.m..
2.	<p><b>Opening Remarks.</b></p> <p>Academic Program Review Chair Gary Todd thanked the committee members for their tireless efforts in completing the process. The committee was introduced. General process recommendations will occur following program recommendations.</p>
3.	<p><b>APR Program Recommendations.</b></p> <p>Senator Dawson moved to continue the English (BA) program. Senator Desmond seconded. Motion passed.</p> <p>Senator Dawson moved to continue the Business Administration program [BS in Business Administration and BS in Business Administration and Legal Studies, AAS in General Business, Minor and Certificate in International Business, Certificate in Real Estate, Certificate in Small Business Management and Certificate in Leadership and Supervision]. Senator Desmond seconded. Motion passed 100%.</p> <p>Senator Dawson moved to continue the Leadership and Project Management minor program. Senator Desmond seconded. Senator Hanna asked for the number of dedicated faculty. Program representative Eshbach said faculty teach this as part of a regular load with other business majors. Gray noted this was an example of an unattached minor. Senator Zyla asked about why this was not grouped with supervisory leadership certificate. This was covered in the previous motion. Motion passed 86% to 7% with 7% abstaining.</p> <p>Senator Dawson moved to continue with reporting the Music and Entertainment Business (BA) program [formerly Music Industry Management (BS)]. Senator Desmond seconded. Chair Todd noted the change in leadership and that this program has outcomes but did not have time to college sufficient data. They have been asked to report back with data in 2020. Senator Moore asked if enhancement might be a better choice for the program. Course champion Kwant said he continues to work with the industry representatives. Moore also asked about a plan to get more faculty. Kwant continues to work with adjuncts to supplement program. Senator Zube asked if data is promising if recommendation can be changed to enhanced. Chair Todd said not under current system. Motion passed 90%-10% with no abstentions.</p> <p>Senator Dawson moved to continue the Operations and Supply Management program [BS and Minor in Operations and Supply Management, Minor in Lean Systems, Certificate in Lean Systems, Certificate in Manufacturing and Operations, Certificate in Global Logistics]. Senator Desmond seconded. Senator Gray asked about the center/ Eschbach said lean systems are in great demand and it would involve a classroom, and advisory board once started. Senator Moore asked if it was not a separate program. Eschbach said no. Motion passed 89% to 3% with 7% abstaining.</p> <p>Senator Dawson moved to continue with reporting the BS and AAS in Early Childhood Education program. Senator Desmond seconded. Senator Foulk asked if the program has staff for multiple year offerings. Ing noted that the state requirement has made this a more marketable degrees and they are considering a masters</p>

	<p>program. The program needs to provide data which has lead to a request to report back in 2020. Motion passed 93% to 7% with 0 abstentions.</p> <p>Senator Dawson moved to continue with reporting the Career and Technical Education program [MS in Career and Technical Education and Advanced Graduate Certificate in Total Quality Management in Education]. Todd noted that data needs to be collected. Senator Johnson noted that recruitments have great potential with HLC accreditation requirements. Ing noted that the recruitment has occurred in community colleges and other postsecondary educational institutions. Senator Desmond seconded. Motion passed 93% to 7% with 0% abstaining.</p> <p>Senator Dawson moved to continue with reporting the BS and AAS in HVACR program. Senator Desmond seconded. Motion passed 97% to 3% with 0% abstaining.</p> <p>Senator Dawson moved to continue the BS in Construction Management program as. Senator Desmond seconded. The program is accredited but the letter has not been received. The letter needs to be submitted. Senator Zube asked what if the letter did not give accreditation Senator Gray asked when it was due. Todd stated by next year. Senator Weave asked about if they were put on probation. Todd said that would not be acceptable. Senator Hanns noted that it is most likely to receive a e3 year approval and follows ABET standards. Motion passed 97% to 3% with 0% abstaining.</p> <p>Senator Dawson moved to continue the BS in Elementary Education program. Senator Desmond seconded. This program has been accredited by the Council for the Accreditation of Educator Placement. Motion passed 93% to 7% with 0% abstaining..</p> <p>Senator Dawson reported that APR was to continue the Mathematics program [BS in Applied Mathematics, BS in Applied Mathematics with Computer Sciences concentration, AS in Pre-Engineer, Minor in Computer Science, Certificate in Computer Science and Minor in Mathematics. They completed the reports as requested in the previous year. They accepted the report.</p>
4.	<p><b>APR General Recommendations</b></p> <p>Senator Dawson moved to accept the APR general recommendations. Senator Desmond seconded. The recommendations include: 1. Establish a program level marketing plan to include marketing assistance, and funds allocated directly to departments. 2. Equipment Replacement and Repair Program. III. Adopt a portfolio warehousing package (such as digication) for assessment and place for students and alumni a location to keep work from time at Ferris.</p> <p>Senator Hanna recommended to Todd that language be added noting that this is a recommendation made in previous years for the first two recommendations. Senator Thomson suggested a specific dollar amount should be calculated as part of this recommendation.</p> <p>For the portfolio package, Senator Weave asked what happens to capstones? They are dealt with differently department. Senator Todd said some areas are using these types of packages to provide data needed for accreditors such as ABET. Senator Axford if these functions could not be included as part of the search foer the new version of the learning management system. Associate Provost Teahan said it is common for HLC to look at these systems during visits and it has come up as an issue for the Assessment Committee in recent years.</p> <p>Motion passed 86% to 10% with 4% abstaining.</p>
5.	<p><b>APR Process Recommendations</b></p> <p>Senator Dawson moved to accept the APR process recommendations. Senator Desmond seconded. The recommendations include:</p> <ol style="list-style-type: none"> <li>1. Revise Academic Program Review Process to be more in lines with requirements of Higher Learning Commission.</li> </ol>

7b.	<p><b>Minors Task Force Report.</b>          Senator Berghoef moved to support the report. Senator Gray seconded. Senator Berghoef reported on the minors task force. Practices at Ferris appear to be consistent with other universities. The university should determine the value and place of stand-alone minors so that they can be resourced properly. Also the question of the minor for APRC and the Provost is not clearly defined. Motion passed 97% to 3% with 7% abstaining.</p>
7.	<p><b>Academic Affairs policies</b>          Senator Baran moved to support the Academic Affairs Policy Creation and Revision Procedures. Senator Epps seconded. Vice-President Bacon made a friendly amendment to correct punctuation in item 2. Senator Weaver asked what current practices are and how this is different. Associate Provost Teahan said that they are not documented which is why they created this. Senator Moore asked where these proposals go? Vice President Bacon said that all proposals go through the Senate Executive Committee even though listed as Senate. President Alspach said that was her understanding. Senator Hanna made an amendment to change the language in the second line from will to shall. Seconded by Senator Gray. The senate passed the amendment 81% to 4% with 15% abstaining. Motion passed 89% to 4% with 7% abstaining.</p> <p>Senator Baran moved to support the Academic Meeting Schedule. Seconded by Senator Bright. Senator Todd asked about the Thursday schedule set for faculty development through FCTL was new. President Alspach said she thought it was. Senator Calkins noted he wanted it to say first academic Tuesday to handle months like January where weeks do not align. He made a motion to alter lists to add word academic. Senator Epps asked for clarification. Calkins explained January issue. Thomson suggested add “when in session” President Alspach proposed amendment for “1<sup>st</sup> Tuesday when school in session.” Alspach want language clear. Zube noted other issues. Moore thinks making it too complicated, it is not complicated. Senator Calkins withdrew motion under duress. Senator Berghoef reinforced concerns about Thursday. Senator Weaver asks is this is a policy or guideline. President Alspach said it looks like guideline. Provost Blake said he has no preference and guidelines are fine. Senator Calkins noted its often violated. Vice-President Bacon noted language on Thursdays different in that past policy said “should be” and this is more directed and he’s more comfortable with that. Vice-President Bacon said it contractually better to have it as a policy. Senator Weaver said a policy that is regularly violated is ridiculous and it is a guideline and moved to change to guideline not policy. Seconded by Gray. Senator Drake asked if this would violate HLC requirements by making it a guideline? Associate Provost Teahan said the HLC would prefer it this way. Senator Moore asked if the word encouraged doesn’t allow the flexibility and allow it to stay a policy. Motion failed 46% to 54% to change it from a policy to a guideline. Vice-President Bacon moved to amend the language for Thursdays at 11 should be for Faculty Development through the Faculty Center. Senator Gray seconded. Senator Foulk noted that it language said faculty development and faculty center. Senator Thomson made friendly amendment to make it faculty development (lower case) and drop faculty center. Seconded by Senator Berghoef. Amendment to amendment passed 93% to 7% with 0% abstaining. The amendment to add language Thursdays at 11 should be reserved for faculty development. Amendment passed 93% to 7%. Motion passed 81% to 10% with 9% abstaining.</p> <p>Senator Baran moved to support the Awarding Credit policy. Seconded by Weaver. Vice-President Bacon noted some editorial corrections. President Alspach noted this reminds students that there is an out of class expectation to spend time for class. Vice President Bacon moved to table. Seconded by Senator Berghoef. Motion to table passed by 97% to 0% with 3% abstaining. Bacon asked if new policy and how 1:2 ratio. Associate Provost said new policy and the ratio relates to HLC requirements. Bacon asked if minimum. Teahan said yes. Bacon said in his area the requirements are higher. Thomson noted lab hours are different and asked how credit is allowed for high school courses. Teahan noted a separate section relates to credit/non-credit issue. Senator Moore asked about work experience. Teahan said those are under prior learning assessment policies. Senator Hanna asked if the labs are listed as equivalent. Senator Gray asked about one hour credit per class (some alternate times). Teahan said registrar determines time equivalencies. President Alspach asked if Senate wanted report from Registrar. Gray asked if the policy was able to cover all contingencies. Zube expressed credit hours unclear in policy and expectations should be made clear to students in next semester. Bacon motioned to table. Senator Hanna asked redirection evaluate credit for lab hours and support. Thomson also requested clarification on internships. Motion to table approved 97% to 3%</p>

**Minutes  
Ferris State University  
December 4, 2018- 10:00 a.m.**

Members in Attendance: Alspach, Axford, Bacon Bajor, Baran, Berghoef, Bright, Calkins, Daubert, Dawson, Desmond, Epps, Fadayomi, Foulk, Gray, Hanna, Inabinett, Isler, Johnson, Lotoczky, Moore, Shimko, Swinkunis, Smith, Thomson, Todd, Waters, Weaver, Wyzzy, Zube, Zyla,

Members absent with cause:

Members absent:

Ex-Officio and Guests: Bacon, Bell, Blake, Caserta, Colvert, Damari, DePew, diNardo, Eisler, Franklund, Garrison, Goosen, Haik, Herron, Hawkins, Hoisington, Huey, Jackson, Johnson, LaPietra, Leonard, Marquardt, Martin, McKean, Meinholt, Nichols-Whitehead, Nicol, Nystrom, Ollenquist, Pardon, Pilgrim

1.	President Alspach called the meeting to order at 10:0 a.m.
2.	<b>Approval of Minutes.</b> Senator Weaver moved to approve the minutes. Senator Berghoef seconded. The motion passed 97% to 0% with 4% abstaining. Secretary Isler reported that the November 20 <sup>th</sup> minutes will be approved at the January meeting.
3.	<b>Open Forum</b> There were no open forum comments.
4.	<b>Officer Reports/ President Report</b> President Alspach reported that she had recently participated in Academic Leadership Council where an update on the Higher Learning Commission process occurred. And she noted that the English curriculum proposal had been moved on the agenda to allow a Senate vote.  Vice President Bacon had no report.  Secretary Isler requested that all visitors please sign into the notepad being passed around because of the expected increase in attendance at this meeting.
5.	<b>Senate Committee Reports</b> University Curriculum Chair Rusty Leonard reported that the English curriculum cleanup will be acted on later in the meeting. He discussed two informational proposals: HIST 361 Racism in the Modern world and ISYS course curriculum cleanup.  Academic Program Review Chair Gary Todd said that committee made its recommendations at the November 20, 2018 meeting. He will be stepping down as the Academic Program Review chair and a process is underway to select a new chair. .  Senator Fadayomi reported that the committee continued to work on documenting university practices and comparing them to other schools.
7a.	<b>English Curriculum Cleanup</b> Isler moved to approve curriculum changes. Zube seconded. Leonard explained that since this involved changing more than 3 courses it required a vote. Vice-President Bacon asked why English 250 was not removed. Questions were asked about why English 250 continues to exist if it is not part of the new sequence. Chair Ollenquist noted that even though it is not used in the English BA it is still part of the current English Education sequence and will continue to be offered for the immediate future. Senator Gray asked why all forms were not made available. Leonard responded that at the time the packet went out it was an informational proposal. Motion passed 83% to 10% with 7% abstaining.

	<p>Senator Baran moved to support the Compensation and Budget policy. Seconded by Epps. Senator Bacon read statement from committee Chair Nystrom, “add “or gender” to policy. President Alspach noted se4x or gender is different from sex or gender identity are different. Motion to amend passed 75% to 12% with 5% abstaining. Senator Epps asked why title had and budget. Senator Epps said its not a policy about budget and is not relevant. Motion to amend title to remove budget from title, seconded by Baran. Senator Gray said this language is used to prevent discrimination although not clear. Vote taken. Senator Gray moved to table the policy until the January meeting to allow further language review. Seconded by Senator Todd. Motion passed 89% to 11%.</p>
<p>9.</p>	<p><b>Announcements / Campus Committee Reports.</b> Announcements and reports from University committees were deferred to the January 2019 meeting.</p>
<p>10</p>	<p><b>Conversations with the President Eisler- University Budget.</b> President Eisler was recognized to give his budget presentation. Audience members asked where the money was and why he was hiding. President Alspach asked the audience to refrain from questions until the presentation was finished. Audience members who were not senators would be recognized to ask questions following the senators.</p> <p>Eisler presented a budget update for the 2018-2019 budgets. The 2018-19 general fund budget was approved in October. This budget is 1.1% less than the 2017-2018 budget. It was balanced with \$9.1 million in reductions- which included 49 positions. A further reduction amount for \$1.8 million will occur in Spring 2019. The General Fund revenue peaked in FY2016 and has been trending downward since. Our enrollment has declined from 2013-14 to 2017-18 by 27,116 student credit hours (7.55% of the budget). The projected number of high school graduates in both Michigan and the US is continuing on a downward trend until 2030-31. Currently vice presidents are developing plans for three levels of base budget reductions fro July 1, 2019. They are based on enrollment declines of 4%, 5% and 6%. This will require base budget reductions ranging from 2.5% to 3.7% of current operating allocations. Those budget allocations would be \$4.7 million, \$5.9 million and \$7.1 million. A university wide budget form will be scheduled after spring enrollment is confirmed. Additional information is available on the website.</p> <p>President Alspach reminded the audience that Senators ask questions first. Senator Weaver pointed out that many departments are having forums, and suggestions. She commented that it did not not make sense to take cuts from Academic Affairs. She suggested that the administrative side look at some possible cuts in issues such as university-issued vehicles and looked at other ways to cut costs? Eisler said the university will take suggestions and work on yearly efficiencies. Senator Weaver asked to have that information available to Senate. Eisler agreed.. Senator Foulk asked how high school courses are counted? High school credits counted as Big Rapids or regional and tuition counted. Senator Todd asked how international students fit into picture? Eisler said revenue not focus on specific group except for Kendall (so it goes into general budget) Emerick asked why ISI ceased recruiting when they had significant numbers? Eisler agreed and said they were working it but international student climate has changed but investigating. Senator Epps suggested they consider the incompatibility of offering online courses and students from Saudi Arabia who cannot take online. She said this a comment for the university as a whole and is an issue for health care programs. Eisler agreed this is a responsibility when we accept international students. Senator Wolfer asked if they have evaluated our online system? Some want to take online but can’t unless in online programs? She suggested they increase online offerings and its inconsistent between colleges. Could this assist credit hours? Eisler agreed need to meet needs of students. Senator Fadayomi about international students and strategic planning. Eisler said he is not leading those discussions but Vice-President David Pilgrim could answer. Vice President Pilgrim said this issue would be coming up at the next meeting. Senator Zube noted budget often a silo apart from revenue and asked if there was a way to make it more flexible to allow it to be direct more toward programs? Decisions made in March and April and will have ideas. Discretion is given to the Vice-Presidents for cuts. Try to make a sustainable cuts. Eisler noted that 75% of budget is people and he does not put ongoing programs on one-time funding. President Alspach asked if there was one more question for senate as they had time. There were none.</p>
<p>13.</p>	<p>Senate President Alspach did not accept questions from the floor because of a shortage of time before noon classes. The meeting was adjourned at 11:50 a.m.</p>

	<ol style="list-style-type: none"> <li>2. Reduce length of document to less than 100 pages for non-accredited programs by eliminating outdated information and requirements and focusing more on Criterion 4.</li> <li>3. Eliminate appendices containing syllabi and curriculum vitae.</li> <li>4. Recommend splitting the process between fall and spring semesters.</li> <li>5. Accredited programs submit their statement of accreditation, duration of accreditation, enrollment and efficiency calculations only.</li> </ol> <p>Senator Weaver asked what could reduce the page length? Todd noted that the syllabi and cv's would make this easier. They were also eliminating employer survey which many companies no longer are allowed to fill out. Senator Zyla asked if Criteria 3 for the Higher Learning Commission which was teaching and learning would also not be relevant. Senator Foulk asked if deans were prepared to sign off on qualified faculty. Todd said yes they already are. Nicol said it was a mandate. Haik noted that the syllabi was part of a negotiation process with the FFA. Not all materials are in Digital Measures. Teahan said that credentials are available on the website.</p> <p>Motion passed 97% to 3% with 0% abstaining.</p>
6.	The meeting was adjourned at 7:25 p.m.



## General Education

Jan. 8, 2019

Dear Academic Senate,

Happy New Year! I apologize for not being able to share my report with you in person, as I am traveling for my grant.

We have the following to report:

1. I will be scheduling more listening tour sessions this semester. At the February meeting, I will have dates and times. These sessions are intended to be active, using techniques that ensure all voices are heard. Please try to attend, and encourage the faculty in your colleges to attend.
2. We are in the early stages of piloting a "general education minor" with Peter Bradley and the Honors College. The basic idea of such a minor is to offer a problem-based minor that satisfies certain general education requirements in and of itself. Other colleges and universities offer general education minors, such as Virginia Tech. At a school of our size, typically, there are several such minors offered as an option, and a few major programs may require one of these minors.

As our work with the Honors College proceeds, we will have more details for discussion.

3. I am starting to develop content for Facebook and Twitter. I hope to be able to go live with social media by the middle or end of February. Please consider following us if you are on either of those platforms!

Note that I will also have to miss the first April meeting due to grant-related travel. I will send along a written report at that time as well.

Thank you,

Victor Piercey

Director of General Education



## **Vision:**

Building on the vision of our founders, Ferris State University will be an agile and transformational university. By integrating theory and practice, we will foster opportunity, discovery, and professional preparation for a dynamic global society.

## **Mission:**

By embracing its Core Values, Ferris State University offers transformative experiences and individualized guidance for our students, and impacts the university community and society:

**For Students:** We provide an integrative, academically comprehensive educational foundation for in-demand and emerging professions, fusing in-depth disciplinary knowledge with discovery and practical application.

**For the University Community:** We build on a university culture that is responsive to its constituents, partners, and our world.

**For Society:** We seek meaningful and strategic engagement with regional, national, and global communities.

## **Core Values:**

**Collaboration:** Ferris builds partnerships within the university and the global community that promote shared goals and success.

**Diversity:** Ferris commits to be an inclusive university community that respects the dignity of the individual and promotes the acceptance of others.

**Ethical Community:** Ferris implements policies, procedures, and actions to promote transparency, advance our mission and foster integrity, civility, and respect within and beyond the university.

**Excellence:** Ferris is dedicated to innovation and quality execution that sustains and promotes relevance in a changing world through the use of best practices and benchmarking.

**Learning:** Ferris promotes hands-on, transformative learning; balancing theory and practice; encouraging teamwork and innovation; and emphasizing critical thinking—all of which are fundamental elements of career success.

**Opportunity:** Ferris honors the legacy of our founders by encouraging and supporting all who wish to acquire the knowledge, leadership, and communication skills that are the foundations of personal success.

# Strategic Planning Process

## October 2017 through January 2018

Patty Cormier, an outside consultant (AASCU-Penson), led a series of listening sessions. The approach was to meet with a broad range of constituent groups to ascertain their opinions of Ferris and the issues pertinent to the institutional health and sustainability of the University. Those groups included the following:

### Internal Groups

<ul style="list-style-type: none"><li>• Board of Trustees</li><li>• President’s Council</li><li>• Provost and deans</li><li>• KCAD administration</li><li>• FSU faculty, staff, and students</li><li>• Union representatives</li><li>• Facilities management group</li><li>• Diversity and Inclusion Committee</li><li>• Strategic Planning and Resource Council</li></ul>	<ul style="list-style-type: none"><li>• Student Affairs leadership team</li><li>• Ferris Foundation board members</li><li>• Alumni board members</li><li>• University retention specialists</li><li>• Enrollment workgroup</li><li>• Extended and International Operations</li><li>• IT/Online group</li><li>• Marketing/web Group</li></ul>
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### External Groups

<ul style="list-style-type: none"><li>• Superintendent of Big Rapids Public Schools</li><li>• Director of the Chamber of Commerce</li><li>• Big Rapids community members</li></ul>	<ul style="list-style-type: none"><li>• Educational officials from Kent County</li><li>• Grand Rapids representatives who are working with Ferris on various projects</li></ul>
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Patty Cormier also met with the Strategic Planning Steering Committee (SPSC) to offer recommendations on how to move ahead.

## February 23, 2018

The SPSC meeting resulted in the following:

- ✓ The data collected during the listening sessions were discussed. The Committee looked for patterns in the responses—endeavoring to identify 4-6 ideas that could be viewed as overarching strategic goals.
- ✓ The SPSC created a Guiding Principles Subcommittee, chaired by Lisa vonReichbauer and Suzanne Miller, to review the University’s core values, mission, and vision—the Committee agreed that **all** the guiding principles should be revisited. The SPSC also created a Research/Data Subcommittee, chaired by Kristen Salomonson and Jennifer Johnson, to serve as a resource for the workgroups.

## March 12, 2018

The SPSC met and the following was accomplished:

- ✓ The Guiding Principles Subcommittee gave an update and offered a plan for gaining university-wide input regarding the core values, mission, and vision.

- ✓ The SPSC examined the strategic plans of New Jersey City University (NJCU), Texas A&M-San Antonio University (A&M-SA), and Iowa State University (ISU). The NJCU plan was appealing because of its straightforward approach—goals, objectives, and measures—but it lacked targets. The A&M-SA plan went directly from strategic goals to outcomes. The ISU plan was thorough and detailed—goals, sub-goals, measurement tools, and action steps. The SPSC agreed that the Ferris State University plan should include 5 overarching goals, each followed by several initiatives—and the initiatives would be realized through specific target-related actions.
- ✓ The SPSC identified five major strategic areas: Academic Programs and Offerings; Branding, Reputation, Pride, and Community; Enhancing Resources; Maximizing Institutional Effectiveness; and, Student Success. Each of these areas was assigned a workgroup. The SPSC offered the names of prospective chairpersons and members.

### **March 2018**

This was a productive month for the SPSC and the Subcommittees.

- ✓ The Guiding Principles Subcommittee held eight open forums and administered an online survey to get input from the University regarding the core values, mission, and vision. The results were shared with the SPSC.
- ✓ Co-chairpersons were selected for the five workgroups. Spence Tower and David Pilgrim met with the chairpersons to give them their charge—and help populate the workgroups.
- ✓ The workgroups began collecting data and conducting listening sessions. These sessions—along with other research—helped the workgroups refine the strategic goals.

### **April 6, 2018, and April 23, 2018**

To enhance the process, the chairpersons of the workgroups were invited to join SPSC meetings.

- ✓ The Guiding Principles Subcommittee discussed their findings and offered recommendations.
- ✓ The SPSC discussed possible initiatives.
- ✓ The creation of a dedicated strategic planning website was planned.

### **May 11, 2018, and June 7, 2018**

The SPSC—again joined by the co-chairpersons of the workgroups—met and continued to discuss themes, goals, and possible revisions to the University’s mission and vision. The Committee discussed the significance of the following paragraph from the document, “University-wide Expectations for 2018-2019.”

“Work is well underway in the preparation of the next university strategic plan. When completed in spring 2019, the plan will be focused, measurable, and address the external market environment we serve. This plan will enhance the Ferris of the present and guide the Ferris of the future. Integral to this future is fostering a strong sense of... innovation and entrepreneurship, exploring new markets, together with developing, implementing, and delivering new degrees and curriculum.”

### **May 2018 to May 2019**

A small team—led by Franklin Hughes and Michelle Rasmussen—was assembled to create the Strategic Planning website. This website is crucial, allowing the SPSC to both update the university community and to receive input. That website is located at [https://www.ferris.edu/strategic-planning2/strategicplan19\\_24/homepage.htm](https://www.ferris.edu/strategic-planning2/strategicplan19_24/homepage.htm).

### **June 21, 2018 – SPARC Retreat**

The workgroups shared their progress with and gained insight from members of the Strategic Planning and Resource Council (SPARC).

### **July 23, 2018**

The SPSC and workgroup members met with 20+ Big Rapids community members to hear their ideas about Ferris' future and to discuss enhancing campus and community interactions.

### **August 2, 2018**

David Pilgrim updated the Ferris Board of Trustees, at the annual Board Retreat, about the progress of the strategic planning process. LaShanda Thomas, Gary Granger, and Pilgrim facilitated a discussion with Board members about the strategic plan.

The SPSC did not meet this month; instead, the workgroups worked separately—increasingly focusing their efforts on identifying and refining specific initiatives.

### **September 14, 2018**

At this meeting of the SPSC the focus was on efforts to coordinate with the Ferris Higher Learning Commission team—and to critique drafts of strategic goals.

### **October 19, 2018, and November 16, 2018**

The SPSC meetings focused on specific initiatives.

### **December 7, 2018**

The SPSC meeting included a presentation by Piram Prakasam, Director of the Office of International Education. The remainder of the meeting was a discussion of several initiatives proposed by two workgroups: Student Success and Enhancing Resources.

### **December 2018**

Spence Tower and David Pilgrim updated the President's Council on SPSC's progress and set a schedule to have the workgroups meet with the Council.

### **January-March 2019**

Targets, tactics, and measurements will be identified to accompany initiatives.

### ***Guiding Principles Work***

From the beginning, the SPSC has been committed to crafting mission and vision statements that have widespread support from faculty, staff, and students. The Guiding Principles Subcommittee began the process by hosting open forums and conducting a survey, see [https://www.ferris.edu/strategic-planning2/strategicplan19\\_24/developmentsummary.htm](https://www.ferris.edu/strategic-planning2/strategicplan19_24/developmentsummary.htm). They also held sessions with the President's Council, the academic deans, the Academic Leadership Council, and other leadership groups. Multiple drafts were shared with the entire campus, most notably via the Strategic Planning website. The Guiding Principles Subcommittee presented a final draft to the SPSC in November 2018. The Committee approved that document, see [https://www.ferris.edu/strategic-planning2/strategicplan19\\_24/valuesmissionvision.htm](https://www.ferris.edu/strategic-planning2/strategicplan19_24/valuesmissionvision.htm).

### **External Groups**

The SPSC is committed to producing a strategic plan that is meaningful, relevant, doable, and aspirational. Toward that end, the SPSC and its workgroups have solicited data and guidance from internal constituencies **and** external experts. The work of the SPSC has been aided by outside consultants. Patty Cormier led the early work of the SPSC. David Attis, Managing Director of Strategic Research at EAB, has been a resource. Of course, the SPSC has also benefited from the work done by Stamats—and members of workgroups have worked closely with 160over90, the branding agency.