

Annual Imperative 1: Improve student retention and academic success

Division: Provost/VPAA

Imperative 1: Retention & Academic Success: INITIATIVE	Imperative 1: Retention & Academic Success: STRATEGY	Imperative 1: Retention & Academic Success: STATUS: August 2003
Office of Academic Achievement: Concentrate on student retention	Ed and I are working with Connie and Marcos to improve retention for the fall 2003 count, implement activities in the summer and next year for the fall 2004 count, and, most importantly, put long term processes in place.	Many activities are underway and have been reported to cabinet. These include student support and advising, attention to remedial placement and coursework, residential and student life contacts, curriculum modification, etc.

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 1: Retention & Academic Success: INITIATIVE	Imperative 1: Retention & Academic Success: STRATEGY	Imperative 1: Retention & Academic Success: STATUS: August 2003
Increase affordability through more 4-year scholarships	Enhance existing merit and need scholarships	Proposals submitted
Developmental Courses	Improve developmental courses: Math and Reading	Director of developmental math hired and new sequence of early math courses created. New coordinator for EDCI 100 appointed and curriculum upgraded

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 1: Retention & Academic Success: INITIATIVE	Imperative 1: Retention & Academic Success: STRATEGY	Imperative 1: Retention & Academic Success: STATUS: August 2003
<p>Values initiative, BGeX</p>	<p>Team is in place and functioning.</p>	<p>Will move from 5 to 20 courses in fall. Workshops are completed, plans in place for 3-day orientation, etc</p>

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 1: Retention & Academic Success: INITIATIVE	Imperative 1: Retention & Academic Success: STRATEGY	Imperative 1: Retention & Academic Success: STATUS: August 2003
Undergraduate research	Follow recommendations of task force report.	Search underway for director
General education revitalization <ul style="list-style-type: none"> ➤ Alignment of faculty objectives with Gen Ed objectives ➤ More faculty involvement in Gen Ed 	Campus dialog on purposes and opportunities, incorporation of learning outcomes into Gen Ed. <ul style="list-style-type: none"> ➤ Five faculty summer grants offered by Arts and Sciences ➤ Faculty Learning Community on Gen Ed to be offered by CTLT. 	Committee is active. Four year review of all Gen Ed courses was just completed <ul style="list-style-type: none"> ➤ Happening ➤ Taking applications for fall

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 1: Retention & Academic Success: INITIATIVE	Imperative 1: Retention & Academic Success: STRATEGY	Imperative 1: Retention & Academic Success: STATUS: August 2003
Restructure of math education	Hire faculty coordinator.	Dale Winter to begin in fall 2003

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 1: Retention & Academic Success: INITIATIVE	Imperative 1: Retention & Academic Success: STRATEGY	Imperative 1: Retention & Academic Success: STATUS: August 2003
Outcomes assessment	Electronic portfolios are being developed. Milt is working with ITS to have Epsilen software available across campus.	Steering committee is active and pilots will occur in the fall

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 1: Retention & Academic Success: INITIATIVE	Imperative 1: Retention & Academic Success: STRATEGY	Imperative 1: Retention & Academic Success: STATUS: August 2003
Small classes initiative	100 sections of first-year courses offered for no more than 30 students in each section.	On track for fall
<i>All initiatives are vital to Annual Imperative 4: Begin to implement University's Academic Plan</i>		

Division: Executive Vice President

- a. Continued to expand the services of the Student Tech Center, enhancing its ability to serve students wanting to use video, power point and other programs for classroom presentations.
- b. Continued to expand the Summer Success program, this year encouraging Freshmen and Sophomores to take summer classes and see an advisor by offering a \$100 bookstore coupon.
- c. Continued to expand campus use of the MYBGSU portal to serve students, adding advising component and new payment options.
- d. Assisted with the automation of math placement tests, so that students can take these online prior to O-REG
- e. Created new program to subsidize course related software and databases so that students will not need to pay a "special fee" for classes that are dependent on software/databases.
- f. Increased the number of online classes available from 60+ to 126+, thus moving online enrollments for summer 2004 from 999 to over 1700.
- g. Began bachelor's degree program in biology on the Lorain Community College Campus.
- h. Completed all intra-campus work so that we can begin a new cohort Master's Program in Education in Assistive Technology in fall 2004.

Division: Student Affairs

TIMELINE	INITIATIVE	STRATEGY	STATUS
Ongoing	Continue to work with Academic Affairs to increase retention rates through collaborative efforts in overseeing the Office of Student Academic Achievement, with a special emphasis on linking student affairs programs and services to academic programs and courses.	Work closely with Academic Affairs to oversee the Office of Student Academic Achievement (SAA) and ensure goals and priorities are being met.	Co-Directors of SAA attend and contribute to all Student Affairs Council and Student Affairs Executive group meetings.
Fall 2003	Continue to work with Academic Affairs to enhance the BGeXperience program.	Work closely with Academic Affairs to oversee the program and ensure goals and priorities are being met.	Twenty-one Student Affairs staff participated in BGX Orientation and plans are being made to increase Student Affairs staff involvement next year.
Fall 2003	Determine short- and long-term plans for student housing.	Conduct the Residence Life master plan, and study and begin implementation of appropriate report recommendations.	Architects were selected in summer'03. During Fall semester, the architectural firm conducted meetings with over 40 faculty and staff, led focus groups involving over 60 students, and made presentations at both RSA and USG meetings. Administered an online survey November and received approximately 3400 responses. Results are being tabulated with over 126 pages of written comments in addition to the standard responses feature.

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

TIMELINE	INITIATIVE	STRATEGY	STATUS
			Final recommendations are scheduled for summer 2004.

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Ongoing	Increase retention efforts on special populations, such as international students, new summer students, transfer students, and off-campus students through specialized programs and services.	Develop new retention position in the Center for Multicultural and Academic Initiatives to help retain this population.	Completed
		Offer special theme section of UNIV 100 for Hispanic and Black males- will examine the first-semester retention rate of students in the class after 15 day count in the spring semester.	Twelve students enrolled for fall term. 100% retention for spring semester.
Ongoing	Continue to focus on assessment efforts in all programs and services.	Develop methods to assess programs and learning outcomes.	Student Affairs Assessment Committee is educating staff and implementing Division's assessment plan.
		Assess learning outcomes of programs and services and incorporate appropriate intervention programs/services based on assessment.	In progress. Learning outcomes have been developed and data is being collected for programs and services.
Ongoing	Continue to emphasize the importance of diversity throughout all programs and services.	Assess retention aspects of programs and services for students of color.	A pilot of the Necessary Components Retention Program Assessment was administered Spring 2004. Results being tabulated.
Fall/ Spring 2003		Review recommendations of LGBT Task Force and implement as appropriate.	Task Force report completed early spring semester for review and implementation. VPSA has taken

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

			report under advisement.
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BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Ongoing	Through evaluation of students' personal and academic needs, ensure that budget allocation provides for adequate support and high quality of programs and services.	Utilize Student Affairs Budget Evaluation group to evaluate and make recommendations.	Student Affairs Budget Evaluation group has been meeting to evaluate essential programs and services.
Fall 2003	Provide increased involvement in career decision making opportunities for first-year students to facilitate timely graduation.	Increase the number of UNIV 131 sections offered to 45 with 20 students per section.	Increased the number of UNIV 131 sections offered this academic year by 11 (from 19 to 30). Fall 2003: increased from (3) to (7) sections with 107 students. Spring 2004: increased section offering from (16) to (23) sections.
Ongoing	Continue to increase student attendance at athletic events.	Increase marketing of athletic events.	Student attendance at athletic events, particularly football, increased this fall.

Division: University Advancement

INITIATIVE	STRATEGY	STATUS
	<p>Raising private monies for undergraduate student scholarships, study abroad experiences, and graduate student fellowships, all which assist in student recruitment, retention, and overall success. It is projected the Foundation will raise in excess of 25.0 million in endowed support for scholarships for the period fiscal year 2003-2008.</p>	<p>As of June 30, 2004, a total of \$21 million has been raised for endowed scholarships in cash, pledges and planned gifts.</p>

INITIATIVE	STRATEGY	STATUS
	<p>Develop a conceptual framework and management plan for continued implementation of the Best of BG Program and its integral parts: (a) Bravo BG, (b) Accomplished Graduate Program, and (c) Chapter Pinnacle Events.</p>	<p>Staff has developed a management plan for the Best of BG Program which fully integrates the three program elements as well as development opportunities. The next step is to provide/implement metrics for these programs. Roll out of this plan will provide the framework for external relations in the next five to seven years.</p>
	<p>Continued enhancement of the Alumni Laureate Program through development of an Advisory Board, attainment of revenue generation targets, and refinement of program support for the participants.</p>	<p>Advisory Board has been formed; revenue targets are on schedule with respect to Board challenge, and as priority within the comprehensive campaign. Program support refinement is ongoing.</p>
	<p>In consultation with Admissions, provide support to enrollment strategies through accelerated training of alumni</p>	<p>Alumni staff and board continue to build and develop ASSET program in support of student recruitment efforts.</p>

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

INITIATIVE	STRATEGY	STATUS
	volunteers to leverage recruitment efforts in targeted areas, and further refine and expand the alumni reception program, and execution of the ASSET program.	This area needs higher level of collaboration between Advancement and Academic Affairs to insure we are maximizing recruitment of top end students.
	Significantly increase opportunities for real time communication with alumna through development and refinement of the association website. Aggressively market to alums, and utilize as primary communication link, program enhancer, and research facilitator.	Alumni Association Website concept, plan, and operational implementation has been completed with cooperation of alumni, ITS, and Hansen, Inc. (outside vendor). Website re-design should be live by August 2004.
	Continued enhancement of University's Homecoming Celebration with the dual goals of (1) increasing the involvement of alumna across all audiences and groups, and (2) more effectively connecting them with the University community, and its mission.	Homecoming celebration continued to grow this past year and comprehensive committee insures active engagement by community, faculty, students, and alumni.
	Improve the effectiveness of alumni affairs results in critical outcome areas through implementation of management audit with the goal of developing (a) indicators of success and metrics, (b) real time communication with, and support of alumna, and (c) enhanced business and management practices.	Management audit conducted by professional organizational development individual. Report received and recommendations currently being review and implemented

Annual Imperative 2: Continue to improve funding from nonenrollment sources

Division: Provost/VPAA

Imperative 2: Improve Funding INITIATIVE	Imperative 2: Improve Funding STRATEGY	Imperative 2: Improve Funding STATUS: August 2003
<p>Comprehensive campaign <i>(Has direct implications for all 7 Annual Imperatives)</i></p>	<p>Charge Deans to establish college and unit priorities, work closely with the Foundation, and aggressively implement strategies to expand contacts and build relations with potential donors.</p> <ul style="list-style-type: none"> ➤ Work personally with each Dean to encourage and expand fundraising efforts. ➤ Work with the Foundation to have workshops for Deans. ➤ Get the Deans to share ideas and learn from each other's successes. 	<p>The Deans expect to spend 30% of their time on fundraising.</p> <ul style="list-style-type: none"> ➤ Deans will assist Chairs and Directors to be effective participants in the development process.

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Imperative 2: Improve Funding INITIATIVE	Imperative 2: Improve Funding STRATEGY	Imperative 2: Improve Funding STATUS: August 2003
<p>Community engagement to stimulate economic and social development through partnerships and outreach activities <i>(Has direct implications for all 7 Annual Imperatives)</i></p>	<p>Charge Deans to encourage and facilitate faculty opportunities for collaborative grant development, contracts and entrepreneurial activities with business and industry, schools and social services ➤ This will be a major thrust for College of Business Administration.</p>	<p>Deans are examining priorities and opportunities associated with Academic Plan and tying faculty performance evaluations to success in research and community service productivity ➤ Appointment finalized with Dr. Robert Edmister as CBA Dean</p>
<p>Third Frontier research efforts</p>	<p>Target realistic opportunities for BGSU participation and build programs accordingly ➤ Wright Center proposal</p>	<p>Vice Provost for Research is monitoring University opportunities and overseeing project development ➤ Funded for \$2 million</p>

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 2: Improve Funding INITIATIVE	Imperative 2: Improve Funding STRATEGY	Imperative 2: Improve Funding STATUS: August 2003
<p>Collaborative research activities in Northwest Ohio</p>	<p>Collaboration Initiative in Research and Graduate Education brings together the top executives of BGSU, the Medical College of Ohio, Owens Community College, and the University of Toledo to establish priorities and identify ways of working together.</p>	<p>Search for director is underway</p>

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 2: Improve Funding INITIATIVE	Imperative 2: Improve Funding STRATEGY	Imperative 2: Improve Funding STATUS: August 2003
Increasing opportunities for federally directed research funding	New A-Dean assigned to this in Graduate College, contracting with Van Scoyoc firm to lobby in Washington.	Well underway
Opportunity for internal funding to leverage external funds	Faculty Research Committee charged.	Process being conducted by the Office of Sponsored Programs and Research.
Strategic faculty recruitment	Recruit senior scholars with successful track records in areas of identified strength and opportunity <ul style="list-style-type: none"> ➤ John Ryans hired as Good Chair ➤ Chris Dunn hired as ADean for research in HHS 	Pending searches: <ul style="list-style-type: none"> ➤ Senior scholar offer pending in Neuroscience ➤ Eminent scholar search underway in photochemical sciences ➤ Senior search to be reauthorized in Philosophy.
<i>All initiatives for Annual Imperative 2 are also vital to Annual Imperative 3 (Continue to strategically communicate the case for higher education to state leaders and the public,) Annual Imperative 4 (Begin to implement the University's Academic Plan) and Annual Imperative 6 (Begin to implement the University's Master Plan).</i>		

Division: Executive Vice President

- a. CIO secured a grant for a University-wide enterprise portal. This will allow us to work with Case Western Reserve on a unified gateway to all web-based services. (estimated worth: 1.5 million dollars)
- b. Libraries selected its Library Advocates Board; arranged for the transition of the Ray and Pat Browne Endowment from Popular Culture to the Libraries (\$97,400); started the process of a retirement event for Janet Parks that will benefit the Libraries (Aug. 2004; approx. \$20,000); developed its Strategic Plan for Development.
- c. Continuing and Extended Education started a new book scholarship for international students; continued its practice of recognizing scholarship donors at an Annual event; hired a new Assistant Dean for its non-credit area; began process of solicitation with Nationwide Insurance for Fire School scholarships (anticipated donation of \$50,000-100,000)
- d. WBGU received a grant of \$100,00 through SchoolNet which assisted with DataCasting experimentation and provision of web materials on proficiency exams. Received commitments of over \$750,000 toward its major capital campaign ("Bright Ideas")
- e. Division had the 2nd highest contribution rate (just behind University Advancement) to the BGSU Family Campaign.

BGSU 2003 -2004 Year -End Progress on Annual Imperatives

Division: Student Affairs

TIMELINE	INITIATIVE	STRATEGY	STATUS
Ongoing	Continue Student Affairs' development efforts, particularly targeting former student leaders and parents as potential donors.	Sponsor 2 nd Annual VIP Reunion during Homecoming for former student leaders.	Held October 2003 during Homecoming.
Ongoing		Communicate with Student Affairs constituent group via newsletter.	Newsletter sent September 2003
Spring 2004		Increase giving by SA staff to the Family Campaign.	Giving increased by 7% among SA staff.
Spring 2004	Continue to enhance fund raising efforts.	Hire development officer to assist with athletic fund raising.	Major gift officer hired in October who will focus on athletic fund raising. SA gift officer hired in February.

Division: University Advancement

INITIATIVE	STRATEGY	STATUS
	Private support overall will continue to increase over the five year period as part of the University's comprehensive campaign. In addition to scholarship support mentioned above funding will be used to enhance University faculty development, centers, and facilities, as well as sustain the University through annual unrestricted support	Steady progress is being made

INITIATIVE	STRATEGY	STATUS
Continue to improve funding from non-enrollment sources.	Ensure optimal volunteer oversight and investment through recruitment of the National Campaign Steering Committee by October, 2003.	The National Campaign Steering Committee, with 24 recruited members, has held three general meetings and two additional meetings of the campaign leadership.
	Ensure meeting the campaign goal by successfully achieving the Advance Gift target by fiscal year end (\$37.5 million in gifts in hand, pledges in hand, planned gifts in hand, and planned gifts pledged).	The Division has exceeded the anticipated gift target of \$37.5 million by fiscal year end. As of June 30, 2004, gifts (as defined) totaled \$54,676,984.
	Inform and motivate prospects by developing the campaign theme, case statement and related marketing and communication materials by December, 2003.	Campaign theme has been adopted. <i>Building Dreams: The Campaign for Bowling Green State University</i> is the theme. Case Statement is written and waiting approval of final campaign goal to include those figures in document. Related marketing materials will be completed by

BGSU 2003 -2004 Year -End Progress on Annual Imperatives

INITIATIVE	STRATEGY	STATUS
		calendar year end.
	Achieve effective institutional-wide involvement in the comprehensive campaign through developing college and constituent area plans and their respective campaign advocacy groups.	College and area level plans are currently being developed by the respective deans and constituent directors in consultation with their development liaisons, and advocacy groups. Advocacy groups are well established in Arts and Sciences, and Technology and Health & Human Services. Work needs to be done with the other colleges through the balance of this academic year to be ready for the next phase of the campaign.

BGSU 2003 -2004 Year -End Progress on Annual Imperatives

INITIATIVE	STRATEGY	STATUS
	Sustain the Annual Fund by integration of the annual giving program (Telefund, Family Campaign) into the comprehensive campaign.	The Annual Fund has fully integrated the campaign's featured objectives into their programming. This will be of critical importance as the campaign evolves into the regional and all-gift phase in fiscal years 2006-2007.
	Maximize donor investment through development and implementation of accelerated planned giving initiative as key strategy in comprehensive campaign.	Planned giving is integral to successfully moving the campaign agenda forward. Enhanced volunteer recruitment and marketing efforts are being developed. This remains a very high priority within development.
	Ensure sound management by finalizing all campaign policies and guidelines including gift acceptance, gift counting, and gift reporting.	Campaign policies and guidelines are in place for all aspects of the campaign.

INITIATIVE	STRATEGY	STATUS
	Continue to implement the investment plan developed by the Finance Committee, and finalize all sector searches by fiscal year end.	Foundation has made significant progress with addition of fixed income, mid-cap, small cap, and international fund manager. Final sector (alternatives) was completed by May board meeting.
	Finalize the evaluation of the Foundations core growth fund	Evaluation of core growth fund manager (NAM)

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

INITIATIVE	STRATEGY	STATUS
	manager by December, 2003, and if necessary conduct search and hire replacement manager for this sector.	was completed and determined to sever that relationship. Hired Alex Brown & Vanguard.
	Implement plan for review of all endowed funds within the Foundation to ensure all funds have requisite criteria, and fund administration guidelines.	Endowed funds audit is ongoing.
	Implement plan to ensure all below market-endowed funds make income distributions during the fiscal year. Continue to monitor for future years.	Plan to fund all below market endowed funds, approved by Foundation Board.
	To ensure efficient processing of all gifts, implement Gift Processing Plan in a timely manner.	Gift Processing Plan implemented on an ongoing basis.
	Continue to collaborate with the University in the development and integration of an institutional-wide framework and strategy (Foundation and University) for investments.	Institutional investment strategy being implemented with inclusive committee with representation from both boards and consistent strategy development and communication from advisor. Savings incurred in targeted areas.

Annual Imperative 3: Continue to strategically communicate the case for higher education to state leaders and the public

Division: Provost/VPAA

Imperative 3: Communicate Higher Ed. Case INITIATIVE	Imperative 3: Communicate Higher Ed. Case STRATEGY	Imperative 3: Communicate Higher Ed. Case STATUS: August 2003
Involve external groups with input on the Academic Plan	Two sessions were held for external leaders (mayors, superintendents, business leaders, etc.).	22 leaders attended. Thank-you's were ext ended both directions.
Musical Arts, Education and Human Development, and Technology have a long history of outreach	Encourage the Deans of these colleges to expand efforts. Support initiatives such as the Entrepreneur Center, the Center for Applied Technology, and the new proposal for a Digital Media Laboratory.	
Arts Advocates and regional arts workshop on developing new audiences	Meetings held successfully in March and May	Plan for new initiatives was major product of the workshop
Regional conference on collaboration and value of university research	Held in November with attendance of more than 50 people from Northwest Ohio.	Another conference planned for November 2003

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 3: Communicate Higher Ed. Case INITIATIVE	Imperative 3: Communicate Higher Ed. Case STRATEGY	Imperative 3: Communicate Higher Ed. Case STATUS: August 2003
Provost television series tied to implementation of Academic Plan	Educate public about purpose/function/contributions of state institutions of higher education and showcase BGSU accomplishments/achievements by capitalizing on the talents, skills, and cooperative efforts of University students, faculty and staff to produce the show.	Topics are being identified for individual programs and production teams of faculty, students, and community members are being assembled to work with WBGU.
Support outreach activities of Faculty Senate	Support their trips to Columbus and encourage them to do more.	They are trying

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 3: Communicate Higher Ed. Case INITIATIVE	Imperative 3: Communicate Higher Ed. Case STRATEGY	Imperative 3: Communicate Higher Ed. Case STATUS: August 2003
NEW INITIATIVE: BGSU White Papers		
<i>All initiatives for Annual Imperative 3 are essential to each of the other six Annual Imperatives.</i>		

Division: Student Affairs

TIMELINE	INITIATIVE	STRATEGY	STATUS
Ongoing	Work with student leaders in their efforts to educate state leaders and the public on the role of higher education in Ohio.	Communicate needs for higher education and help students understand the impact of voicing their opinion.	Undergraduate Student Government and Graduate Student Senate visited the state capital in April to express support for higher education funding.

Division: University Advancement

INITIATIVE	STRATEGY	STATUS
	<p>Marketing and communications provides on-going support to legislative affairs in the development of first class informational materials, and in the articulation of communications to federal and state officials on the need for support of higher education. Additionally, the Alumni Affairs Office assists in the identification and recruitment of volunteers to communicate with state officials on issues important to higher education.</p>	<p>Ongoing efforts continue via Marketing & Communications, Alumni Affairs</p>

INITIATIVE	STRATEGY	STATUS
	<p>In consultation with Information Systems, finalize the University Website project and commence with institutional wide implementation.</p>	<p>University website revision has been completed and is currently being implemented on an institutional-wide basis.</p>
	<p>In consultation with Development, the colleges and primary constituent areas, develop the campaign theme, case statement, and communications plan.</p>	<p>Marketing and communications firm (Lipman Hearne), collaborated with internal marketing and communications and development in developing campaign communications plan and strategy as well as case statement.</p>
	<p>Finalize the internal communications plan and begin to phase in key modifications and new initiatives including the Monitor, Intranet, and President's Report.</p>	<p>Internal communications plan completed with implementation being promulgated within staffing constraints.</p>

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

INITIATIVE	STRATEGY	STATUS
	Strategically modify the University's advertising campaign to accentuate (a) the character of BGSU, (b) quality teaching and research, and (c) the learning communities future vision, i.e. academic plan.	Revised advertising plan (Building Dreams) completed and implemented in print and electronic media in targeted markets.
	Develop key University leadership communications pieces such as the Presidential Project, and the Academic Plan.	Communications support of the Academic Plan is a priority for the upcoming semester.
	Continue to provide support to the colleges, and primary constituent areas in the articulation of their respective marketing and communication plans, themes, and support materials.	Support provided to colleges and constituent areas in the development of their respective plans and support materials is ongoing.

Annual Imperative 4: Begin to implement the University's Academic Plan

Division: Provost/VPAA

Imperative 4:Implement Academic Plan INITIATIVE	Imperative 4:Implement Academic Plan STRATEGY	Imperative 4:Implement Academic Plan STATUS: August 2003
Transformation of BGSU into a premier learning community	Implementation of the Academic Plan is occurring at multiple levels: <ul style="list-style-type: none"> ➤ Plans have been collected from all colleges, Academic Programs, Academic Services, BGeX. ➤ Indicators from Appendix Three are under analysis. ➤ Task Forces or administrative structures exist to plan progress on all five themes. 	<ul style="list-style-type: none"> ➤ Plans from units are under discussion and further development ➤ Data collection and development by Bill Knight, continuing discussion in Deans council ➤ Progress is being monitored for all five groups

BGSU 2003 -2004 Year -End Progress on Annual Imperatives

Imperative 4:Implement Academic Plan INITIATIVE	Imperative 4:Implement Academic Plan STRATEGY	Imperative 4:Implement Academic Plan STATUS: August 2003
<p>Chair and Director welfare (Assigned to Carol as priority)</p>	<p>Integrate stipends to base Resurrect University Council of Chairs and Directors Establish comprehensive professional development plan including:</p> <ul style="list-style-type: none"> ➤ web based reference materials, ➤ training sessions and workshops, ➤ mentoring network <p>Work with Deans to expand empowerment of Chairs and Directors.</p>	<p>Well underway</p>

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 4:Implement Academic Plan INITIATIVE	Imperative 4:Implement Academic Plan STRATEGY	Imperative 4:Implement Academic Plan STATUS: August 2003
<p>Faculty welfare and success plans need more attention. (Barbara is taking this on as a major thrust.)</p>	<p>Work with Faculty Senate Welfare Committee. Improve information about, and understanding of P&T expectations.</p>	<p>Interviews going on with departing faculty members and others as issues arise</p>

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 4:Implement Academic Plan INITIATIVE	Imperative 4:Implement Academic Plan STRATEGY	Imperative 4:Implement Academic Plan STATUS: August 2003
<p>Diversity issues (Assigned to Barbara and AI as priority) <i>(Diversity issues are vital to all Annual Imperatives. Implementation through the Academic Plan assures comprehensive and integrated application.)</i></p>	<p>Plans and activities as presented earlier in this retreat.</p>	<p>As you heard at the earlier session this morning</p>
<p>Faculty Opportunity Program <i>(In addition, this initiative has direct implications for Annual Imperatives 1,3,5)</i></p>	<p>Will need to provide attention for this program again next year. Competition for highly qualified individuals is intense. Will need to be vigilant with success plans and monitoring mentoring.</p>	<p>Four faculty members hired in 2002-03. Chairs are increasingly vigilant in identifying outstanding candidates.</p>

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 4:Implement Academic Plan INITIATIVE	Imperative 4:Implement Academic Plan STRATEGY	Imperative 4:Implement Academic Plan STATUS: August 2003
<p>Enrollment Management <i>(Enrollment management is also integral to Annual Imperative 2, Student Retention and Academic Success)</i></p>	<p>Keep enrollments on target. Pay attention to both incoming students and retention</p> <p>Create greater communication about enrollment among University Divisions.</p>	<p>Need better methods to ensure enrollment between summer Orientation and Registration and the beginning of classes.</p> <p>Enrollment Steering Committee and Enrollment/Retention Monitoring Group meet regularly.</p>
<p><i>Implementation of the Academic Plan is inclusive of all seven Annual Imperatives.</i></p>		

Division: Student Affairs

TIMELINE	INITIATIVE	STRATEGY	STATUS
Spring 2004 and ongoing	Work with academic affairs to identify student affairs' role in implementing the academic plan.	Engage in dialogue between SA Directors and Academic Affairs staff and faculty about ways SA can be involved in the Academic Plan.	A SA representative serves on the Academic Plan Implementation Committee. Information forwarded to API committee about SA support for Academic Plan.
		Implement suggestions on how SA and AA staff and faculty can work together on Academic Plan.	Student Affairs has developed plans to support Academic Plan efforts.

Annual Imperative 5: Enhance educational opportunities through targeted efforts such as evening, weekend, degree completion, and distance learning programs.

Division: Provost/VPAA

Imperative 5: Enhance Educational Opportunities INITIATIVE	Imperative 5: Enhance Educational Opportunities STRATEGY	Imperative 5: Enhance Educational Opportunities STATUS: August 2003
Digital Media Task Force	Position BGSU as a leader in cutting edge technology that enhances and expands capabilities of reaching students and attracts students to specialized program offerings.	Implementation team is in place.
Office of Academic Achievement: Concentrate on advising	Renewed focus on advising issues through the joint Office of Academic Achievement will identify critical options necessary to assist nontraditional students	Office off to a running start under joint direction
Innovations presented through Academic Plan	Collaborative efforts with Continuing and Extended Education create opportunities for reaching new student	Ongoing

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Imperative 5: Enhance Educational Opportunities INITIATIVE	Imperative 5: Enhance Educational Opportunities STRATEGY	Imperative 5: Enhance Educational Opportunities STATUS: August 2003
	populations through nontraditional course offerings in terms of format, location, time and technology	
<i>See also: Annual Imperatives 1(Retention and Academic Success), 4 (Academic Plan) and 7 (Innovative Practices)</i>		

Division: Student Affairs

TIMELINE	INITIATIVE	STRATEGY	STATUS
Ongoing	Develop and enhance evening and weekend programs for students with the goal of increasing the number of students staying on campus during these times.	Make students aware of evening and weekend involvement opportunities that currently exist. Continue to develop evening and weekend programs to engage students in university community.	Marketing for major events (Campus Fest, Homecoming, Falcon Family Weekend, and Sibs N Kids) presented at O-REG. Marketing for Homecoming 2003 enhanced to include press releases to local radio station, TV stations, local newspapers and a banner for use at all events. Marketing for Falcon Family Weekend enhanced to include advertisements in the BG News and the Homecoming Football program.

Annual Imperative 6: Begin to implement the University's Master Plan.

Division: Provost/VPAA

Imperative 6: Implement Master Plan INITIATIVE	Imperative 6: Implement Master Plan STRATEGY	Imperative 6: Implement Master Plan STATUS: August 2003
Academic Plan	Ensure that capital improvements designated through the Master Plan coincide with implementation of the Academic Plan	In progress.

Division: Executive Vice President

Libraries began its feasibility study for Jerome Library with professional firm; fully re-equipped Room 210B to be state-of-the art instruction facility (with Smart Board, etc.)

Division: Student Affairs

TIMELINE	INITIATIVE	STRATEGY	STATUS
Fall 2003	Work with other administrative areas to determine appropriate master plan timelines, priorities, and funding opportunities for implementation.	Implement Student Affairs feasibility studies.	In progress.
		Select a firm to develop a Residence Life Master Plan.	Architects were selected in early August with the process truly being launched in early October. By the end of the Fall semester the architectural firm has conducted meetings with over 40 faculty and staff, led focus groups involving over 60 students and made presentations at both RSA and USG meetings. An online survey was launched in early November and received approximately 3400 responses. Final recommendations scheduled for summer, 2004.
	Determine timeline and funding sources for major student affairs facility renovations (Saddlemire Student Services, Student Health Center, Ice Arena, and specific athletic-related venues).	Implement Student Affairs feasibility studies.	The Saddlemire Student Services Building and Student Health Center (including Disability Services and Counseling Center) feasibility studies have been completed. Ice Arena feasibility study is in initial phases.

Annual Imperative 7: Improve educational and administrative practices through the strategic use of communications, information, and technology.

Division: Provost/VPAA

Imperative 7: Improve Practices INITIATIVE	Imperative 7: Improve Practices STRATEGY	Imperative 7: Improve Practices STATUS: August 2003
Budgetary efficiencies <i>(All Annual Imperatives are affected by this initiative)</i>	Work with Deans to avoid budget deficit by identifying waste and cultivating efficiencies	Progress in Arts and Sciences and Technology (but they have not been compensated for increased SCHs). Success from other colleges and units.
Develop plans for budget reductions	Work with colleges to meet targeted reductions.	Done twice in the last two years and new plans emerging
Academic Plan	Digital Media theme is threaded throughout the Academic plan and has broad implications for positioning BGSU at the cutting edge of communications, information, art and technology	Implementation team in place

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

Imperative 7: Improve Practices INITIATIVE	Imperative 7: Improve Practices STRATEGY	Imperative 7: Improve Practices STATUS: August 2003
Comprehensive Faculty & Staff Dataset	Guide creation and implementation of comprehensive, accessible multifunctional database for reporting and analysis of faculty and administrative staff in cooperation with representatives from the divisions of Finance and Administration, Executive Vice President, and Provost/VPAA. Work to extend involvement and access of all University divisions for the purposes of reporting and analysis	Implemented University-wide process and upload salary increases electronically in July. Facilitated in-house equity analysis of faculty market adjustments. Will be used to compile 2003-04 Salary Book in fall.
NEW INITIATIVES		

Division: Executive Vice President

- a. Completed the process of transitioning multi-copy paper contracts to renewal letters for all continuing faculty and administrative staff.
- b. Completed the process of procuring new administrative systems software (PeopleSoft) to replace 14 year old (project 90) software.
- c. Began the process of implementing PeopleSoft administrative system in Human Resources
- d. Worked with Academic Affairs to institute several new sections in the MyBGSU web portal for faculty and students
- e. Began the process of an automated Campus Tour for visitors. The tour will highlight significant buildings on campus and be available in English and Spanish language versions.
- f. Successfully transitioned in-person training for Sexual Harassment and for "The Search Process" to online and streaming video modules. Over 500 employees, grad students and undergraduate student workers have taken the online Sexual Harassment tutorial. Plans are underway to ask that it be made mandatory for all employees in 2005.
- g. WBGU went live with its High Definition Television service. Though on low power at this point, the changeover to digital tv has already been the catalyst for the addition of 3 channels through which BGSU can provide programming. Additionally, the station has begun intense experimentation with DataCasting--a combination of live TV and web-interactivity that shows great promise for teaching and learning.
- h. Peopleware software installed in CEE to permit on-line registrations, improved record keeping, and enhanced marketing.
- i. Seamless and painless roll-out of new version of Blackboard.

Division: Student Affairs

TIMELINE	INITIATIVE	STRATEGY	STATUS
Ongoing	Continue focus on student affairs staff training and development.	Identify training needs of staff and establish and implement training schedule for FY 04	Student Affairs Training and Development Team has developed and implemented a training plan.
Ongoing	Continue to implement student affairs technology plan, in conjunction with University's technology plan.	Design new on-line methods of communication and provision of services.	Exploring ways to use My BGSU to provide information and services.
Spring 2004		Update Division web site through the Content Management System (CMS)	Waiting for ITS to create SA "community" in CMS so we can go live.
Ongoing	Implement appropriate recommendations from the 2002-03 University Dining Services feasibility study.	Determine aspects of study to implement and begin implementation.	Opened All You Care to Eat facility in Commons; Implemented restricted meal plan spending in the Bowen Thompson Student Union; Developed a year to year roll-over program for unused meal plan dollars; Offering greater menu variety in the residential dining centers. Financial situation improved.
Ongoing	Continue to have student affairs representatives actively participate on institutional committees and boards aimed at dealing with pertinent University issues such as retention, enrollment, and technology.	Continue coordination of staff committee assignments through Office of the VPSA.	Staff serves on committees such as the University Planning Council, the President's Advisory Council, Student Affairs Advisory Board, Intercollegiate Athletic Committee, Enrollment Network, and Information Technology Committee.

BGSU 2003 -2004 Year-End Progress on Annual Imperatives

TIMELINE	INITIATIVE	STRATEGY	STATUS
Ongoing	Ensure all department budgets are managed responsibly.	Send out comparative reports (current year with previous year) to departments with questions about numbers that look inaccurate.	Reports are being sent on a regular basis from the Asst. to the VPSA to department directors. ICA and Dining financial situations improved significantly.

Other

Division: Executive Vice President

- a. Worked with the Chair of PAC to provide consistent administrative and logistical support.
- b. Assumed responsibility for Board of Trustees communications, board preparations, and other Board functions; began process of re-documenting procedures for Board processes such as new board appointments, scholarship applications, evaluation, etc.
- c. Helped coordinate the library's work on the President's Lecture series; began the process of working with the College of Education for the 2004-05 Lecture series.
- d. Served as a liaison with the United Way (BG Charitable Campaign) Committee. Redrafted basic document that allows broader solicitation.
- e. Helped coordinate Cabinet meetings and Expanded Cabinet meetings
- f. Chaired Committee to suggest candidates for the General Counsel position.
- g. Completed program reviews for H.R. and Continuing and Extended Education.